PROMOTING SECURITY AND INTELLIGENCE STUDIES
FEATURES
1 Dean’s Corner
2 SIS: Inside the Most Popular Major in the MPIA Program
6 SIS Alumni Career Paths and Advice for Today’s Students
10 Drones: GSPIA Drone Expert Urges Policies to Limit Proliferation
13 A Marine Remembers His Time in Iraq
14 Ridgway Center Explores Cuban Missile Crisis Lessons Learned

DEPARTMENTS
16 Alumni Awards
18 GSPIA Honors 4 Under 40 Alumni Award Winners

School News
20 Pitt Chancellor Nordenberg Receives Johnson Institute Award
22 Peace-building Conference: Transforming Conflict into Security
24 Sera Linardi Presents at Biennial Social Dilemmas Conference
25 Dr. Carolyn Ban Examines EU Leadership Challenges in New Book
25 Chinese Visiting Scholars
26 Research Paper Increases Community Engagement with Frick Park
27 Workshop Presents New Ideas, Garners GSPIA Feedback
28 Students Gain Experience Promoting Sustainability in Mexico
30 Vertical Horizons: Alumnus Leads Nepal’s Political Transition
31 Former Governor Dick Thornburgh Shares Leadership Strategies
32 Peace Corps Announces New Partnership with Pitt

Center News
33 Johnson Institute for Responsible Leadership
34 Center for Disaster Management
36 Center for Metropolitan Studies
37 Roscoe Memorial Lecture
38 Philanthropy Forum
39 Ford Institute

40 Student Recognition
41 Student Experiences
48 GSPIA Celebrates 2013 Graduation
51 GSPIANs Celebrate Commencement All Around the World
52 Student Awards
53 2013 GSPIA Graduation Luncheon
54 Giving
55 Class Notes
58 Alumni Gatherings

CONTRIBUTORS
Jean Hale
Director of Alumni Relations and Development

Emily Twargowski
Assistant Director of Alumni Relations and Development

Melanie Vignovich
Grant Writer

Phil Williams
Director of the Matthew B. Ridgway Center

Martin Staniland
Program Director, Masters of Public and International Affairs

PHOTOGRAPHY
Joe Kapelewski
Center for Instructional Development & Distance Education

Denmarsh Photography Inc.
Elliot Cramer

Cover Image: Mark Finkenstaedt
On the cover: Andy Hoehn, Sarah Factor, John Picarelli

GSPIA Perspectives is published once a year by the University of Pittsburgh Graduate School of Public and International Affairs.

Address Corrections
Send correspondence to Editor, GSPIA Perspectives, 3409 Posvar Hall, 230 South Bouquet Street, Pittsburgh, PA 15260, or email Harold Aughton at haa25@pitt.edu. Alumni biographical information may be updated by visiting the alumni section of the GSPIA Web site, www.gspia.pitt.edu.

John T.S. Keeler
Dean
William Dunn
Associate Dean
Harold Aughton, Editor
Director of Communications
Brin Miller
Communications Specialist
Lorraine Keeler
Writer
Kay Ida
Writer
This year’s cover story focuses on what has long been GSPIA’s most popular major, Security and Intelligence Studies (SIS). As the articles on the program and its alumni make clear, SIS and the Ridgway Center for International Security Studies continue to flourish. One of the most prominent SIS alumni, General Arthur Brown Jr. — former vice chief of staff of the U.S. Army — will bring honor to the school again this fall when he returns to campus to receive from Chancellor Nordenberg Pitt’s most prestigious alumni award, the Legacy Laureate. The quality of our SIS students is one of the major reasons that 21 GSPIAs have been selected as finalists in the residential management Fellows program over the last five years, and that this year GSPIA ranked #8 among all APSIA member schools — and tied for #1 among APSIA schools at public universities — in the PMF competition.

Ut international affairs is not the only focus of GSPIA, and one of the signature features of the school is that it continues to offer students “local to global” expertise related to public policy and administration. Last year’s issue of Perspectives underscored this point with a cover story on our nonprofit management program and an article announcing that Professor David Miller (Director of our Center for Metropolitan Studies) had won the Chancellor’s Distinguished Public Service Award for his management of the CONNECT program, which has greatly facilitated regional cooperation among municipalities in the Pittsburgh region. The primary election this May in Pittsburgh provided yet another reminder of GSPIA’s prominence at the local level: The winners of both the Democratic and Republican primaries for the office of mayor of Pittsburgh were GSPIA alumni — and so was a third candidate in the race.

One of the main innovations triggered by this year’s five-year strategic planning process was the launch of a new major for our MPA program — Energy and Environment (E&E) — that will strengthen even more our ability to serve our metropolitan region. As many readers already know, within the last three years Western Pennsylvania has emerged as the epicenter of the shale gas revolution that — in the words of a May 16, 2013, Economist article — “is transforming America’s energy outlook and boosting the economy.”

As Carnegie Mellon University President Jared Cohen wrote in a Pittsburgh Post-Gazette essay on June 9, the “short- to medium-term benefits to Western Pennsylvania from relatively inexpensive and abundant natural gas are enormous,” but that one must “worry about the environmental costs of fracking.” Our new major will enable MPA students to acquire expertise on both the promising and problematic sides of the shale gas issue, thus positioning themselves well for jobs in local government, industry and nonprofits. At the same time, our new curriculum will feature courses on global energy policy and global environmental policy to place the regional gas boom in perspective and to serve the interests of students in international affairs and international development who could benefit from taking E&E as a minor. Stay tuned to our “E-News” bulletins in the coming months to learn more about the development of this new program.
One reason for the popularity of the SIS major is that international security and intelligence issues have been at the forefront of the national agenda ever since 9/11, with a focus on terrorism and the wars in Iraq and Afghanistan. Along with traditional issues, such as deterrence strategy, nuclear proliferation, geopolitical rivalries and alliance management, a host of new security challenges have emerged in the post-9/11 era related to everything from high-tech weapons systems to WMD, cyber security, transnational organized crime and evolving forms of terrorism. Security challenges are less stark than during the Cold War but also more complex: Dense interdependencies have created new instabilities, sharp transitions, and greater unpredictability. The danger is that the severity of the challenges will surpass the capacity to manage them. This is where the intelligence component of the program comes in. Intelligence is ultimately about understanding the world more fully, reducing uncertainty, and not only making sense of both long-term trends and short-term fluctuations, but also knowing the difference between them.

SIS Faculty Strength

The other reason for the enduring popularity of SIS is GSPIA’s traditional strength in this field. Wesley W. Posvar was Chancellor of the University of Pittsburgh from 1967 to 1991 and, as a former U.S Air Force Officer and Professor at the Air Force Academy, placed a priority on helping GSPIA to secure a range of faculty with expertise in national security. In 1988, he facilitated the establishment of the endowed Matthew B. Ridgway Center for International Security Studies. Over the years, the Ridgway Center, which houses most of our SIS faculty and provides dedicated working space for SIS students, has become the main hub of security and intelligence activities at GSPIA and Pitt more generally. The Center offers students computer work stations with access to STRATFOR, a major open source intelligence provider, as well as to network analysis software. It also makes available, on a competitive basis, one-semester tuition fellowships, support for student travel, and summer internships working...
on selected projects and developing resource packages and databases (for example, on kidnapping, maritime piracy, and nuclear material trafficking) which, when completed, are included on the Ridgway Center website. In addition, every year Ridgway provides opportunities for students to attend a variety of conferences, many co-sponsored by the Strategic Studies Institute of the U.S. Army War College, and to meet with distinguished visiting speakers. In recent years conferences have focused on topics such as “Drugs, Violence and Instability in Colombia, Mexico, and the Caribbean,” “Violent Armed Groups,” “Cyberspace: Malevolent Actors, Criminal Opportunities, and Strategic Competition,” “The Cuban Missile Crisis Fifty Years On” and “Intelligence Challenges for the 21st Century.”

Wide-Ranging Expertise

Through the Ridgway Center and their course work, SIS students have the opportunity to learn from at least 15 GSPIA faculty and adjunct professors with wide-ranging expertise in security and intelligence. A number of faculty devote most of their time to other majors or degree programs, but have engaged in research relevant to SIS and teach courses and/or organize activities of interest to SIS majors: Lou Picard and Martin Staniland have published widely on issues related to Africa; Jennifer Murtazashvili has worked intensively on U.S. policy in Afghanistan; John Keeler has published on the European Security and Defense Policy and its relationship to NATO; and Ilia Murtazashvili has co-authored a book on Arms and the University focusing on issues such as the R.O.T.C. and the treatment of military issues in the curriculum. Adjuncts who teach SIS courses regularly include former officials with years of experience in the U.S. Department of State (Dr. Charles Skinner and Frank Kerber), the Central Intelligence Agency (Michael Sealy) and the U.S. Air Force (Dr. Forrest Morgan, now based at the RAND office in Pittsburgh). The core faculty who focus on SIS do research and teach on a variety of complementary topics. Phil Williams, Posvar Chair of International Security Studies and Director of the Ridgway Center, specializes in transnational organized crime, violent non-state actors, and strategic intelligence. Michael Kenney focuses on drug trafficking, terrorism, and counter-terrorism intelligence. Ryan Grauer is an expert on the sources, uses, and effects of military power. Luke Condra specializes in the dynamics of political violence and conflict, with an emphasis on Africa, Central Asia, and the Middle East. Taylor Seybolt deals primarily with humanitarian military intervention and the protection of civilians in conflict zones. And Dennis Gormley covers military strategy and intelligence, missile defense, and arms control and nonproliferation policy.

continued on page 4
Direct Government or Consulting Experience
Most of the core SIS faculty bring to the classroom not only academic insights but also years of experience working directly in government agencies or as consultants for them. Dennis Gormley began his career as an Army Intelligence Research Specialist, has served as a Consultant to the U.S. Department of Defense and many related agencies, and has testified before Congress on issues ranging from missile technology to weapons of mass destruction. Taylor Seybolt worked for the U.S. Institute of Peace before coming to GSPIA and since then has served as a Consultant for the Auschwitz Institute for Peace and Reconciliation and the U.S. Holocaust Memorial Museum. Phil Williams has served as a Consultant for institutions ranging from the CIA and U.S. Secret Service to the U.N. Office for Drugs and Crime and the Netherlands Ministry of Foreign Affairs. Michael Kenney served as a volunteer for the Peace Corps and VISTA and has been a Consultant for the U.S. Department of Homeland Security.

Cultivating Critical Thinking
In their teaching, the SIS faculty are all committed to helping students develop their capacity for critical thinking and intellectual creativity, improve their skill at writing and presentation, and acquire a professional approach to problem solving. Professor Phil Williams encourages his students, both in courses and Ridgway working groups, to do research that “illuminates trends and developments in transnational organized crime that have hitherto been subject to little scrutiny.” He also uses role-playing exercises in which students play terrorists and criminals, do a “red team analysis” to place themselves not only in the shoes but also the minds of actual or potential adversaries of the United States, or act as consultants to violent armed groups offering advice about the exploitation of emerging technologies.

Coming at problems in an unorthodox way, notes Williams, highlights new vulnerabilities and challenges. Professor Michael Kenney uses a similar pedagogical approach in his courses. He emphasizes the need to evaluate assumptions about human behavior that affect how we view policy problems and identify potential solutions. Whether assessing drone technology or Al Qaeda tactics, Kenney pushes his students to understand the “importance of not taking things at face value but looking beyond the official line and questioning the assumptions behind the policy and objectives.”

Kenney stresses that he wants the students to have the opportunity not only to learn from him but also from their fellow students and he appreciates the fact that, at GSPIA, the students are able to contribute a great deal to the education of their peers. In the classroom, whenever possible, Kenny also makes use of innovative web-based
technology. His current research entails interviewing Islamist militants in the United Kingdom, and his students have been able to use Skype to direct questions to some individuals Kenney interviewed while conducting his own fieldwork.

**Combining Theory with Problem-Solving**

In his classes, Professor Taylor Seybolt stresses the importance of his students’ combining their theoretical knowledge with their problem-solving skills to understand the world that they will face when they are pursuing their careers. In his recent capstone seminar, the students prepared a research report for the U.S. Holocaust Memorial Museum explaining why genocide has not broken out in Côte d’Ivoire despite the presence of all the usual preconditions. “The report will inform several meetings between U.S. government officials and our allies to develop prevention plans within government planning processes,” explains Seybolt. “So what these students have had the opportunity to do, in some small way, is to help contribute to the prevention of genocide in the real world.”

Professor Ryan Grauer spends the first part of the semester exploring classical strategic theory by examining the works of scholars ranging from Clausewitz and Sun Tzu to Thomas Schelling. Many of the fundamental concepts these theorists developed remain profoundly relevant, argues Grauer, even as we enter a new strategic era in which change is the constant. Once students understand the bases of theory, Grauer teaches them how to apply those strategic concepts to current problems such as nuclear proliferation and terrorism. One of the points he stresses is that even in a world of drones and cyber war, “we are not facing anything that is fundamentally new—the way war looks changes, but its fundamental nature is the same.”

Grauer also emphasizes the need to think in a more holistic way so that, rather than tailoring our capabilities to go on the offense against any particular threat, we develop sounder strategies that can deter a wide range of potential threats.

Grauer’s goal is “not to make my students experts in any one area, but to provide them with a framework for thinking about any particular challenge that might come across their desk when they leave GSPIA and go into the real world of policy or intelligence.”

**Deciphering Political and Economic Behavior**

By the same token, Professor Luke Condra stresses that classroom instruction at GSPIA goes beyond requiring students to memorize facts and figures, and instead encourages them “to think critically, no matter what the subject matter.”

Condra wants his students “to learn how to develop theories about international politics, to think about the information they would need to test the quality of those theories, and then to engage in the testing of their arguments through different means.”

The era of “Big Data” will provide challenges of its own, he notes, but also create opportunities for enhanced knowledge and understanding. “Advances in technology are providing social scientists and foreign policy makers with unprecedented opportunities to understand political and economic behavior more accurately and richly than ever before because of increased access to information and ways to make sense of it.”

Students who want to pursue careers in foreign affairs need the skills necessary to take advantage of that information, notes Condra, and he sees his central mission as helping them to develop those skills.
What career paths can our SIS students aspire to pursue?

The achievements of our alumni provide the most vivid answers to that question. Over the years, our alumni have served in such prominent positions as U.S. Ambassador to Rwanda (Margaret McMillion ’75), Vice Chief of Staff of the U.S. Army (Gen. Arthur E. Brown, Jr. ’65), Director of the Asia and Pacific Division of the Department of Political Affairs at the United Nations (John Renninger ’75), U.S. Representative to the Organization for the Prohibition of Chemical Weapons (Donald Mahley ’71), Special Envoy to Afghanistan with the rank of Ambassador (Peter Tomsen ’64), Officer in Charge for China, Vietnam and Burma at USAID (Nithin Maday ’92), Personal Security Briefer for Secretary of State Hillary Clinton (Daniel Flaherty ’99), Chief of the Office of Counterproliferation Initiatives at the U.S. Department of State (Anthony Ruggiero ’99), Chief of Iran analysis at the Defense Intelligence Agency (Christian Saunders ’01), Branch Chief, Kabul Embassy Security Force (Joseph Schulter ’02), and Program Analyst tracking Al-Qaeda money flows at the U.S. Department of the Treasury (Dan Malik ’06).

More than 1,000 GSPIA alumni are currently employed in Washington, D.C., and they can be found at virtually every major department and agency related to security and intelligence: the Departments of State, Defense, Homeland Security and Justice; the CIA, DIA, FBI; the Office of Naval Intelligence; and the Office of National Drug Control Policy. Many others work on Capitol Hill or for consulting firms, such as Booz Allen Hamilton, within the beltway.

For this issue of Perspectives, we brought three of them together (as shown on the cover) to discuss their experiences at GSPIA and provide advice to today’s students seeking to embark on careers in security and intelligence. Andrew R. Hoehn ’86 is Senior Vice President for Research and Development at the RAND Corp., Director of RAND’s Project Air Force, and a former Deputy Assistant Secretary of Defense for strategy. Sarah Factor ’05 is Country Director for the Republic of Korea within the Office of the Under Secretary of Defense for Policy at the U.S. Department of Defense. John Picarelli ’97 is a Program Manager for Transnational Issues at the National Institute of Justice (NIJ), the research and development branch of the U.S. Department of Justice.
Andy Hoehn recalls how GSPIA Professors Joseph Coffey, Donald Goldstein, and Paul Hammond encouraged him to take his first job—with the Marine Corps Gazette in Quantico, Va.—suggesting that the position would enable him to learn how international security works at a grass roots level. “Even though it wasn’t all that evident to me at the time, it turned out to be one of the best jobs I have ever had,” explains Hoehn. “Going to Quantico, getting to know Marines and all they did, really prepared me for the work that was to follow.” That experience led Hoehn to the Pentagon, where he worked for the three secretaries of defense in the policy arm of the Defense Department.

When Hoehn started his new job at the Pentagon it was the end of the Cold War, and President George H.W. Bush had just taken office. “Within months of my time working for the Defense Department,” explains Hoehn, “we could see the Warsaw Pact starting to fragment. You could see some profound signs of change in the Soviet Union, and that entailed a very intensive policy-planning exercise, not only looking at the role of the United States and the world, but also looking at what it meant for our military forces.” Gen. Colin Powell, chairman of the Joint Chiefs of Staff, was leading efforts to design a new National Defense Plan to meet the post-Cold War era by replacing nuclear deterrence with a new strategy focused on regional threats and forward presence, and Secretary of Defense Dick Cheney was leading a variety of strategic reviews. As a student fresh from GSPIA, Hoehn found himself right in the middle of all of those activities. His career continued to unfold in the Pentagon as an analyst, running an office, then a group of offices by the mid-’90s. Then he was asked by then-Secretary of Defense Bill Cohen to be the Deputy Assistant Secretary for Strategy. Hoehn remained in this role through the remainder of the Clinton administration and transitioned to the George W. Bush administration. As President Bush took office in 2001, Hoehn was asked to continue in his role and got to know Secretary of Defense Rumsfeld and the Bush team.

Hoehn vividly recalls the earth-shaking events that occurred on 9/11. “I was in my Pentagon office on that day and saw windows breaking, smoke filling the hallways, turbulence in the building that’s unimaginable,” he says. “If you can imagine a plane entering and moving its way through a building as large as the Pentagon. I was affected physically in a direct way, but at the same time the country was affected in a profound way that set us on a course for the whole decade that followed.”

Hoehn stayed in the world of strategy and policy through the end of 2004 when he

continued on page 8
SIS Alumni Career Paths and Advice

Sarah Factor, currently responsible for managing the U.S. alliance with the Republic of Korea in the Office of the Secretary of Defense Policy, echoes Hoehn. “GSPIA provided a great foundation of theoretical frameworks and experience, but also experiential learning and team-building—these are really important skills you need when dealing with very complex security challenges working with a variety of different actors throughout a region.”

She recalls developing her skills at project management throughout the entire curriculum, which is something that helps you when you walk into an interview. “It’s not enough to say I went to a great school. I know lots of stuff; I have read a lot of stuff. What makes you competitive in DC now is: Can you do anything? Can you practically apply those theories and frameworks?

Can you make a successful product out of something that may take months and years to actually develop? GSPIA gave me that sort of experience as a foundation to build upon.”

In her current job, given not only security challenges but also new fiscal constraints, Factor notes that “the Secretary of Defense and the leadership we have throughout the government have compelled us to think about how we can address global and strategic threats in more creative ways. We aren’t able to throw a lot of money at things, so what they are asking us to do is throw a lot of creative thought and brain power at it—and in some ways, that’s very liberating.

There are a lot of challenges on the Korean Peninsula, but there are also a

decided to join the RAND Corp. as the Director of Project Air Force. In that position, Hoehn oversees a team engaged in research and analysis on a wide range of issues. Subsequently, he would become the Senior Vice President for Research and Development at RAND.

Hoehn attributes his successful transition to RAND not only to his government experience, but also the experience he acquired early on at GSPIA. At RAND, Hoehn has found himself working with many professionals out of his areas of expertise. “I am not an engineer by training,” explains Hoehn, “but I found myself working with engineers that have specialized knowledge.” It’s Hoehn’s job to connect that knowledge with the broader world of policy and decision making. “To me it was really refreshing, really rewarding and led me back to the connections we had at GSPIA,” notes Hoehn. The main focus at GSPIA was not mastering facts and figures, but “learning the connections between the world of ideas and the world of policymaking.” Hoehn can now say from a professional’s perspective: “If you want to take an idea and put it into practice and bring about a change, I know how to get that done. I really credit my experience at GSPIA for putting me on that path. I have learned a lot since then. But some of the foundational work, in terms of how ideas get put into practice through the world of policy, I can trace right back to my days at GSPIA.

“Today the world is changing fast and in dramatic ways and the United States faces...
new security and intelligence challenges never seen before—the students that are at GSPIA today are going to contend with that.

The message that I want to give to today’s students as they are developing their talents in particular areas and disciplines is that the talent they really want to develop is the thinking talent.

I often tell my friends at GSPIA that I thought some of the work we did on methodology—learning how to think about problems—was really fundamental. I think a wonderful thing about the school is it brings disciplines together, as we do at RAND. This collaboration enables you to see a problem in a creative way and that is what makes GSPIA a special place.”

lot of opportunities. Alliance management is difficult; it requires constant engagement, constant gardening—trying to find out what needs to be grown, what needs to be pruned back.”

Factor knows today’s students face tough challenges as well. “It’s a difficult environment to come into Washington, D.C., right now—obviously, you are dealing with fiscal constraints and hiring freezes. I would tell current students: You have made a great first step in coming to get a master’s degree. You really need that to open doors and get interviews in Washington. What sets you apart being a GSPIA student are your practical skills. It helps you to be able to say ‘I actually know how to run a meeting. I can make an agenda. I can plan a project. I know how to properly identify what a problem is, build a solution and present it in a cogent manner.’”

The opportunity presented by GSPIA is what you make of it, stresses Factor. “Take advantage of the intellectual freedom you have to explore and challenge,” she says. “It may be the last time in your career that you will be allowed to do that without any real bounds. As a graduate student you are entitled to take risks and maybe fail in a classroom environment—it will only help you in the future. Also, go talk to your professors, one on one, outside of class. The better you get to know them, the more they can do for you. And one last thing: appreciate Pittsburgh. In Washington, Pittsburgh has such a great reputation for producing hardworking people, whether they be in the steel mills or at Pitt. The work ethic of people from Pittsburgh is something that is recognized and that is reflected at GSPIA—that’s of tremendous value. Think of that when you work on the things that will make you a success: writing, practicing, briefing, presenting—doing.”
The plots in popular Hollywood blockbusters sometimes revolve around wars conducted by advanced machines with capabilities far beyond those of their human counterparts.

Throughout the last decade, the United States has developed the capacity to conduct military operations in a similar fashion. The use of armed multiuse unmanned aerial vehicles (UAVs), commonly referred to as drones, has allowed the United States to develop a precision strike capacity using machines from which the pilot is separated by thousands of miles.

Originally used for reconnaissance missions to gather intelligence, drones are essentially remotely piloted aircraft. Over the last decade, they have been fitted with missile systems to create a precision strike capability that performs targeted killings of suspected terrorists. Over the course of two presidential administrations, drones have become the weapon of choice when targeting suspected terrorists in hard-to-reach areas. Both the technology and its use, however, are highly controversial.

Drone Policy Decisions Made at the Top
Current U.S. drone policy is largely ad hoc, and has yet to be fully developed or made transparent. This policy concentrates decision-making authority in the presidency and his top advisers. Further complicating matters is the fact that the majority of drone strikes outside of theaters of war appear to be conducted by the CIA in a classified program, which was only recently acknowledged to exist by the administration.

Proponents of armed drones claim that current U.S. policy is legal under international law and that the use of armed UAVs gives the United States a precision strike capability without putting the lives of service-members in danger. They also point out that
Drones are not only effective, but cost efficient. Moreover, according to the Obama Administration, civilian casualties have been “exceedingly rare.”

The civilian death rate for the U.S. drone program, however, is highly disputed, with critics claiming that administration-ordered strikes have targeted lower-level terrorists than claimed and have been based on so-called “patterns of behavior” rather than confirmed identities. Independent estimates from various sources generally place the percentage of civilians killed much higher than does the government. For example, the New America Foundation estimates the non-militant fatality rate to be 14 percent under the Obama administration.

Calling Attention to U.S. Drone Policy
Congressional silence on armed drones was broken during the nomination process of John Brennan, the architect of U.S. drone policy, to head the CIA. Sen. Rand Paul (R-Ky.) protested the nomination with a 13-hour filibuster aimed at bringing attention to the lack of due-process within current U.S. policy. Paul allowed a vote on the nomination, but only after he received assurances from the administration that drone strikes would not occur against American citizens on American soil.

Concerns about the CIA drone program break across the political spectrum with a range of libertarian and liberal politicians uncomfortable with the program. Others, however, such as former presidential candidate Sen. John McCain (R-Ariz.), are staunch supporters of the program. The Arizona senator cited his disapproval of Paul’s filibuster, calling it a “disservice.”

continued on page 12
Perhaps the greatest controversy with the current drone program concerns the limits of executive power. Currently, the program has little judicial or congressional oversight. Although key members of congressional intelligence committees have access to the details on drone strikes, Congress as a whole only recently began to pay close attention to the program.

Much of the current controversy stems from the 2011 extrajudicial killing of Anwar al-Awlaki, a U.S. citizen. The Obama administration maintains that al-Awlaki had the legal status of an “enemy combatant,” and that the strike was, therefore, permitted under both U.S. and international law. Their justification for the strike’s legality is the 2001 congressional Authorization to Use Military Force (AUMF) joint resolution, which authorizes the president to take action against terrorists that the administration determines to be “enemy combatants.”

Although supporters of the drone program maintain that it would take extraordinary circumstances for a strike to be authorized on American soil, some, such as Paul, feel that the current program allows the president to consolidate too much power in his office. Citing his concerns about the president taking on the job as judge, jury, and executioner, Paul passionately states, “It goes against everything that we fundamentally believe in our country.”

Such concerns finally prompted the Senate Judiciary Committee to hold a hearing in April 2013. The administration did not send anyone to testify, suggesting that it is determined to maintain its authority and as much secrecy as possible on drone strikes. The key, however, is to arrive at some sort of balance between the need for rapid high-level decision-making on the one side and the imperatives of transparency and accountability on the other.

**Drone Technology Highly Coveted**

The advantages drones offer to military planners, especially when conducting missions against legitimate threats, should not be understated. Yet the United States also needs to be careful of the precedents it sets. After all, drone technology can ultimately be exploited by other countries as easily as by the United States. In this connection, Dennis Gormley, GSPIA professor and drone expert, told *The New York Times* in October 2011 that “the problem is that we’re creating an international norm.” The United States is developing drone policies that may be emulated by other countries, which is troubling because drones are increasingly one of the most sought-after military technologies. For example, the Teal Group, which monitors aerospace markets, anticipates that spending on UAV research and procurement will exceed $94 billion over the next decade.

If the United States can develop a responsible drone policy with appropriate checks and balances, it may be able to fashion international norms that legitimize constrained and effective strikes. This scenario is preferable to the alternative of a world in which drones increase inadvertent conflict, erode sovereignty, and limit the chances of diplomatic solutions to complex security challenges. Indeed, Gormley urges both the executive and legislative branches to devote increased attention to the danger of armed drone proliferation. Current industry pressure to liberalize export controls pertaining to UAV sales should be avoided at all costs. In his view, the best way to limit uncontrolled drone proliferation would be for states party to the Missile Technology Control Regime (MTCR) to work with China to improve prospects for Beijing’s MTCR membership. Thus far, the United States has chosen to blackball China’s desired entry, but in light of China’s palpable drone ambitions, continuing to do so may prove to be the quickest path toward unbridled proliferation of these systems. That would be a disaster not only for regional security, but ultimately for the United States itself.
A Marine Remembers His Time in Iraq

By GSPIA Alumnus Will Cole, MPIA ‘13

Will Cole served with the Marines from 2001 to 2007. He is a graduate student at the University of Pittsburgh, where he co-founded the student veterans association.

Ten years ago this week, the Iraq war started. I remember picking up our light- armored vehicles from Port Doha in Kuwait as the war kicked off. Our company of Marines unloaded the "pigs"— as we called them — and packed them up as fast as possible so we could catch up to our command unit, the 1st Light Armored Reconnaissance Battalion. Our company was about 24 hours behind 1st LAR, but we caught up quickly. For the next seven months, however, we fought and we endured boredom.

I remember Gen. James Mattis, then the commander of the 1st Marine Division, always calling us his “fine young men” when he flew in to visit forward troops in remote locations. I and my fellow Marines and sailors felt inspired by his words and his demeanor. The general stressed moving toward Baghdad as quickly as possible — “speed, speed, speed.” The Marines responded by whipping through eastern Iraq, toward Baghdad, in less than a month. Mattis also emphasized the importance of being a friend to the Iraqi people and being the worst enemy any of our foes had ever seen. “No better friend, no worse enemy,” he told us.

It was mid-June when I bought a shirt from a mobile PX that said “Who’s Your Baghdaddy?” on the back and “Mission Accomplished” on the front. With a Sharpie, I crossed out the words on the front. At this point, the president had deemed major combat operations over and had said that the Army had secured Baghdad.

I knew, however, that more violence and suffering were on the way, and I did not want to exist under false pretenses. I still have the shirt in a drawer, though I never wear it.

Toward the end of our seven-month deployment, our company lived “within the wire” but on the outskirts of an Army logistics base just west of the southwestern tip of the Sunni Triangle, which was west of Baghdad. We patrolled and fought in nearby towns so Army logistics convoys could make it safely to the capital. The convoys were constantly getting attacked, often by rocket-propelled grenades, on a stretch of highway the troops nicknamed RPG Alley. Our mission, our very life’s purpose during those days, was to make RPG Alley go away. It wasn’t a glamorous job, but it had to be done.

One night while we were not on patrol, I slept outside on a cot to avoid the dilapidated, bat-infested buildings we had commandeered. For most of our deployment, Sgt. Mike Roberts served as the commander of the vehicle we served on together. As the company left the gates of Camp Pendleton in California in mid-February of 2003, my dad told him to “take care of my son.” He did. One hot summer night, sleeping on that standard-issue cot, I had a dream that Mike was shot and killed while on patrol. I dreamt that the guys came back and broke the news to me and that I flew off the handle, breaking objects around me until they calmed me down. I woke up and realized it had just been a dream.

The next day was uneventful. At the Army logistics base, we formed what we called “Phantom Platoon.” Its members would conduct reconnaissance operations in the middle of the night to try to add to the understanding of how insurgents were working in our area of operation. Mike was in Phantom Platoon, but I wasn’t.

The next night, I woke up to the guys telling me that Mike had been shot but that they thought he was going to be okay. It was surreal because of my dream the night before. I felt somehow responsible for not stopping the shooting, almost as though I had known what was going to happen. In contrast to the dream, I was angry but calm.

A few days later, the platoon visited the sergeant in the nearby Army field hospital after he had undergone surgery. He was in good spirits. He gave me some of the personal effects he kept in his cargo pocket to send home to his wife.

Mike was flown to Germany and then back to the States, where he received a Purple Heart. When we returned to Camp Pendleton a few months later, he was waiting for us to get off the bus. In the days and years that followed our return, however, Mike became a stranger. Shortly after our return, he was honorably discharged. I hope, wherever he is, that he is well.

For many of us, the war will never be over. We think about it every day, in our own ways. We think about the things we did and the people we served with. Even 10 years later, those days and nights spent with fellow Marines and sailors still define part of who we are.
FIFTY YEARS AGO, FOLLOWING THE BAY OF PIGS INVASION, THE FAILED ATTEMPT TO OVERTHROW THE CUBAN REGIME, RUSSIAN PRESIDENT Nikita Khrushchev made an offer to Fidel Castro that he couldn’t refuse—place Soviet nuclear missiles in Cuba to offset any further U.S. aggression. The subsequent implementation of this secret agreement provoked a 13-day crisis in October 1962 that nearly turned into a nuclear war between the United States and the Soviet Union.

This past fall, the Matthew B. Ridgway Center for International Security Studies hosted an event to mark the 50th anniversary of the Cuban Missile Crisis. The event examined the historical lessons of the crisis, while considering the kind of escalation dynamics that, in the 21st century, could move the world to the brink of war.

**Crisis Resolved by Backdoor Diplomacy**

The retrospective was introduced by Dr. Peter Kornbluh — senior analyst and director of Cuba and Chile Documentation Products at the National Security Archive — who opened the event by addressing the lessons of the Cuban Missile Crisis learned in hindsight. Traditionally, the story of the Cuban Missile Crisis has been one of U.S. resilience — even victory — in the face of a dire Soviet threat. As Kornbluh emphasized, however, it was ultimately backdoor diplomacy—beyond a strategy of coercive intimidation — that allowed the crisis to be peacefully resolved. Dr. Kornbluh reinforced the conclusion that “negotiation and compromise need to be understood beyond a strategy of coercive intimidation — that allowed the crisis to be peacefully resolved. Dr. Kornbluh’s view, U.S. security policy since 1962 unfortunately has been based on the traditional interpretation that the outcome of the Cuban Missile Crisis was a result of successful brinkmanship and coercive diplomacy.

Insight into the tensions of the crisis was provided in a fascinating perspective offered by Dr. Peter Karsten, professor in the University of Pittsburgh Department of History. Karsten had been on one of the ships involved in the “quarantine” of Cuba and he reflected on his experience, while also offering an important analysis of the coercive uses of sea power.

**Averting 21st Century Crises**

Other speakers focused on the potential crises of the 21st century and how difficult they might be to manage given the changed context of global politics. GSPIA Professor Dennis Gormley noted that the development and deployment of precision weapons, such as cruise missiles and unmanned aerial drones, in tandem with a growing emphasis on preemptive strategies and doctrines, could create dangerous instabilities in future crises.

Dr. Forrest Morgan from the RAND Corp. focused on the dynamics of escalation in crises. He explained that escalation in conflict can occur deliberately as both sides seek to win, but can also occur inadvertently and accidentally. Morgan identified several crucial elements of escalation management: policymakers must have limited objectives; they must “clarify thresholds” and make credible deterrent threats associated with those thresholds; and they must assess the adversary’s critical thresholds.

GSPIA Professor Ryan Grauer skillfully highlighted some of the difficulties and tensions in civil-military relations that arose during the Cuban Missile Crisis and could prove disruptive and dangerous in future crises. Grauer emphasized the ways in which the military’s pre-war planning and operational procedures constrained civilian policymakers. These military actions impeded the ability of the Kennedy administration to send cohesive messages to the Soviet Union, and luck more than skill played an essential role in averting disastrous consequences.

In the final panel, presided over by Dr. Charles Gochman from the Department of Political Science, speakers offered various views on the importance of power and coercion versus concessions and diplomacy in managing the Cuban Missile Crisis. They also discussed the lessons of the crisis for contemporary security challenges.
RIDGWAY CENTER EXPLORES
Cuban Missile Crisis
LESSONS LEARNED
Alumni Awards

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

University of Pittsburgh
Graduate School of Public and International Affairs

Daniel Rich, MPIA ’67

Daniel Rich, a 2011 GSPIA Distinguished Alumnus, received his award plaque during this year’s Board of Visitors reception. In his acceptance speech, Rich told the audience that GSPIA changed his life and how his decision to attend, based on Professor Marshall Singer’s advice, altered his career path from selling real estate after earning his bachelor’s degree at Brooklyn College. After graduate school, Rich went on to complete his PhD in political science at MIT. He then began a long career at the University of Delaware, which includes eight years as provost, and where today he is a professor in the School of Public Policy and Administration.

John Jacoby, MPIA ’77

John Jacoby graduated from Boston University in 1970 with a bachelor’s degree in English. After two years as a Peace Corps Volunteer in Nepal, he earned a master’s in South Asian Studies at the University of Pennsylvania in 1975 and a master’s in public and international affairs, with a concentration in economic and social development, at GSPIA. Jacoby then embarked on a long career with the Port Authority of New York and New Jersey, including roles as a management analyst, international trade task force associate, executive assistant to the director of aviation, manager of aviation marketing, landside services/customer service supervisor at LaGuardia Airport, manager of airport operations at Newark Liberty International Airport, and deputy manager and, ultimately, general manager of Newark Liberty International and Teterboro Airports (2002-11). Jacoby’s career came full circle after his 2011 retirement from the Port Authority when he was appointed as country director of Peace Corps South Africa.
Peggy B. Harris, MPA ’78

Peggy Harris graduated from Virginia State University with a bachelor’s degree in English in 1973. She started her career at the Federal Bureau of Investigation in Washington, D.C., before taking a position as the manager of compensation and employment at Carnegie Mellon University while enrolled in its School of Urban and Public Affairs (now Heinz College) and at the University of Pittsburgh, where she completed her master’s degree in public administration at GSPIA. She worked as the director of financial management and accounting services at the Community Technical Assistance Center and as the chief operating officer at Alternative Associates before assuming her current role as president and CEO of Three Rivers Youth, a provider of services to at-risk youth and families. Harris’ past and present board service includes leadership roles with local or national chapters of the YWCA, United Way, the Boys & Girls Club, Jack and Jill of America, the Program to Aid Citizen Enterprise, 3 Rivers Connect, Alpha Kappa Alpha Sorority, and the Pennsylvania Council of Children, Youth, and Families. She currently serves our school through membership on the GSPIA Board of Visitors and the board of the Johnson Institute for Responsible Leadership.

Revan Tranter, MPA ’63

Revan Tranter served as an officer in the British Royal Air Force before earning his bachelor’s and master’s degrees in law at the University of Oxford in 1957 and 1960. He then attended the University of Pittsburgh and completed a second master’s degree, in public administration, at GSPIA. Tranter spent the following decade in Washington, D.C., working his way up to the role of deputy director at the Metropolitan Washington Council of Governments, before assuming the position as head of the Association of Bay Area Governments where he stayed for the remainder of his 33-year career. Tranter retired from the association in 1995 as executive director emeritus and spent the next 12 years as a visiting scholar at the University of California, Berkeley Institute of Governmental Studies. Tranter was the first of three GSPIA graduates to serve as president of the International City/County Management Association (ICMA). He also served on the Executive Committee of the City Managers Department of the League of California Cities for 17 years and completed three terms as president of the California Committee of Regional Council Directors.

Jay N. Shih, PhD ’91

Jay N. Shih graduated with a bachelor’s degree in political science from National Taiwan University in 1983, received a master’s from National Chengchi University (NCCU) in 1985 and went on to earn a master’s in public administration at Syracuse University in 1987 and a doctorate at GSPIA in 1991. Shih then returned to Taiwan and began a distinguished career of teaching and research in NCCU’s Department of Public Administration. While on the faculty, he also served in a cabinet-level position in the Taiwanese government from 2004 to 2008, first as deputy minister and, later, as minister of the Research, Development, and Evaluation Commission. Following government service, Shih served as chair of the Department Public Administration at NCCU for two years and was appointed to his current role as distinguished professor in 2009. He now chairs the Public Human Resource Management section of the Taiwan Association for Schools of Public Administration and Affairs (TASPAA).
GSPIA recognized the winners of the 4 Under 40 Award during the annual new student reception. The award honors four GSPIA alumni aged 40 years or younger who have demonstrated early success and leadership potential.

ALISSA REPANSHEK (MPA ’04) holds dual positions as Market Event Manager and Campus Recruiting Manager at PricewaterhouseCoopers. Since 2004 she has played a lead role in employee recruitment and education at the firm’s Washington Metro Campus. From 1999 to 2004 Alissa worked as a recruiter in Pitt’s Office of Financial Aid while completing her bachelor’s degree in psychology in the School of Arts & Sciences and master’s degree in public administration at GSPIA. Based on academic merit, she was selected for induction in Pi Alpha Alpha, the National Honor Society for Public Affairs and Administration.

PATRICK DUTTON (MPIA ’04) is Deputy Director of the U.S. Department of the Treasury’s Office of Illicit Finance in Washington, D.C. Previously he worked as a Middle East Analyst and a Deputy Defense Intelligence Officer for the Middle East and North Africa with the Department of Defense. In 2005 and 2006 he was deployed to Iraq to support threat finance collection efforts, as head of the Iraq Reconstruction Focus Team. Dutton earned a bachelor’s degree in political science from Marietta College in 2002 and a master’s degree in Public and International Affairs at GSPIA in 2004.

CHRISTOPHER SHORTER (MPA ’04) joined the Office of the State Superintendent of Education in Washington, D.C., in September as a Deputy Director with leadership responsibilities in the Department of Special Education Transportation. Chris started his career in 2004 at the Port Authority of New York & New Jersey before serving in a variety of progressively more responsible roles at the D.C. Department of Youth Rehabilitation Services, including special assistant to the chief administrative officer, chief of staff and chief operating officer, as well as the senior operations manager at the Boys & Girls Clubs of Greater Washington. Prior to earning his master’s degree in public administration, Shorter completed undergraduate work in economics in 2001 at Florida Agricultural and Mechanical University.

JOY BRAUNSTEIN (MPA ’08) is Director of the Jewish Federation of Greater Pittsburgh’s Holocaust Center. Prior to joining the Center, Joy served as executive director of The Rachel Carson Homestead Association and president and CEO of the Carolina Raptor Center in Charlotte, N.C. In addition to the Master of Public Administration from GSPIA (2008), she holds a master’s degree in environmental law from Vermont College and a bachelor’s degree from Haifa University in Israel.
2013 Board of Visitors Reception and Strategic Planning Meeting

The GSPIA Board of Visitors joined students and faculty for a reception on Thursday, April 11. The Board meets once a year to provide insight and guidance in the school’s strategic planning process, as well as learn about student experiences and faculty research and teaching. During this year’s Board meeting, students from Professor Marcela Gonzalez Rivas’ capstone course gave a presentation to the Board about their trip to Chiapas, Mexico, to conduct field research. See full story on page 28.
University of Pittsburgh Chancellor Mark A. Nordenberg received the 2013 Exemplary Leader Award from Pitt’s Johnson Institute for Responsible Leadership for his outstanding leadership and stewardship at the University. Nordenberg delivered a lecture on leadership following the Nov. 16 ceremony, which was held in the Connolly Ballroom of Pitt’s Alumni Hall.
T

he Johnson Institute for Responsible Leadership, part of Pitt’s Graduate School of Public and International Affairs (GSPIA), presents the Exemplary Leader Award in recognition of the accomplishments of highly effective leaders who demonstrate the values of accountability, ethics, and responsibility. In addition to sponsoring the annual lecture, the Johnson Institute is building a library of leadership case studies that can be used as teaching and research tools based on featured speakers from the annual lectures. Chancellor Nordenberg’s career at Pitt will be the subject of one such case study.

“We are especially delighted to present this annual award to Mark Nordenberg,” says Johnson Institute Director and Pitt Professor of Public and Nonprofit Management Kevin Kearns. “We have seen this great University grow in national and international stature during his tenure as Chancellor. Pitt is now among the nation’s top-ranked research universities. Much of our collective success can be traced to Chancellor Nordenberg’s vision and strategy. It is an honor to present him with this year’s award.”

“It has long been recognized that any honor that comes from within one’s home community is a special treasure,” says Chancellor Nordenberg. “This award is particularly meaningful for me because I believe so strongly in the mission of the Johnson Institute and have great respect for LaVonne (A&S ’76, GSPIA ’80) and Glen Johnson, whose vision helped shape the Institute and whose support has made its work possible. I fully recognize, though, that our University’s progress is the product of the work of countless individuals, and I will be accepting this award on behalf of the people of Pitt.”

Mark A. Nordenberg was elected Interim Chancellor by the University’s Board of Trustees in 1995. In 1996, following a national search, he was elected the 17th Chancellor of the University. During his tenure as Chancellor, the University has achieved new levels of quality and impact on virtually every front. Undergraduate applications have increased dramatically, and the academic credentials of enrolled students have soared. Pitt currently ranks fifth among all American universities in terms of total federal science and engineering research and development support. The University also recently passed the $2 billion mark in its current fundraising campaign, the largest and most successful in the history of Western Pennsylvania. Earlier in his career, Chancellor Nordenberg served as Dean of Pitt’s School of Law and as Interim Provost, the chief academic officer, of the University. In 1994, he was elevated to the special faculty rank of Distinguished Service Professor of Law.

In recognition of the remarkable progress achieved during Mark Nordenberg’s first decade as Chancellor, the University’s Trustees, alumni, and special friends of the University contributed $2.5 million to endow a faculty chair in his name. At the time of the announcement, late Chief Justice of Pennsylvania Ralph J. Cappy (A&S ’65, LAW ’68), then the chair of the University’s Board of Trustees, stated: “This endowed chair indicates the extraordinary esteem in which we hold Mark Nordenberg, not only as an individual and a leader who has brought the University to an unprecedented level of success and achievement, but also as a true academic at heart.”

Most recently, on Oct. 26, 2012, the University’s Board of Trustees recognized Chancellor Nordenberg for his leadership and commitment to Pitt’s students by raising $5.8 million to create the Mark A. Nordenberg Scholarship Fund. Endowment income from the fund will assist the University in its efforts to recruit, retain, and graduate highly motivated and academically superior undergraduate students, who will be known as Nordenberg Scholars. At the same time, the Board of Trustees passed a resolution naming the residence hall now being constructed at Fifth Avenue and University Place Mark A. Nordenberg Hall. In expressing his own support for that resolution, Board of Trustees Chair Stephen R. Tricht (ENGR ’71, BUS ’77G) states, “Today’s actions will serve as a lasting tribute to this Chancellor, under whose leadership, Pitt has reached unprecedented heights of achievement, impact, and prestige.”

Over the course of his career, Chancellor Nordenberg has led a number of wide-ranging civic initiatives and has been recognized by a number of other groups for his accomplishments and contributions. He is an honors graduate of Thiel College and the University of Wisconsin Law School.
In his keynote address, Chakkummotil echoed the lyrics of John Lennon’s “Give Peace a Chance.” A peace mediator himself, Chakkummotil remarked that peace-building is a complex process, and there have been notable instances where it has failed. But by aiming for conflict transformation within the community — harnessing the power of local resources, engaging all stakeholders, and coordinating varying approaches and actors — peace really does have a chance. For Chakkummotil, having himself seen transformative change occur in communities where ethnic friction and violence is widespread, there is a profound truth in peacebuilding efforts. “If you give a chance to peace, something waits on the other end,” he says.

By the conference’s end, GSPIA students found themselves optimistic not only about the prospects of sustainable peace-building, but about their own potential to be agents of change in an unknown world. In particular, for the student organizers of the Peace-building Conference, the conference presented the opportunity to not only learn new conflict transformation skills in the workshops offered, but also implicitly put those skills to practice. An entirely student-organized initiative, the Peace-building Conference was the product of hours of planning, across continents in some cases. There were many challenges — from coordination to budgeting — along the way, and many places where conflict could have critically interrupted progress.

In addition to the keynote speaker, the conference hosted a panel composed of GSPIA faculty members Dr. Müge Finkel, Dr. Paul Nelson, and Dr. Kevin Kearns to discuss the systemic challenges to peace-building. The conference also included four workshop modules, conducted by Chakkummotil and Schrock-Shenk, that aimed to impart the strategic tools necessary for peace-building to participants. A group of 30 attendees were selected to take part in these workshop modules, and, while many of the participants were GSPIA-affiliates, the group also included students of Carnegie Mellon University, University of Pittsburgh Law School, members of local nonprofit organizations, and even a Holocaust survivor.
“I honestly didn’t know what to expect from the peace conference,” says event coordinator Brin Miller, MPA ’13. “I was so pleased to see how well it turned out and how all the collaborative efforts of the student group really paid off.”

“As the organizing team, we were blown away by the response from within GSPIA, other schools, and the community,” adds group coordinator Dan Shelter, MID ’13, “I have organized other conferences which were successful but utterly exhausting. But the people I have worked with here on the GSPIA team are such incredible people that everything went smoothly, and was even an enjoyable process on the organizing side.”

Conference attendees were offered keen insights into the nature of conflict and advice on how to approach conflict effectively — whether on an interpersonal or an international level.

“The keynote address and the workshops fundamentally changed the framework of how to think about conflict for me,” says vice group coordinator Marina Duane, MID ’13. From her interactions with Chakkummotil and Schrock-Shenk, Duane began to consider peace work as starting at the most basic level.

Similarly, organizer Evie Gardner, MPA ’13, found the conference exemplified how collaborative conflict management works. “Through active and curious listening, we can better understand the interests and feelings of those around us, working toward shared goals,” she says.

As conference facilitators Chakkummotil and Schrock-Shenk emphasized, and as the student organizers found in the course of organizing the conference, the most critical element in any conflict-transformation initiative is trust. Drawing from his mediation experience in volatile conflict zones, Chakkummotil emphasized that there must first be

Dr. Schrock-Shenk helped me shift my grand scale conflict perspective to the interpersonal level. I really appreciated how she said that conflict is a normal occurrence in our daily lives.

MARINA DUANE, MID ’13

Never doubt that a small group of thoughtful committed people can change the world...

MARGARET MEAD, ANTHROPOLOGIST, 1901-1978

From left, Lydia McShane, Bernadette Vega, Chrystal Alexander, Brin Miller, Varghese Chakkummotil, Evelyn Gardner, Marina Duane, Daniel Shetler and Erin Morse

continued on page 24
Inaugural Peacebuilding Conference

What I was hoping for was honest and thoughtful advice about how to actually move people from being in a mode of conflict to being in a mood for peace. It would be easy for someone to give theoretical examples and textbook cases, but he was very impressive when it came to delivering practical advice.

CRYSTAL ALEXANDER

a strong foundation of trust to build upon if peace-building activities are to ever come full circle. His example of the cycles of violence that often perpetuate amongst ethnicities in Northeastern India, and the transformative potential through local trust-building initiatives, such as Daya’s “Peace Dialogue and Journey,” made a lasting impression on students.

Crystal Alexander, MPIA ’13, also regarded “trust” as perhaps the most valuable lesson of the conference. “My main lesson was the importance of trust in relationships. I think that we sometimes expect the benefits of a trusting relationship before we have taken the time to establish that trust in a deep and lasting way,” she says. “Just being nice and helpful is not enough to convince others that you are trustworthy. You must prove yourself with time and dedication. Without trust as a foundation, people will not give their hearts and minds to your ideas.”

The success of the Peace-building Conference can perhaps itself be attributed to the trust that the organizers had in their skills and in one another, as well as the dialogue that resulted from this foundational trust. GSPIA students are taking the lessons they learn here with them into the next stage of their careers, collaborating and dialoguing to make sure conflict is a source of growth rather than the cause of insecurities and antagonism. Instead of “Waiting on the World to Change,” with the trust and willingness to learn, GSPIA students are truly “Giving Peace a Chance.”

Sera Linardi

Presents at Biennial Social Dilemmas Conference

Assistant Professor Sera Linardi recently presented her latest research at the Biennial Social Dilemmas Conference at Caltech in Pasadena, CA. The conference began in 2002 with the goal to bring together researchers working on collective action, and in 2009, Elinor Ostrom, one of the lead organizers, was awarded the Nobel Prize in economics. Dr. Linardi also presented her paper at the STIET research seminar at the University of Michigan, the Nonprofit Research Seminar, the University of Southern California Price School of Public Policy, and the University of Massachusetts.

In the paper, “Wallflowers: Experimental Evidence of an Aversion to Standing Out,” Dr. Linardi and co-author Daniel Jones argue that, contrary to common belief, individuals are not necessarily motivated to give more, in time or financial support, for example, when they know that their contribution will be revealed to their peers. Instead, their experiments showed that increased visibility may actually draw generosity away from the extremes and toward the center. Their findings imply that recognition incentives may only work at higher giving levels and may backfire with individuals, and women in particular, who don’t wish to stand out.

To read the paper, visit http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2175211
Dr. Carolyn Ban
Examines EU Leadership Challenges in New Book

GSPIA Professor and former Dean Dr. Carolyn Ban breaks new ground by analyzing the European Commission from a public management perspective in her new book, *Management and Culture in an Enlarged European Commission: From Diversity to Unity?*

Based on extensive interviews conducted over six years, she explores how the European Commission faced the challenge of enlargement, recruited and socialized thousands of new staff members, and succeeded in integrating newcomers. She argues that nationality was less important in understanding the newcomers than expected and, conversely, that gender was more important than expected, as one of the major effects of enlargement was to shift the organization’s gender balance. Her book includes an analysis of language use and language politics as an important part of organizational culture.

The work provides a lively and readable picture of life within the European Commission. Melding management with sociology, anthropology, and linguistics, Ban’s book contributes to the growing literature on international organizations. It will be of interest to scholars, practitioners, students, and those who hope to pursue international careers.

**CHINESE VISITING SCHOLARS**

Each year, GSPIA hosts scholars from around the world. In the 2012-13 academic year, GSPIA welcomed four visiting scholars from China: Xiao Sui, China Academy of Social Sciences; Haibo Zhang, School of Government, Nanjing University; Peili Zhang, Renmin University; and Ling Zhao, Shanghai Ocean University.
Class Project and Research Paper Increases Community Engagement with Frick Park

By Kay Ida

In partnership with the Pittsburgh Parks Conservancy (PPC) and local organizations, GSPIA students in Dr. Sabina Deitrick’s Neighborhood and Community Development class participated in a project designed to increase local usage of Frick Park, Pittsburgh’s largest regional park.

Previous research had indicated that, despite the convenient proximity of Frick Park, utilization of the park by residents in some nearby neighborhoods was low, and pinpointed transportation issues and safety concerns as contributing to this low community usage. Looking further into the discrepancy in park proximity to local usage, however, the GSPIA team uncovered some surprising results.

Students Ginny Giles, Ole Ohlhoff, Ashley Loneman, and Becky Mercatoris conducted a focus group of Westinghouse High School students from Homewood to better gauge local high school students’ perceptions of Frick Park. That information formed their report, “Pathways to the Park: Engaging Homewood Residents in the Use of Frick Park,” which was co-authored by Giles, Ohlhoff, Loneman, and Mercatoris, as well as Ethan Hammersmith, Liz Kozub, and Danbee Lee, and supervised by Deitrick.

The students elaborated on the barriers that inhibit younger community members from fully utilizing Frick Park and presented their recommendations at a meeting of representatives from the PPC, Homewood community partners, potential donors, and the GSPIA team held at the Carnegie Library of Pittsburgh’s Homewood Branch in December 2012.

Identifying Barriers to Frick Park Usage

Their findings revealed a general openness of youth to using the park, and fewer structural obstacles to using the park than initially thought. First, the group found Homewood kids used PPC parks, especially Mellon and Highland, but not typically Frick. The focus group participants indicated a higher likelihood of using Frick Park if there were activities of interest taking place. Moreover, participants indicated that transportation might not provide a direct barrier to engaging Frick Park.

The GSPIA team then assessed a potential plan for increasing youth engagement of Frick Park. Graduate student Ashley Loneman remarked that the team’s recommendations were heavily focused on the youth demographic for the purposes of community sustainability and for the ongoing potential of the youth to draw older populations to the park.

To fully implement an effective strategy of engagement, however, the team emphasized the need to formulate a comprehensive network approach from all stakeholders present — the PPC, donors, community partners, and even members of the Pittsburgh biking community. The team made specific recommendations for improving Frick Park’s structural amenities, collectively supporting group social activities, and addressing safety concerns around lighting and trail signage.

Upon consulting with the Dublin Institute of Technology and drawing from Ireland’s plans to increase bicycling, the GSPIA team began to see Frick Park as providing an opportunity to develop a similar “bike culture” in Homewood. In fact, one of the most important recommendations of the GSPIA team called for the involvement of local students through every step of the envisioned initiative.

Forming Connections with the Community

It was an “incredibly applied” project, notes Deitrick. But, for the team, it was also an opportunity to build relationships and form a personal connection with the community—a connection which perhaps motivated the students themselves to engage the project even beyond the stated class requirements.

“The project, in my view, actually went beyond getting people to utilize Frick Park,” Loneman elaborates. “The class visited Homewood a few times and I really believe we started to think beyond just the Frick Park project. We started to think about ways to involve Homewood residents to improve their health and wellness and to utilize the resources available.”

Dr. Angela Reynolds, who has supervised similar student-local community initiatives, remarked that this particular bond between students and the community is not so uncommon a phenomenon. Over the course of such projects, students fall in love with the communities and sometimes even stay on after the completion of the project.
Ten participants from GSPA took part, sharing their research and exchanging ideas with GSPIA faculty. In return, presenters received feedback from GSPIA faculty members.

In the panel discussion on the Effects of Markets and Fiscal Decentralization on Corruption, GSPA Assistant Professor Kilkon Ko presented the paper, “Adoption of the Market Mechanism and Its Impact on Land Corruption in China,” followed by comments from GSPIA Assistant Professor Sera Linardi. A second paper, “Fiscal Decentralization and Economic Growth: Using the Corruption Indicator as a Moderating Variable” was presented by GSPA MA student Seunhui Han, with remarks provided by GSPIA Assistant Professor Luke Condra.

Panelists also presented research papers on Democracy, Law and Corruption. GSPA Assistant Professor Jörg Michael Dostal presented “The Conflict between Direct Democracy and International Law: Analyzing the Swiss Case,” with GSPIA Assistant Professor Taylor Seybolt providing thoughtful analysis. GSPA PhD student Deok-soo Kim and GSPA MA student Min Han Kim presented their paper, “A Study of the Size of Anti-Corruption Agencies Influencing the Control of Corruption,” which was introduced by GSPIA Assistant Professor Ryan Grauer.

Also discussed was the idea of the Effects of Institutional Capacity and Social Support. Seulki Choi, GSPA PhD student, presented his paper “Institutional Capacity as an Essential Condition for Improving Intellectual Property Protection,” with GSPIA Professor Louise Comfort providing valuable insight. The second part of the panel discussion featured “The Effect of Job Stress and Social Support on Job Satisfaction” presented by GSPA MA student Seulki Lee, with GSPIA Assistant Professor George Dougherty and others providing feedback.

During the final panel discussion, participants explored Policy Strategies and Configurations in Developmental Contexts. GSPA Professor Tobin Im discussed his paper, “Fit and Performance in a Developmental Context: An Analysis of the Policy Configuration of the Korean Developmental State,” with remarks by GSPIA Professor John Mendeloff. GSPIA Professors Huck-ju Kwon and Yusun Kim made the final presentation, “Making the National Social Protection Strategy in Cambodia,” with feedback from GSPIA Associate Professor Nita Rudra.
For some, spring break is a brief escape from classes; but for students in Marcela González Rivas’ capstone course in international project planning in developing countries, it was a chance to gain invaluable experience in international field research. In spring 2013, nine GSPIA students visited the southern Mexico state of Chiapas to conduct research and work with local and international development organizations as part of the course taught by González Rivas, who joined the GSPIA faculty last fall. The trip was financed by grants from the Center for Latin American Studies, the Center for Metropolitan Studies, and the GSPIA Dean’s office; the only financial burden on students was the price of a plane ticket.

The course’s three broad goals were to define “food security” according to international standards and synthesize existing literature into a simple framework applicable to small, marginalized communities; analyze the state-level programs implemented in Chiapas in the last six years; and look at the new state government and predict what local NGOs can expect to see in the future.

The students worked with a client non-governmental organization (NGO), FORO Para el Desarrollo Sustentable (Sustainable Development Forum), which promotes sustainable and small-scale agriculture. González Rivas had established connections in Chiapas during previous trips there with her students at Cornell University. While prior classes had focused on Sustainable Rural Cities, a government program promoting basic infrastructure in compact settlements, this semester’s students focused on food security in the region’s...
marginalized rural communities. While in Mexico, they worked closely with FORO and met with organizations promoting causes, such as community development, sustainability, and the rights of women, the indigenous, and small farmers.

**Language Skills Enhanced Independence**
Because the majority of the students spoke Spanish, they were more independent in their field research, conducting firsthand interviews in rural and indigenous communities and visiting community projects in various stages of development. At the end of the week, the students hosted a forum on food security that featured 14 local and international organizations, including the client, the Kellogg Foundation, and the United Nations Development Programme’s Disaster Risk Management Project.

Through interviews and research, the students found that various factors had contributed to food insecurity over time: The government had promoted cash crops over more traditional farming, and fertilizers had eventually depleted nutrients in the soil. Families that had switched to mono-cropping had become reliant on inaccessible markets for food and were particularly vulnerable to price swings.

The opportunity to gain experience in the field drew many students to the class. “We want to be practitioners, so to get real experience was great,” says Andrew Stark (MPIA ’13). Sarah Phillips (MPIA ’13) had already studied abroad but wanted experience in Latin America. “This is a good choice because you don’t have to take a whole semester away from Pittsburgh, but you get the field experience,” she says. “It’s the best of both worlds.”

**Reporting the Team’s Findings**
As their final project, the students created a report in English and Spanish with an over-arching analysis of the situation in Chiapas to help local NGOs work better in the future. They explained that there are some very successful projects being implemented in the area, but there is little communication among organizations, so they hope their work will help organizations share success strategies.

González Rivas emphasized that the report is not an attempt to tell the local organizations what to do. “There are some ethical issues with creating proposals and suggestions,” she says. “We do not want to come in as foreigners who have been there for five days and tell these NGOs what to do. That is not our strength. Our strength is our capacity to analyze and get the big picture, which the organizations themselves do not have the time to do.”

Besides the benefit students hope to provide to FORO, the class offered many personal gains to the students themselves. “I’ve been searching for real, practical, applicable skills and experiences, and I found those in this class,” says Phillips. “We talk about ‘in the field’ experience, but there was also the desk research before we left, interviews in the field, and now collaborating to create this final document. It gives you a lot of perspective because in all our classes we talk about why programs do or not work and the importance of local knowledge, and now we get to see it.”

“There’s so much that goes into a class like this versus other courses,” says Stark. “There’s a qualitative difference between doing this and doing a research paper for another course. [The trip] was fun but it was intense; there were long days. And now we have to coordinate 13 people and try to make a consensus — this class just doesn’t stop.”

On April 18, 2013, at GSPIA, the students presented their findings to FORO representative Ramón Martínez, who flew in from Mexico for the occasion. Martínez also led a workshop that day on “Working with Displaced Communities.”

**We live in an age of globalization, the team structure of designing this project mimics the real world more. It’s good experience to work with students of different backgrounds. It can be very challenging, but everyone on this trip had a good attitude.**

GONZÁLEZ RIVAS
When compared to its neighbors China and India, Nepal — a country approximately the size of Arkansas, with a population of 30 million people — may not initially strike outsiders as a diverse state. But as Dr. Devendra Raj Panday (MPIA ’63/PhD ’68) notes, Nepal is, in fact, a country of many languages and many ethnicities. After all, Panday laughs, “It is a very vertical country. We have people living at 200 feet and people living at 29,000 feet!”

Though years of political upheaval, Nepal has struggled to guarantee universal rights and liberties to its diverse population. Yet for Panday — a major Nepalese human rights leader — these troubled times hint at a more democratic Nepal. A founding member of the Transparency International (TI) chapter in Nepal, Panday has served twice on the TI board of directors, and has been a founding board member of South Asians for Human Rights. But it has not been an easy road for the GSPIA alumnus.

Vertical Horizons: GSPIA Experience Leads Alumnus Through Nepal’s Political Transition

By Kay Ida

We live in an age of globalization, but to get there, we must have a globalized understanding. New horizons are not uncovered by a single individual. We are all in this together.

DR. DEVENDRA RAJ PANDAY
In spring 2013, GSPIA students learned firsthand about the challenges of governing and policymaking from Pitt Alumnus Dick Thornburgh, who has served as Pennsylvania governor, U.S. attorney general, and United Nations undersecretary general.

“Gov. Thornburgh brought to life his accounts of directing, making, and influencing policy, and effectively governing the Commonwealth during challenging times,” notes Professor David Miller.

During his visit, Thornburgh discussed three rules of thumb he used as a public administrator. First, he emphasized the importance of recruiting a quality team of experts who are talented, loyal, and energetic. The team should possess integrity and share the same goals as the head of the team. Second, he discussed the importance of setting rules as administrators, such as being transparent and speaking with one voice. He demanded weekly, candid reports and expected communications outside of the office to be in sync.

Thornburgh’s Policy Development Approach
Finally, Thornburgh shared with students his “spokes of the wheel” approach to policy development, describing this method as a wheel with six spokes that outline the process of creating a policy. The first spoke is pure policy or the origin of the idea. Then the idea passes through legal review and budgetary considerations. Next, the team must present the policy to the legislative actors and lobby if necessary. Finally, the team must consider the media reaction and political feasibility of the proposed policy. At the center of the wheel is the axel, the executive who makes the final decision.

Thornburgh recounted how policies and processes were applied after the Three Mile Island nuclear plant accident in March 1978, shortly after he took office. He explained how he worked with his team to manage the disaster, which ultimately did not result in any casualties but is widely considered to be the worst accident in U.S. commercial nuclear power plant history.

Students asked Thornburgh questions about his time at the United Nations and the current American political climate. He closed by offering a few key points: Expect the unexpected; rely on trusted individuals; don’t rush to simply do something; beware of emergency machos; manage emergencies at the site; pursue the facts diligently and constantly; maintain good media relations; disregard partisanship; learn from history; and that “it ain’t over ‘til it’s over.”
Peace Corps Announces New Partnership with Pitt

“This new partnership enables returned Peace Corps volunteers to continue their work in public service through meaningful internships in underserved American communities,” explains Carrie Hessler-Radelet, acting Peace Corps director. “Experience overseas and graduate studies position Peace Corps fellows to launch careers by combining coursework with service.”

The Peace Corps and the University of Pittsburgh have teamed up to launch a new Paul D. Coverdell Fellows Program partnership, an initiative that provides graduate school scholarships to returned Peace Corps volunteers. All fellows complete a degree-related internship in an underserved American community, allowing them to expand upon the skills they learned as Peace Corps volunteers. Pitt Coverdell fellows will pursue master’s degrees at the Graduate School of Public and International Affairs (GSPIA).

“At GSPIA we are well aware of the impact the Peace Corps makes all around the world; more than 600 Pitt alumni and faculty, including many associated with our school, are returned Peace Corps volunteers,” says Dr. John T.S. Keeler, dean of GSPIA. “The Peace Corps provides prospective students with life-changing experiences and an awareness of the cultures and challenges of other countries. We are honored to play a role in providing academic opportunities to those returning volunteers dedicated to making the world a better place.”

Fellows selected for the program will receive a minimum of $5,000 per year, along with eligibility for other financial aid benefits. Internships in underserved communities will be an integral part of each recipient’s degree, allowing returned Peace Corps volunteers to bring the skills they acquired during service back home to make an impact in the United States. The majority of Pitt Coverdell Fellows’ community service activities will be carried out in conjunction with GSPIA’s five research and outreach centers: the Center for Disaster Management, the Center for Metropolitan Studies, the Ford Institute for Human Security, the Johnson Institute for Responsible Leadership, and the Matthew B. Ridgway Center for International Security Studies.

Pitt is recognized worldwide as a leading institution in international scholarship and education. More than 26,000 graduate and undergraduate students matriculate each year at Pitt’s main campus in the Oakland neighborhood of Pittsburgh, the city’s educational and cultural hub. GSPIA, which has nearly 8,000 alumni, has contributed to Pitt’s excellent reputation by providing preeminent research and educational programs in public and international affairs and international development since 1958.

More details can be found at www.peacecorps.gov/fellows.
The Johnson Institute for Responsible Leadership hosted 22 Nigerian executives for a seminar on ethical leadership. This was the 10th cohort of Nigerian executives to participate in this biannual seminar on Leadership, Ethics and Corporate Governance. Seminar attendees participated in a variety of sessions on topics that included Managing in a Crisis, Leadership Principles and Accountability, Ethical Decision Making, Corporate Social Responsibility, and Corporate Compliance. Instructors were from the University of Pittsburgh, as well as Carnegie Mellon University, PNC, Alcoa, and the Center for International Private Enterprise. A highlight for this cohort was a trip to U.S. Steel headquarters for briefings from both the general counsel-compliance director and the head of strategic planning and business development.
Dr. Louise Comfort’s research takes her to disaster areas around the world as director of GSPIA’s Center for Disaster Management. In her most recent project, Comfort joined a team of computer scientists, ocean engineers, and oceanographers to launch an integrated “social-technical project” to alleviate the human cost borne in the wake of tsunamis.

With funding from a National Science Foundation grant and support from the Indonesian government, Comfort’s project aims to strengthen the resilience of communities in tsunami-prone areas by more quickly identifying “near field” (near-coast) tsunami strikes, improving communication with land monitors, and implementing evacuation and disaster response plans.

**Identifying Tsunamis Faster**

The first component of Comfort’s social-technical project is to enhance tsunami identification. Enhanced underwater “nodes” will be placed on the ocean floor, equipped with accelerometers, bottom-pressure sensors, and communications sensors. By measuring changes in sea-bottom pressure, tsunamis can be more accurately identified, sometimes even before a tsunami’s “golden time,” the approximately one to four minutes between the detection of an earthquake and the time before the...
tsunami wave formally manifests and speeds toward land. The sensors in the sea-floor nodes rapidly transmit this positive identification via underwater acoustic communication to a land-base receiving station, where the critical “advance-warning” can be launched—perhaps saving thousands of lives in the process.

Responding More Efficiently
The second component focuses on integrating an effective chain of command between national emergency institutions that have legal responsibility for protecting lives, property, and continuity of operations, such as the National Disaster Management Agency, local police units, and fire brigades, and nonprofit organizations, such as community centers and local branches of the American Red Cross, to provide assistance in the most efficient manner. Without adequate response preparation, an early warning may not be enough to avoid a significant loss of life, especially in dense urban areas. Comfort cited the challenges of the September 2009 earthquake in Padang, Indonesia. A general tsunami warning had been issued, but the evacuation towers had been damaged by the earthquake itself. The streets became severely congested as the entire city tried to evacuate without an organized evacuation plan. Thankfully, the 7.9 magnitude earthquake did not generate a large tsunami; however, the need for a more effective disaster management system was clear. Comfort’s team proposed putting accelerometers on the foundations of evacuation centers to measure the seismic stress in different areas of the city. With localized information on earthquake impacts, the team can better determine evacuation strategies for different parts of a city and the city can create plans to evacuate only at-risk populations, avoiding the extreme congestion seen in 2009.

The next stage of development for the project will be to build a “test bed” off the coast of Padang. With a high risk for tsunamis and a population of more than 900,000, the city is the perfect candidate for such a test project. It is hoped that the project’s components can be replicated in other tsunami-prone areas. With the stakes so high for tsunami-response plans, Comfort says, “what we can do to minimize this risk, we have to do.”
The Changing Nature of Civic Engagement

There is a core cadre of people doing the doing, and everybody else is free-riding. That might be okay if the core cadre is representing the neighborhood well, if they really do understand the needs and the preferences and priorities of the neighborhood broadly.

In his introduction of the speaker for the Changing Nature of Civic Engagement lecture, David Miller, director of the Center for Metropolitan Studies (CMS), reinforced the importance of civil discourse in the country. “I think the question of the role and relationship of the citizen to the community of which they are a part — the government of which they consider themselves to be citizens — is an extremely important issue,” he says. Miller explains that it is critical for society to understand how effective future democracies can be in balancing the interests of citizens and the needs of the larger community.

Miller set the context for the lecture by Pittsburgh native and University of Kansas Professor of political science Elaine B. Sharp on “Lessons Learned from Disappointment and Success.” Sharp spoke to the enduring collective action problem in neighborhood initiatives and presented evidence of a potential negative correlation between high government “responsiveness” and local civic engagement.

Encouraging Citizen Involvement
Looking at examples of community law enforcement in 27 urban areas where higher levels of government take measures to encourage the direct input of the local community, local citizens appear less likely to attend community policy-planning meetings, according to findings in Sharp’s recent book, Does Local Government Matter? How Urban Policies Shape Civil Engagement.

“Government officials, and anyone else who is trying to encourage citizen involvement, need to understand that there is a pretty strong likelihood that you’re actually going to encourage civil engagement from a creamed-off elite group at the neighborhood level,” says Sharp. “It’s not going to be broad-based.”

Low rates of participation can potentially be attributed to a certain degree of “satisficing.” For instance, in cities that have high media coverage of local governance, there may be less of a direct imperative on citizens to participate. But more importantly, Sharp emphasized, this may be identified as a classic example of the collective action problem. As state governments focus their attention on empowering neighborhood organizations, there is often less emphasis on empowering the neighborhood people themselves. Government “responsiveness” to local communities may actually raise the stakes of neighborhood participation, making participation itself an even more demanding task.

A degree of caution may be necessary when encouraging local government. “You have to have good authentic representation all the way down to the grassroots level in order to make the cross-connections work well,” she adds. “There are a lot of people who just feel like a fish out of water, and they will be happy to stay home and let somebody else do the participating at the neighborhood level.”
Dr. Isaac Hampton II Discusses Historical Challenges of African-American Military Officers

An ongoing system of subtle racism and unfair promotion prevented African-Americans from attaining higher ranks in the 1960s and 1970s.

GSPIA recently hosted Dr. Isaac Hampton II for the Roscoe Robinson Jr. Lecture, “The Journey of African American Officers Through the Vietnam Era.” Sponsored by the Roscoe Robinson Jr. Memorial Endowment, and held in honor of the achievements of GSPIA alumnus Gen. Roscoe Robinson Jr. (MPIA ’64), the first African-American to become a four-star general, this annual lecture promotes discussion and understanding in key issues related to diversity in public service.

A member of the history faculty at San Antonio College, Hampton spent many years researching African-American officers’ experiences in relation to military desegregation and the civil rights movement, as echoed in his recent book, The Black Officer Corps: A History of Black Military Advancement from Integration Through Vietnam.

Hampton highlighted that, even though there were some notable exceptions (as represented by Gen. Robinson Jr. himself), the 1960s and 1970s were characterized by an ongoing system of subtle racism and unfair promotion that inherently isolated African-Americans from the higher ranks.

Subtle, Systematic Racism
He outlined the systematic methods by which African-American officers, despite having a much higher demographic representation in the military than their white counterparts, found themselves denied higher commands. Drawing evidence from the 1971 Butler Report and a rich body of archives and interviews, Hampton explained the effect of the “coded” narrative within the Officer Evaluation Report (OER) performance ratings — the rating system used as the basis for promotions.

Commanding officers employed certain key words in the narrative of African-American OER ratings that, seemed positive but in subtext gave no character or leadership assessment. Over time, African-American officers were largely shifted into “combat support” roles, as opposed to “combat arms” roles, with even fewer opportunities for military advancement.

Moreover, he noted, with such a small number of African-American officers serving in the higher ranks, younger African-American service members often found themselves at a particular disadvantage because there were no higher-up benefactors or mentors to guide them in advancing through the ranks.

Ensuring Future Officer Advancement
Hampton explained that this atmosphere started to change in the mid-1970s, following the Civil Rights Movement and critical challenges, such as the Butler Report. African-American officers began to ascend the ranks, setting up those key benefactor systems to ensure guidance for young African-American officers in the decades thereafter.

The number of African-American military officers in higher leadership positions still remains disproportionate even today. “I wish I could say that racism and prejudice were only distant memories,’ Hampton says, quoting the late Supreme Court Justice Thurgood Marshall, “We must dissent from the indifference. We must dissent from the apathy; we must dissent from the fear, the hatred, and the mistrust. We must dissent because American can do better, and because America has no choice but to be better.”
As regional and ethnic conflicts give way to a negotiated peace, the role of indigenous funders is breaking new ground around the world. Avila Kilmurray, director of the Community Foundation of Northern Ireland, shared the distinctive role that private and community philanthropy plays in places like Northern Ireland, South Africa, Rwanda, Bangladesh, and other war-torn societies. Kilmurray’s comments set the stage for the Philanthropy Forum’s speaker series on “The Future of Philanthropy in Uncertain Times.”

Even before the Good Friday Agreement in 1999, Avila Kilmurray served as a tireless advocate for peace-building in Northern Ireland. Her background in labor issues, women’s empowerment, and peace-building through educational equity are recognized as major contributions to Northern Ireland’s transformation.

“Avila pointed out many unheralded uses for philanthropy in helping communities heal after conflict,” says Kathleen Buechel, director of GSPIA’s Philanthropy Forum. “I was struck by her contention that the period of post-conflict transformation requires as much investment as the conflict itself,” says Buechel. “This suggests that funders can’t look away once the ink dries on a peace accord. They need to take the longer view with patient capital.”

Philanthropic institutions, Kilmurray stressed, must be ready and willing to change the status quo of a war-torn community. Philanthropic approaches must be risk-taking if there is indeed to be any “glimmer of optimism” for a beneficial outcome. According to Kilmurray, where philanthropy acts as a catalyst, convener, communicator, and campaigner, philanthropists must “seek out new partners that can pose new questions.” Various experts — including members of the afflicted communities themselves — must be included and consulted in solution proposals. Responses to Kilmurray’s comments were offered by Gregg Behr, president of the Grable Foundation; Joyce Rothermel, community leader and retired CEO of the Greater Pittsburgh Community Food Bank; and Dr. Taylor Seybolt, assistant professor of international affairs. Their comments sparked an audience-wide conversation about peace-building and conflict transformation from Belfast to Braddock.

Behr focused on the rhetoric of “love and forgiveness” that can take place at the community level with the help of philanthropy, while Rothermel highlighted the unique position philanthropy is in to bring conflict parties together for dialogue and empathy-building. Dr. Seybolt adds that it is often philanthropy, beyond government apparatuses, which operates the local action, leadership, long-term endeavors, and "leaning-to-live-together" that allow society to fully reconcile.

“Lessons can be learned from specific conflicts that may contribute to some emerging principles to guide funders toward higher-impact investments Funding outsiders to share their own post-conflict experiences offers one concrete and often overlooked method; filling in gaps where government funding may be absent offers another. Providing a voice for the voiceless and for victims can be another important philanthropic space to occupy,” Kilmurray adds.
For more than fifty years, the United States Agency for International Development (USAID) has promoted peace and development around the world. GSPIA and the University of Pittsburgh have had strong ties with USAID for decades, through the service of many alumni, notably Nitin Madhav (MPIA ’92), USAID officer-in-charge for China, Vietnam and Burma, and Carrie Gruenloh (MPIA), a democracy and conflict mitigation specialist. Now, an important new chapter in that story is about to begin, as GSPIA and Political Science faculty, staff, and students will be playing a central role in the implementation of a five-year, $2.6 million contract with the USAID West Africa (USAID/WA) Regional Peace and Governance Office.

The project, which will provide impact evaluation, capacity building, and analytical services to USAID, will be administered by the Governance Group, an interdepartmental collaboration led by Dr. Louis A. Picard, director of the Ford Institute (GSPIA), and Dr. Steven Finkel, chair of the Political Science Department, in partnership with The Mitchell Group, a Washington, D.C.-based international development firm. The research coordinator for the project in the Governance Group will be Chris Belasco, PhD student in GSPIA.

**USAID/WA Team Responds to West Africa’s Instability**

West Africa is considered one of the most unstable regions in the world. In recent years it has witnessed high levels of transnational crime, illicit drug trafficking, extremist ideology, acts of terrorism, political violence, poor governance, and unemployment.

The USAID/WA team responds to these challenges through its Peace and Security program, whose three-pronged approach aims to strengthen communities, increase the capacity of West African states to respond to conflict, and strengthen democratic institutions in the region.

“The goal is to collect and analyze consistent, high-quality information that will improve capacity for local and regional organizations,” says Picard, “Most importantly, we will focus on leaving increased capacity for impact assessment and analytical capacity within the region.”

Finkel, lead methodologist on the project, explains that, 20 years ago, development projects were not subjected to the rigorous scrutiny of randomized control trials and statistical analyses that the team will be performing. Today, impact evaluation is an important and growing field considered vital to development work.

As the capacity building team leader, Picard is responsible for assessment and capacity-building in partner organizations and developing a network of knowledge-sharing among them. The team will also conduct evaluations and periodic data collection, and will provide in-depth research and analysis opportunities to 12 West African researchers.

**Largest Ford Institute Contract Ever**

The contract itself is a significant step forward for GSPIA and the University — and at $2.6 million, it is the largest that the Ford Institute has ever received. Even with this project only in its initial stages, Picard is already planning the next steps for the Ford Institute. “We’re not just stopping with West Africa,” he says. Picard plans to produce research on other marginalized groups, including indigenous groups in Amazonian Brazil, Peru, Southeast Asia, Southeastern Europe, and Southern and Central Africa.

“GSPIANs can all be proud of the contributions the School has already made to global development, especially in Africa,” Dean John Keeler remarks, and this new project will offer many of our students a chance to build on that tradition by doing ‘real world’ development work in conjunction with their studies.”

---

*From left, Professor Louis Picard, Professor Steven Finkel and doctoral student Chris Belasco*
GSPIA MPA student Chuck Alcorn was recognized by Pittsburgh Magazine and the Pittsburgh Urban Magnet Project as one of the region’s “40 Under 40” award winners for his commitment to making the region a better place for everyone.

Alcorn currently works as an urban planner for Riverlife, a public-private partnership established in 1999 to guide and advocate for the redevelopment of Pittsburgh’s riverfronts. What Alcorn likes best about his job is the ability to get outside and actually see what is being developed and make people aware of what Pittsburgh’s riverfronts have to offer. In his current position, Alcorn produces guidelines and strategies for developers looking to improve Pittsburgh’s riverfronts, ensuring that the projects are beneficial to both the community and the developers.

As a graduate student, Alcorn is able to apply what he knows and share valuable real-life experiences with his fellow classmates. “I’m gaining so many skill sets at GSPIA that I wish I’d had years ago when I started my job at Riverlife,” explains Alcorn. “It’s a unique situation.”

Riverlife has developed several projects over the years, including the Mon Wharf Improvement Project, which has turned an exposed parking lot beyond Ft. Pitt Boulevard into a linear park, providing a path from the Smithfield Street Bridge to Point State Park. Other projects include work on Three Rivers Park and the Allegheny Riverfront Green Boulevard.

At GSPIA, Alcorn finds the hands-on learning approach beneficial and applicable. The Geographic Information System (GIS) has been especially relevant, noted Alcorn. The system provides Alcorn with the ability to visualize, question, analyze, understand, and interpret data relevant to his work. Alcorn also has gained other valuable skills at GSPIA, such as policy analysis, financial audits, strategic planning, and financial management.

“GSPIA has opened my mind up to so many different ways of dealing with challenges in the workplace, especially when working on a variety of projects, developing different policies, or combating problems,” explains Alcorn.

In a recent research project conducted through GSPIA’s Center for Metropolitan Studies, Alcorn developed a report outlining how better community coordination in Allegheny County is needed to manage blight and abandoned properties.

“There’s so much going on here in Pittsburgh, especially in my field,” Alcorn adds. “It has been a great learning experience, especially the opportunity I have had to interact with international students. They bring diverse perspectives of public administration to the classroom.”
The annual spring Gala, hosted by the GSPIA Student Cabinet, took place Saturday, April 13, 2013, at the Andy Warhol Museum in downtown Pittsburgh. Students had the opportunity to tour the museum and enjoy the work of Pittsburgh’s most celebrated artist, including paintings, sculptures, works on paper, more than 1,000 published and unique prints, and 4,000 photographs.
Student Finds the Warm Heart of Africa in Malawi Volunteer Position

Sarah Phillips, MPIA
In August 2012, I had the opportunity to study in Washington, D.C., as part of GSPIA's D.C. Semester. This program was one of the most amazing life experiences I have ever had: going to class in the evenings, while spending the day as an intern working in the U.S. Senate office of Sen. Robert Casey.

I greatly enjoyed being a part of Sen. Casey's office and felt that I was able to thrive there, gaining real work experience in my field while applying my studies. My work focused on assisting with science and technology policy, as well as veterans' affairs and poverty programs.

My studies at GSPIA laid the foundation I needed for success, especially the core courses, such as policy analysis and principles, which I applied almost daily. Going into the internship, I was worried because I had little experience working in veterans' affairs, but I soon found that the skills gained from my courses easily and directly applied to this new task.

Furthermore, I always looked forward to my evening classes with professors who had unrivaled firsthand experience in their fields. Additionally, the opportunity to network with seasoned career professionals and colleagues from other universities greatly influenced and developed my career path. GSPIA's D.C. Semester was the best professional choice I could have made. I can’t wait to return to our nation’s Capitol!
Local Government at Its Best
Simona-Gabriela Gavrila, MPA

As an MPA candidate with a major in public and nonprofit management, I wanted to “get my feet wet” and experience firsthand what it’s like to work in local government.

Through my internship at Brentwood Borough in summer 2012, I interacted regularly with Borough Manager George Zboyovsky, MPIA/MBA ’00. By working closely with the administration, I gained a strong sense of residents’ real concerns, as well as the overall direction of the borough. There is something very satisfying about working in local government, since the constituents have such a strong voice and the effects of any project or initiative are almost instantaneous.

I originally applied to the borough to fulfill my summer internship requirements; however, before my internship ended, I was asked if I would be interested in working through the fall semester. I gladly accepted, as there was still more I wanted to learn about local government. The internship was partially funded through the Municipal Internship Program administered by the Local Government Academy. Needless to say, it was a tremendous experience, and I encourage other students to consider this program as they explore different career paths at GSPIA.

Most of my time at the borough was devoted to preparing a commercial and vacant property inventory database, while at the same time, reviewing related borough codes pertaining to such properties. The goal of this project was to increase access to property information within the borough in order to identify economic development prospects and become better aware of any unmanaged, vacant, or abandoned properties.

Under the supervision of Zboyovsky, and with the assistance of the code enforcement officer, I was able to design this project from beginning to end. As part of my assignment, I made code enforcement visits with my fellow intern while photographing every property on the lists we generated. We also reconciled physical addresses with parcel numbers as referenced in GeoPlan (the borough’s traditional borough management software) and the county’s reassessment website. We recorded other apparent property violations and systematically entered all data into a newly-created database.

Last but not least, I was tasked with researching and drafting various ordinances related to my main project, including vacant property and rental property management, which subsequently were submitted to the Borough Council for approval. During my internship, I also updated other ordinances in the Borough Code, assisted with management of personnel files, completed research on grant opportunities, and performed other budgeting and administrative duties on the side.

In the end, I was exposed to a broad array of administrative functions tasked to local governments, which made for a terrific learning experience and a great summer internship.
Do you ever think about the source of the energy you use and if that power is sustainable? These questions have served as my inspiration throughout most of my graduate studies and were central to my search for an internship.

In 2011, I saw a film at the Three Rivers Film Festival that highlighted energy security issues and potential environmental concerns in Chile. Having spent a semester in Chile as an undergrad, I was particularly interested in these issues and, following the screening, met with the film’s producer, who supplied me with a few key contacts. I made several phone calls and eventually secured an internship with one of the non-governmental organizations that had supplied information and guidance for the film.

In summer 2012, I traveled to Santiago, Chile, to complete an internship with the Latin American office of the Natural Resources Defense Council (NRDC), a nonprofit environmental organization based in New York, N.Y. The NRDC has no office or support staff in Chile, so I was the organization’s only field researcher in the country during my stay.

The NRDC tasked me with identifying mechanisms to address energy issues in Chile. My primary challenge for the summer was to identify barriers to development of geothermal energy, a nonconventional renewable energy (NCRE) resource. Despite significant potential, there is not a single geothermal energy plant in production in the country.

Arriving in Chile with little more than reservations at a hostel and the name of a contact at the Center of Geothermal Excellence of the Andes (CEGA) at the Universidad de Chile, I embarked on an internship that, in many ways, would turn out to be an adventure. During the course of a two-month stay in the country, I conducted in-depth research about the geothermal sector in Chile. As part of this research, I interviewed nearly 40 representatives of the energy sector, including some from government institutions, energy development firms, the United Nations Economic Commission for Latin America and the Caribbean, and professors from several academic centers at national universities.

During fall semester 2012, I compiled the survey results and produced a report for the NRDC. On April 4, 2013, I presented the research results during a seminar organized by the NRDC and CEGA at the Universidad de Chile. The goal of the day-long event was to generate a space for discussion among all of the important constituents in the sector.

Using the four main barriers I had identified in my research — high financial risk, inadequate legal framework, lack of government support, and social issues — I worked with the two organizations to bring in a series of subject matter experts to address each barrier.

The NRDC soon will publish a series of documents about geothermal development in Chile. These publications will highlight some of my research and will serve as the launch of the organization’s campaign to promote geothermal energy in the region.
Previous World Travels Through U.S. Army Provide Foundation for GSPIA Framework

Justin Budd, MPPM

As an MPPM student at GSPIA, I have developed professionally in what some might say is the reverse order. After completing my undergraduate degree, a variety of positions in the U.S. Army provided me with 16 years of experience before I returned to tackle the theories and concepts of graduate school.

My career in the Army has given our family the opportunity to live and work overseas for almost a decade. Before coming to GSPIA, I served for two years as the defense attaché at the U.S. Embassy in Yerevan, Armenia. In that capacity, I was expected to be a regionally focused expert responsible for advising the ambassador and other senior leaders on military matters; managing the security assistance the United States provides to Armenia; providing cultural and language expertise; and fostering relationships with Armenian leaders.

I am grateful that we were able to go to Armenia as a family. My wife, Laura, was active in both the Armenian and diplomatic communities and was so deeply affected by the experience that she has since started a nonprofit organization that helps young Armenians pursue their dreams of higher education. Our children attended an international school that exposed them to a variety of cultures and languages, further broadening their young perspectives.

The two years we spent in Armenia is among our family’s most rewarding experiences. We made new and lasting friendships, experienced a new culture, learned an ancient language of classical antiquity, participated in U.S. diplomatic efforts in the Caucasus, and explored a part of the world that has a fascinating history. Serving as the defense attaché in Armenia is one of the highlights of my professional career, as I was able to have a direct impact on U.S. policy toward Armenia and the Caucasus.

In addition to Armenia, I also have been fortunate to live or work in Germany, Hungary, the Netherlands, Korea, Afghanistan, the Balkans, and many of the Central European countries. The interpersonal, intellectual, and emotional connections I developed in these many places define a large part of who I am.

My experiences abroad have shaped my understanding of the world and the coursework I have completed here at GSPIA has provided the theoretical framework for my experience. It has challenged me to explore topics and issues that I previously did not appreciate or that I considered to be outside of my comfort zone. GSPIA also has helped me develop a perspective that will serve me well as I go onto my next assignment as the NATO allied command transformation liaison officer for NATO member countries at Naval Air Station, Norfolk, Virginia.
Amanda Kitanga, MID

Internship in Kenya
Leads to Career Path in Development

As an international development student at GSPIA, I knew that I wanted to gain experience in a developing country. Since my area of interest is Sub-Saharan Africa, I decided to focus my search on East Africa. I obtained an internship in Nairobi, Kenya, with small nongovernmental organization and was excited to start work in Africa.

After arriving in Nairobi in June 2012, the internship did not work out. There I was in Nairobi with no internship and without a place to live. Luckily, I have family in Kenya who gave me a place to stay. Through some contacts and networking in Nairobi, I was able to secure another internship.

I spent summer 2012 working for Pact Inc., a U.S.-based organization that builds capacity for grassroots organizations and operates all over the world. I worked on Pact’s Kenyan Civil Society Strengthening Program (KCSSP), which is a six-and-a-half year USAID grant project focusing on democracy and governance, natural resource management, peace building and conflict management. I was able to work in all of these sectors.

Mainly, I conducted evaluations of Pact’s sub-grant partners for the conclusion of the project. I met with organization leaders from all three sectors of KCSSP throughout Kenya. All of the work I completed was for USAID’s evaluation of Pact and KCSSP. Through the partner meetings, I learned so much about development and how development differs for different people and places. Each organization that I met with had different aims and skills but was successful at its work. As an MID student, I was lucky to gain experience in a developing country and in the field.

My GSPIA coursework prepared me well for living and working in a developing country. My courses on development issues were brought to life in the field. From this experience in Kenya, I am certain that I want to work in development. Following my return, I decided to focus my GSPIA coursework on gaining monitoring and evaluation skills, such as quantitative and qualitative analysis, program evaluation, and geographic information systems.

My GSPIA coursework not only prepared me for my internship and the job market, but also for leadership opportunities. During spring and fall 2012, I served as GSPIA Student Cabinet president and gained both leadership and management experience.

Looking back at my internship and my GSPIA experience, I have gained invaluable knowledge, skills, and experience both inside and outside the classroom. While no day at GSPIA is easy, it is preparing me for a career in international development. For that, I am truly thankful.
GSPIA Celebrates 2013 Graduation

The Soldiers and Sailors Memorial Hall and Museum in Oakland was the site of the University of Pittsburgh Graduate School of Public and International Affairs 2013 Honors and Graduation Ceremony, held Thursday, April 25.
SPIA Faculty President Paul Nelson kicked off the start of the procession led by the ceremonial drums of the Shona Sharif African Drum and Dance Ensemble. SPIA Dean John T.S. Keeler and Vice Provost for Graduate Studies Alberta M. Sbragia provided salutations to family, friends, alumni, and graduates.

“Congratulations for having succeeded in your studies and becoming ready to contribute to your city, your country, and the world,” commented Dr. Sbragia.

Student Cabinet President Amanda Ruth Kitanga MID ’13 recognized the persistence and friendships formed at SPIA by commenting on the countless hours working on class projects and papers. “Little did we know that we would spend many hours trying to understand the difference between a t-statistic and a p-value in stats, which is where I learned the invaluable lesson of graduate school—struggling is always better when you have people to struggle with.”

Following her comments, Kitanga presented the staff award to Beverly Brizzi, assistant to the director of the Matthew B. Ridgway Center, and the Donald M. Goldstein Teacher of the Year Award to Assistant Professor Ilia Murtazashvili.

Simona Gabriela Gavrila MPA ’13, a recipient of the Dean’s Award, acknowledged the extraordinary talents and diverse experiences of the class. “As we enter the next stage in our lives, I have a very simple but sincere wish for all of us: I hope we stay in touch, and I hope we continue to share and build on each other’s successes.”

Maryna Dyomina Duane MID ’13, Dean’s Award recipient, recognized the sacrifice and support of family members as an invisible force. “Although we could not see you in SPIA hallways, you were always with us. You provided support and encouragement at times when it seemed impossible to go on, and you were also the first people we called to tell about our good grades and success… And we are forever grateful for that.”

continued on page 50
Alumnus John P. Renninger PhD ’75 delivered the commencement address. Renninger retired in 2005 after serving more than 30 years at the United Nations, most recently as director of the Asia and Pacific Division and director of the Americas and Europe Division. He is now an international consultant, lecturer, and adjunct faculty member at the New York University Center for Global Affairs.

“Your generation, to a much larger extent than mine, must come to grips with the reality that change in all aspects of our lives will be rapid, unrelenting, and pervasive.”

“Facing complexity and uncertainty is a fact of life no matter where our path takes us,” he noted. “And it never goes away.”

“Be bold, be imaginative, be creative, and never be afraid of the future.”

He explained that while every stage of life has its satisfactions and rewards, nothing compares to “being newly credentialed and preparing for life’s main event. This is a time of optimism, excitement and hope that cannot be matched later in life.”

Reflecting on his own experience of graduating from GSPIA amidst the end of the Vietnam War, skyrocketing oil prices and the nearly 10 percent unemployment, he acknowledged that there are few ideal times to enter the job market.

“I know that a GSPIA education has given you the instincts and confidence to rise to similar challenges. The key is to have the courage to try.”

Renninger, who didn’t attend his own graduation, noted that his mother would have been pleased to know that her son finally attended a GSPIA graduation ceremony; “in full regalia no less,” he quipped.
GSPIANs Celebrate Their Commencement All Around the World

Three doctoral students, Wen Jiun Wang (PhD ’12), Steven Scheinert PhD ’12), and Gunes Ertan (expected PhD in August 2013), were among the first GSPIA students to graduate virtually Friday, April 26, 2013, in an informal commencement ceremony in GSPIA’s teleconference room.

Wang, whose doctoral studies focused on disaster management policy in Taiwan over the past decade, participated from National Taipei University, Taiwan. Scheinert, whose doctoral research focused on U.N. peacekeeping dynamics in Bosnia and Haiti, participated from the University of Vermont, Burlington, where he is now a postdoctoral fellow on research for adaptation to climate change. Ertan, meanwhile, participated from Ankara, Turkey, where she is completing her dissertation on the emergence of local groups in policy conflicts in Ankara.

“By putting on the cap and gown and toasting with you, I finally feel graduated officially,” says Wang.

“Although I could not attend in person, this virtual commencement makes me feel connected with all of you.”

“I want to add my thanks,” says Scheinert. “This was a wonderful thing to do for those of us who couldn’t make it back, whether for distance, new job schedules, or both. I also very much appreciated the informality of it. Even without the cap and gown, I join Wen-Jiun in saying that it finally feels official.”
Twelve new GSPIA graduates accepted awards at the April 25, 2013, graduation ceremony. Receiving endowed awards were Laura Ayer MPA '13, the Gloria Fitzgibbons Memorial Award; William Cole MPA '13, the Sergeant James “Rip” Taylor Memorial Award; Sinyoung An MPPM '13 and Qi Zhang MPIA '13, the Taraknath Das Foundation Prize Fund; and Edgard Largaspada MID '13, the David E. Oeler Award. Receiving graduation awards in each of GSPIA’s five degree programs were Liliana Suarez PhD '13, Natalie Swabb MPIA '13, Daniel Shetler MID '13, Rebecca Marie Roadman MPA ’13, and Justin Budd MPPM ’13. Receiving the Dean’s Award for the most distinguished record of academic achievement and service to the school were Maryna Duane MID ‘13 and Simona Gavrila MPA ‘13.
GSPIA alumna Peggy Harris always had a passion for education, and felt early on that to be competitive in the workplace, she would need a master’s degree.

“So why does a graduate degree matter?” Harris asked those assembled at the University Club on April 24. “Because it creates advantage; advantage comes by way of distinction — by having something that few have, in order to set ourselves apart,” she explains. “For every educational credential that we attain, we move ourselves onto a shorter and shorter list. After all, isn’t it the short list from which the winner is picked?”

Harris, who is known for her many flamboyant hats, explained that she was unable to attend her own graduation from GSPIA in 1978. Instead, she traded in her cap and gown for a “hospital gown and a funny little elastic cap” so that she and her husband could welcome their daughter into the world.

As the president and CEO of Three Rivers Youth, Harris advised students to channel their passion and desire and to pursue the paths before them with due diligence.

Indeed, Harris’s own background stands testimony to how one person’s passion and diligence can have a real impact. During her tenure, Three Rivers Youth has become a leading provider of services and support for at-risk youth and their families. In addition to her day-to-day responsibilities, Harris serves in leadership roles on numerous boards, including the GSPIA Board of Visitors and the Johnson Institute for Responsible Leadership.

At the luncheon, Dean John T.S. Keeler presented Harris with GSPIA’s Distinguished Alumna Award, which recognizes alumni whose outstanding public service, professional accomplishments, and personal experience demonstrate a commitment to building a better world.

In her closing remarks, Harris quoted the poem “Do Not Go Gentle into that Good Night,” written by Dylan Thomas in 1939. “I read these words to you now because they will matter little when you are at the end of your career or your life, explains Harris. “I read these words to you now when you are full of desire — when you are hungry for success. I read these words to you now because you can rage against the dying of the light — you can be the light.”

She ended with, “roar on into your time and place, but do not go gentle into that good night. Because I believe you, this GSPIA class of 2013, can fly.”

“Know your end, but script it with a plan. When you reach the top of your plan, start a new plan.”
Ready, Set, Goal!

Attaining a goal is a uniquely satisfying event, made more so when the goal can be shared with others.

Such is the case with GSPIA’s capital campaign. As we close the academic year—and along with the close of the University of Pittsburgh’s Building Our Future Together capital campaign—we are pleased to share the unprecedented news that GSPIA has exceeded its fundraising goal!

Thanks to our donors, achieving this campaign goal means that GSPIA is better positioned to attract and retain qualified students and dedicated faculty, as well as to enhance key academic programs now and well into the future.

During the course of the campaign, more alumni and friends made gifts and pledges to GSPIA than at any other time in the school’s 50-year history. Included among those gifts are many new endowments that will provide support in perpetuity, as well as planned gifts, such as bequests and charitable gift annuities. In fact, just recently an anonymous donor made a record-breaking gift of $1.15 million—the third largest gift in the school’s history!

A new tradition also has taken hold: The GSPIA Class Campaign, initiated by the GSPIA student cabinet in 2005, has exceeded its goal each year in raising funds that will support future students.

To our many donors, thank you for your steadfast support for GSPIA and for helping us achieve this goal; we couldn’t have done it without you!

On Being Worthy

Why is it important to support GSPIA? What do we do that makes us worthy of support? For some, giving to GSPIA is an act of loyalty and is perhaps a way to say ‘thank you’ for support they received during their studies. Giving also is a way of looking ahead by providing support to the faculty and future leaders who, as this issue of Perspectives no doubt conveys, seek to resolve some of the most pressing and dire problems of our time.

Recently, an alumnus shared with me an article written by Nick Lovegrove and Matthew Thomas, titled “Why the World Needs Tri-Sector Leaders” (Harvard Business Review, Feb. 13, 2013). The authors state that “the critical challenges society faces—such as water scarcity, access to education, and the rising cost of health care—increasingly require the business, government, and nonprofit sectors to work together to create lasting solutions.”

We can think of no more fitting endorsement for the comprehensive academic programs delivered by GSPIA than the recognition that the world needs leaders able to engage and collaborate across all three sectors (to paraphrase Lovegrove and Thomas). In fact, many of our alumni fit the description of tri-sector leaders.

If you see the value of preparing students to be capable of working across all three sectors to achieve lasting solutions, then we invite you to make a gift of any size to GSPIA to demonstrate your commitment to our mission.

Giving is a personal decision and we are grateful to our alumni and friends who give of their time and resources to support GSPIA. We appreciate that you deem the school and our students worthy of your support. Your gifts allow us to prepare the next generation of tri-sector leaders, as mentioned above, and inspire us to continue a legacy of education, research, and public service.

For more information on how to support GSPIA, including planned giving and bequests, or to make a gift via Pitt’s secure online giving site, visit www.giveto.pitt.edu or contact the GSPIA Alumni Relations and Development team:

**Jean Hale**  
Director  
412-624-6660  
jnh73@pitt.edu

**Emily Twargowski**  
Associate Director  
412-648-7430  
ect3@pitt.edu
Andrés Mignucci-Mattei MURP ’64 of San Juan, Puerto Rico, was not only among the first to earn a degree in urban and regional planning at GSPIA, he and Alberto Mignucci MPIA ’84 of Westport, Conn., were first father-son graduates.

Donald Morrow MPA ’62 was profiled in the fall 2012 issue of Pitt Magazine. Blinded as a teenager, he overcame significant obstacles to succeed as a health care professional, family man, and world traveler.

Richard Nygard MPIA ’65 is a member of the Town of Chester, Conn., Board of Finance.

Devendra Raj Panday MPIA ’64, PhD ’68, a renowned civil activist and former finance minister in his native Nepal, shared his insight with students during a visit in September 2012, 50 years after he began his postgraduate studies at GSPIA.

Ruth Reidbord MURP ’71 and Roberta Sarraf MURP ’69 were among the Pittsburgh area’s early suburban planners according to a Post-Gazette article from August 9, 1979. Reidbord had a long-time career in Mt. Lebanon, as did Sarraf in Upper St. Clair.

James Sullivan PhD ’66 is retired from a distinguished academic career consisting of several positions within the University of California system, including 13 years as Vice Chancellor at UC Davis.

George Brophy MURP ’72 retired in 2008 from a 20-year career as President and CEO of Development Corporation of Austin, Minn. He now serves as Managing Partner of Endgrain furniture and Market Consultant to RSP Architects, and teaches in the College of Business and Management at Cardinal Stritch University.


George Cretekos MPA ’70, Mayor of Clearwater, Fla., was interviewed by National Public Radio during the 2012 Republican National Convention as a representative of Pinellas County, an important swing county in that year’s presidential election.

Michael Cotty MPIA ’76 retired in June 2012 after 27 years as City Manager of Satellite Beach, Fla.

Manuel Corpus PhD ’76 is past President of both Cagayan State University and Don Mariano Marcos Memorial State University in the Philippines.

Elam Herr MPA ’76 is the Executive Director for the Pennsylvania State Association of Township Supervisors.

Tova Indritz MURP ’70 is a past Chair of the National Association of Criminal Defense Lawyers’ Native American Justice Committee. A 1975 graduate of Yale Law School, she is a criminal defense and immigration attorney in Albuquerque, N.M.

Allen Kochan MURP ’74 is Managing Director at Mast Advisors, which specializes in mergers and acquisitions and corporate finance strategy, in Newark, N.J.

Judith Kroll MPIA ’77 is Senior Director of Research at CASE, the Council for Advancement and Support of Education, in Washington, D.C.

Myron Kunka MPA ’74 is Senior Associate Dean of Operations and Finance in the Paul H. Nitze School of Advanced International Studies, a division of The Johns Hopkins University, in Washington, D.C.

James McCarthy MPIA ’78 serves as the Senior Commercial Officer at the U.S. Embassy in Manila.

Jennifer Michaux MPA ’76 was honored as a 25-year employee by United Way of Allegheny County, where she serves as Director of Community Impact. Her spouse, Joseph Kirk MURP ’77 is Executive Director of the Mon Valley Progress Council.

Douglas Mundrick MPW ’76 resided from 20 years of service as a Councilman for the City of Duluth, Ga.

Michael PUCHIA MIA ’72 is Managing Director of the Financial Institutions Group at Paramount Partners, a Boston-area commercial real estate firm.

Judith Sangl MPIA/MPH ’78 is a Health Scientist Administrator at the Agency for Healthcare Research and Quality in Rockville, Md.

Frank Sharpless MURP ’75 is Chief of the New Mexico Department of Transportation Transit and Rail Division in Santa Fe.

William Spagnol MURP ’78 manages Bethel Park Municipality in Pittsburgh’s south hills.

Cecile Springer MURP ’71 chairs People for Peduto, the committee to elect fellow GSPIA graduate Bill Peduto MPPM ‘11 as Mayor of the City of Pittsburgh in 2013.

Sam Swanson MURP ’71 serves as a Senior Policy Advisor to the Pace Energy and Climate Center at Pace Law School.

Nelson Teixeira PhD ’89, a native of Brazil living in Montgomery, Ala., visited GSPIA with his wife Terezinha in October 2012.

### 1960s

**Peter Tomsen MPA ’64** is a retired U.S. diplomat who served as Special Envoy and Ambassador on Afghanistan, Principal Deputy Assistant Secretary of State for East Asian and Pacific Affairs, and Ambassador to the Republic of Armenia. He is also the author of The Wars of Afghanistan, published in 2011.

**Varghese Keerikatke MPIA ’67, PhD ’71** is a Washington, D.C.-based educational consultant whose newest project focuses on empowering social and economically disadvantaged college dropouts in India.

**Roy Kennix MPA ’61** is Director of Planning and Development at Basic Learning Skills Inc. in Fort Meyers, Fla. As such, he assists the CEO with school district and parent relations, program evaluation, and curriculum assessment.

**Philip Kronenberg PhD ’69** and **Gary Wamsley PhD ’68** are Professors Emeriti of the Center for Public Administration and Policy at Virginia Tech’s School of Public and International Affairs.

**James Lowry MPIA ’65** was honored with an Abe Venable Award for Lifetime Achievement by the Minority Business Development Agency. He is a Senior Advisor and Global Diversity Director with the Boston Consulting Group in Chicago.

**Don Mangine MPA ’63** served as the first Executive Director of the Berlin, N.H., Housing Authority from the mid-1960s until he retired in 2000.

**Ernesto Butcher MPIA ’71** retired from the Port Authority of New York & New Jersey, where he began his career in 1971 as a management trainee and served as Chief Operating Officer from 1999–2012.

**Serap Akisoglu MPIA ’79** is Director of Major Gifts at TechnoServe, a nonprofit organization that develops business solutions to alleviate global poverty, headquartered in Washington, D.C.

### 1970s

### 1980s
Steven Goldstein MPA '89 is Chief Technology Officer at the Pennsylvania Department of Conservation and Natural Resources in Harrisburg.

Doug Ham MPA '80 is a Senior Policy Advisor at the U.S. Department of Homeland Security's Washington, D.C., headquarters.

Andrew Hoehn MPA '86 serves as Senior Vice President for Research and Analysis at RAND Corp.'s Washington, D.C., office.

Yumwon Hwang PhD '87 stood in the future site of the Korean Heritage Room in the Cathedral of Learning during a visit in March 2013 from Seoul, where he is Professor of Public Administration at Chung-Ang University. His daughter, Seeyeon, is enrolled in GSPIA's PhD program.

Ann Gulickson MPA '81 is the Transit Service Manager for the City of Madison, Wis., Metro Transit.

Mary Jane Kuffner-Hirt MPA '75, PhD '86 is a Professor in the Department of Political Science at Indiana University of Pennsylvania. Her colleagues there include Assistant Professor Dighton “Mac” Fiddin PhD ’03 and Associate Professor Sarah Wheeler MPA '89, PhD '01.

Kirby Hudson MPA '88 was appointed in July 2012 as City Manager of Coatesville, Pa., a Philadelphia suburb.

Lee Kiyau Loo MPA '88 is Secretary General of the Malaysian Green Business Association in Kuala Lumpur.

Evelyn McGill MPA '82 oversees emergency communications, budget, staff, operations, facilities, and systems as Executive Director of the Richmond, Va., Police Department.

Mayumi Otsuji MPA '84 oversees an interpretation, translation, and tour guide services company in Osaka, Japan.

Lynn Roche MPA '88 is a U.S. Department of State Public Affairs Officer serving at the U.S. Interests Section, Havana, Cuba.

Eric Wittenberg MPA '87 is an attorney and award-winning author of historical books, including his latest, Protecting the Flank at Gettysburg.

1990s

Christy Cunningham MPA '99 began a new career phase in March 2013, when she joined Amtrak headquarters in Washington, D.C., as a Change Management Specialist.

Victor Agusta Jr. MURP '94 is based in the Raleigh, N.C., area as a Senior Vice President with Bellwether Enterprise Real Estate Capital.

James Beck MPA '96 is Vice President of Business Development at Cantile, a financial services technology provider in New York City.

George Bernier MPA ’92 is Director of Government Relations at Van Scyoc Associates in Washington, D.C. He previously worked at the U.S. Department of Energy’s National Nuclear Security Administration and for more than a decade as a Senior Legislative Assistant on Capitol Hill.

Tracy Brewer MPA ’96 is Assistant Vice President/ Community Programs Manager with the Federal Home Loan Bank of Seattle.

Sundaa Bridgett-Jones MPA '99 is the Associate Director for International Development at The Rockefeller Foundation in New York City. Her husband, Randy Jones MPA '94 is Managing Director/Co-founder at The Brunswick Group, an executive search and consulting services firm.

Alyssa (Rector) Chodorofsky MPA '95 is Director of Development and Communications at Family Services of Western Pennsylvania.

Eugene DePasquale MPA '97 was elected Pennsylvania Auditor General in 2012. Previously, he served three terms as a state representative from York County.

Liz Feleke MPA '95 has worked as a development strategist in Senegal, Kenya, Ethiopia, and Namibia, since 2011, as Deputy Resident Country Director for the Millennium Challenge Corporation.

Whitney Finnstrom MURP '95 is a housing and community development consultant with Mullin & Lonergan Associates in Pittsburgh.


Ellen Freeman MPA/JD '99 practices labor, employment, and workplace safety law as a Partner at K&L Gates in Pittsburgh.

George Gita MPA '95 is the National Director for World Vision Rwanda.

Jackie Hall MPA '97 is Director of Philanthropy in The Nature Conservancy’s New Mexico Field Office in Santa Fe.

Lee (Little) Hansen MPA ’93 is Founder/Director of the Global Corner, a Pensacola, Fla.-based nonprofit international learning center for children.

Shad Henderson MPA '05 accepted a management position with Penn State's 4-H youth development program for Pittsburgh and Allegheny County.

Paul Kengor PhD '97 is a Professor of political science at Grove City College and a bestselling author, whose most recent book, The Communist, was released in 2012.

Carlos Maria Lucca MURP '98 visited GSPIA in fall 2012 from Argentina, where he works in the Institute for Research and Training in Public Administration at the National University of Córdoba.

Mihir Munshi MPA/JD ’99 is an attorney with U.S. Steel in Pittsburgh.

Steven Murray MPA '98 is a Pittsburgh-based Senior International Trade Specialist with the U.S. Commercial Service.

Randy Pearson MPA '98 is a Counter Threat Finance Advisor at the U.S. Northern Command in Colorado Springs, Colo.
Danielle Roziewski MPA '94 serves as Director of Program Development with the International Youth Foundation in Baltimore, Md. Steve Russo MPA '93 serves as Director of Finance and Administration at the Chesapeake Bay Trust in Annapolis, Md.

Kerry Scarlett MPA '94 practices business and international trade law, particularly in the technology sector, as a Director in Goulston & Storrs’ Boston office.

Katherine Spanogle MPA ’91 joined Planet Aid as a Development Officer in April 2012 and represented the organization that July at the International AIDS Conference in Washington, D.C.

2000s

Daniel Brame MID ’05 visited GSPIA in August 2012 from Alexandria, Va., where he is an Operations Officer at Management Sciences for Health.

Beth Cooley MPA ’06 returned to Washington, D.C., after living in Boston to serve as Director of State Legislative Affairs at CTIA, a wireless industry advocacy organization.

Craig Douglass MPPM ’08 is a Corporate Compliance Officer with the Pittsburgh Mercy Health System.

R. Oliver Ferguson MID ’06 joined the staff at the University of Illinois at Urbana-Champaign as an International Programs Coordinator in the Department of Agricultural and Consumer Economics.

Brad Funari MPA/JD ’02, a commercial and business, energy, and employment litigator, has been promoted to Partner in McGuireWoods LLP’s Pittsburgh office.

Whitney Grespin MPA ’09 was selected to participate in the Eurasia Foundation’s first annual Young Professionals Network class. Aside from her full-time job as a Washington, D.C.-based Operations Specialist at Atlantech, she is a Young Professionals in Foreign Policy Research Fellow and a Contributing Editor to the Diplomatic Courier.

David Grimes MPA ’05 is a National Geospatial-Intelligence Agency Analyst on assignment in the U.S. Department of State Humanitarian Information Unit.

Hannah Erlich Hardy MPA ’00 oversees efforts to promote healthy lifestyles for children in her new role as Program Director of Let’s Move Pittsburgh.

Paul Kailiponi MID ’08 is a Lecturer in Disaster Management in the University of Manchester, U.K., Humanitarian and Conflict Response Institute.

Naim Kapucu PhD ’02, a public policy and administration Professor at the University of Central Florida, was a guest lecturer on the topic of community-based research at a GSPIA doctoral research seminar in March 2013.

Mary Lazaremi MID ’09 was hired as an International Project Coordinator at the Urban Institute in Washington, D.C.

Andrej Popovic MPA ’03 relocated from World Bank offices in Serbia to its headquarters in Washington, D.C., to work as a Financial Sector Specialist.

Shruti Ramachandran MID/MPH ’08 is a research scientist in the New York City Department of Health and Mental Hygiene.

Elizabeth Ringler MPA ’08, Jaime Turek MID ’09, and Danielle Vinciguerra MPA ’11 support refugee resettlement efforts at the Northern Area Multi-Service Center of Allegheny County.

Kathy Risko MPPM ’05 was among 43 Next American City Vanguards selected nationwide in 2012 for innovation in urban thinking. She is the Executive Director of the Congress of Neighboring Communities within GSPIA’s Center for Metropolitan Studies.

Douglas Sample MPA ’03 joined a long list of GSPIA graduates who manage Allegheny County municipalities when he became Ross Township Manager in January 2013. He previously oversaw operations in Bellevue and Crafton.

Wendy Simkulak MPA/JD ’02, a Partner at Duane Morris law firm in Philadelphia, was selected as a 2012 “Lawyer on the Fast Track” by The Legal Intelligencer and a “Pennsylvania Super Lawyers Rising Star” by Law & Politics and Philadelphia magazines.

Patricia Trainer MPA ’00 is the Chief Operating Officer at Goodwill of Southwestern Pennsylvania.

Mirellise Vazquez MPA ’00 is a Program Officer/Portfolio Manager with the Tauck Family Foundation in Norwalk, Conn.

Tonia Warnecke MPA ’02 teaches international business and conducts research in the China Center at Rollins College in Winter Park, Fla.

Gavin Weise MPA ’02 testified before the Helsinki Commission prior to the October 2012 parliamentary elections in Ukraine. He serves as Deputy Director for Europe with the International Foundation for Electoral Systems in Washington, D.C.

2010s

Michelle Morales MPA ’10 will return temporarily to State Department headquarters in Washington, D.C., after completing a two-year tour in Indonesia with the U.S. Foreign Service, to prepare for her next assignment in the Dominican Republic.

Ashley Beckett MID ’10 spent the first quarter of 2013 shadowing artists in Uganda as the producer of a documentary film on how art impacts post-conflict community building.

Robert Brewer MPPM ’11, a U.S. Army Major and Foreign Area Officer assigned to the Defense Threat Reduction Agency, returned to the Washington, D.C., area after an assignment with the OSCE Mission in Moldova from February to April 2013.

Allison Coffman MID ’12 accepted a Program Associate position with Nourish International in Carrboro, N.C.

D. Ty Courley MPA ’10 has joined the Pittsburgh-based Hillman Family Foundations as a Program Officer, a role that reports to foundation President David Roger MPA ’93.

Meredith Fahey MPA ’12 joined the Allegheny Conference on Community Development, in downtown Pittsburgh, as a Workplace Project Manager.

IN MEMORIAM

Joseph Eaton, a German-born American sociologist and anthropologist, died in October 2012 at age 93. Eaton established a legacy at the University of Pittsburgh through his outstanding contributions as a professor and administrator at GSPIA, the School of Social Work, the Graduate School of Public Health, and the Department of Sociology.

Ajay Creshkoff, of Philadelphia, Pa., died in January 2013. He taught courses in international economic development at GSPIA from the late 1960s through the early 1980s.

Carl Genrich MPA ’68 of Buffalo Grove, Ill., died in November 2012 at age 82. He dedicated 17 years of service on the Buffalo Grove Planning Commission, including 10 as Chairman, to transforming the community into one of suburban Chicago’s finest.

Alfred Gaylord Oben, who taught at GSPIA throughout much of the 1960s, died in December 2012 at age 91. His obituary noted that “his greatest source of satisfaction came from the students whom he mentored and challenged to find their own voice in public administration.”

Graduate School of Public and International Affairs • www.gsipa.pitt.edu 2013 57
Justin Kurtz MPIA ‘12 has been hired as Legislative Coordinator by Stateside Associates, a consulting firm in Arlington, Va.

Jessica McCurdy MPA ‘12 has been appointed to a four-year term on the Allegheny County Human Relations Commission.


Richa Pokhrel MID ‘11 returned to the United States from her native Nepal for a Data Specialist position with the San Francisco Bay Area organization WORLD: Women Organized to Respond to Life-threatening Disease.

Wallied Shirzoi MPIA ‘10 relocated to the West Coast to manage programs in the Policy Design and Evaluation Laboratory at the University of California, San Diego School of International Affairs and Pacific Studies.

Laura Smith MPIA ‘11 assumed the role of Allegheny General Hospital Partnership Coordinator with Pittsburgh’s Northside Leadership Conference.

Anne Marie Toccket MID ‘11 was a delegate at the 2012 One Young World Summit held in Pittsburgh. She is the Project Coordinator for the Pittsburgh Philanthropy Project, Director of the Pittsburgh Hostel Project, and Development Director/Co-founder of Awamaki, an NGO in Peru.

Christine Warden MPIA ‘13 has accepted a position with BAE Systems Detica in McLean, Va.

Robert Zaremberg MPA ‘12 joined Junior Achievement of Western Pennsylvania as a Development Specialist.

Maranda Snyder MPIA ‘11 has joined Defenders of Wildlife, a national conservation nonprofit headquartered in Washington, D.C., as a Development Coordinator.

Anne Marie Toccket MID ‘11 was a delegate at the 2012 One Young World Summit held in Pittsburgh. She is the Project Coordinator for the Pittsburgh Philanthropy Project, Director of the Pittsburgh Hostel Project, and Development Director/Co-founder of Awamaki, an NGO in Peru.

Christine Warden MPIA ‘13 has accepted a position with BAE Systems Detica in McLean, Va.

Robert Zaremberg MPA ‘12 joined Junior Achievement of Western Pennsylvania as a Development Specialist.

Beijing
Dean Keeler and Pitt Beijing Office staff welcomed enthusiastic new students, alumni, and their families at a reception in summer 2012 at the Crown Plaza Beijing. John Kwon attended on behalf of his father Byong-Hyon Kwon MPIA ’68, former Korean ambassador and Chairman of the Future Forest NGO.

Harrisburg
Tanza Pugliese MID ’07, Robert Vescio MPA ’02, Angela Bertugli MPA ’07, and Ron Idoko MPA ’07 attended a reception at Ceoltas Irish Pub in February 2013 on the evening prior to Pitt Day in Harrisburg, the University’s annual advocacy event at the Pennsylvania State Capitol.
New York City

In March 2013, James Rixner MURP ’74, Jessica Kopsic MPA ’08, Earl Blecher PhD ’70, James Beck MPIA ’96, Allie Quick MPPM ’03, Carey Ann Zucca MPPM ’12, and Ron Idoko MPA ’07 joined Chancellor Mark A. Nordenberg and a capacity crowd of Pitt alumni for a reception at Bloomberg Headquarters.

Pittsburgh

The fourth annual legislative session of the Congress of Neighboring Communities (CONNECT), an organization within GSPIA’s Center for Metropolitan Studies, was held at the Twentieth Century Club in June 2012. Among the nearly 100 participants were Stan Caldwell MPPM ’02, Robert Callen MPA ’79, Jane Downing MURP ’70, Michael Foreman MPA ’83, Seth Huffman MPPM ’02, W. David Montz MPPM ’03, Jerome Paytas MURP ’92, PhD ’01, Amanda Settelmaier MURP ’95, Jim Sloss MPA ’00, Seth Warchol MPA ’84, Jennifer Zaffuto MPA ’12, and CONNECT staff members David Miller PhD ’88, Jay Rickabaugh MPA ’11, and Kathy Risko MPPM ’05.

GSPIA had cause to celebrate during Pitt Homecoming in October 2012. At the Pitt Alumni Association’s (PAA) Banner Award Luncheon on Oct. 11, Board Member Ty Gourley MPA ’10 accepted a prize of $500 in scholarship support on the school’s behalf for outstanding alumni programming. Richard Geiger MURP ’95 accepted the PAA Club of the Year award on behalf of the Pitt Club of Chicago. Ty and Richard were also among the GSPIA alumni who attended the PAA’s Welcome Back Reception in the Cathedral of Learning the following night: Mary Louise Bittner MPA ’93, Alissa Repanshek MPA ’04, Fred Bigelow MPIA ’10, Rich Kowel MPA ’76, Jessica Hatherill MPA ’03, and Jessica Kopsic MPA ’08. Shinbok Kim MPIA ’72 was honored as a Legacy Laureate, Pitt’s most prestigious alumni recognition. He is the past Executive Vice President and Provost of Seoul National University and a former government Vice Minister of Education and Human Resources.

In November 2012, GSPIA hosted an event at Ten Thousand Villages, a fair trade retailer of home décor, jewelry, and crafts made by global artisans. In November 2012, GSPIA hosted an event at Ten Thousand Villages, a fair trade retailer of home décor, jewelry, and crafts made by global artisans. In November 2012, GSPIA hosted an event at Ten Thousand Villages, a fair trade retailer of home décor, jewelry, and crafts made by global artisans.

Washington, D.C.

Among the GSPIA alumni who networked with Pitt School of Law graduates at Fado Irish Pub in August 2012 were Ryan Olden JD/MPIA ’10, Thad Adkins MPIA ’12, Lyric Clark MPIA ’01, Jason Cohen MID ’06, Gloria Cohen MPA ’73, Douglas Cortinovis MPIA ’06, Allison DiSenso MID ’08, Jay Fisher MPIA ’07, Jessica Hatherill MPIA ’03, Jennifer Holtinger MPIA ’05, Amy Kapp MPIA ’00, Beth (Doperak) MacRae MID ’04, Emily Markham MPIA ’11, Bill McShane MPIA ’02, Kevin Newak MPIA ’09, Mark Princisville MPPM ’11, Bethann (Ritter) Snyder MPIA ’03, Dagmar Ruehrig MID ’04, Lauren Scott MPIA ’11, Keith Shoop MPIA ’12, Patti Skillin MID ’06, Anita Wadhwani MPIA ’07, Asha Williams MID ’07, and Phillip Zanders MPIA ’06.

In January 2013, Dean Keeler and Jessica Hatherill MPIA ’03 hosted a dinner for 10 of the 33 recipients of the GSPIA Dean’s Award, made annually to the top-performing student: Sarah Factor MPIA ’05, Irene Tzinis MPIA ’07, Jen Lentfer MPIA ’02, Carrie Gruenloh MPIA ’98, Allison Coffman MID ’12, Caitlin Rice MPIA ’11, Andrej Popvic MPIA ’03, Andrew Wasilisin MPA ’90, Bill Sabol PhD ’88, and Bill Tappan MPIA ’93.

In February 2013, Jessica Hatherill MPIA ’03 hosted a meeting at the Pitt Washington Center for alumni interested in supporting D.C.-area activities: Jennifer Lentfer MPIA ’02, Doug Cortinovis MPIA ’06, Whitney Grespin MPIA ’09, Russell Moll MPIA ’10, Charity Sperriinger MID ’11, Lauren Scott MPIA ’11, Evan Hutchinson MID ’11, Evan Underwood MID ’12, Julie Savane MID ’11, Emily Markham MPIA ’11, Rebecca Dunner MID ’11, Eli Dile MPIA ’12, Rachael Long MID ’11, and Adam Szumski MPIA ’12. On February 18, Jessica Hatherill MPIA ’03, Nathaniel Markowitz MPIA ’11, and Eli Dile MPIA ’12 cheered on the Pitt men’s basketball team at a game watch event co-hosted by GSPIA and Pitt Law at Penn Social.

A reception was held in March 2013 in the offices of Honeywell International, courtesy of its VP of Government Relations Beth Rossman MPA ’87. Guests included GSPIA faculty and staff members, students, and alumni: Jim Beachler MPIA ’82, George Bernier MPIA ’92, Andrew Blake MPA ’08, Ben Bower MPIA ’11, Jerome Brown MPA ’04, Carol Castiel MPIA ’83, Alain de Sarran MPA ’81, Eli Krali MPIA ’06, Larry Laverentz MPA ’70, Bill McShane MPIA ’12, Sam Miranda MPIA ’88, Hongor Oultanoff MPIA ’89, Erik Pages MPIA ’87, Ken Polsky MPIA ’98, Andrey Popovic MPIA ’03, Gary Reese MPIA ’86, Jillena Roberts MPIA ’08, Irene Tzinis MPIA ’07, James Woodwell MURP ’93, and Jack Hawkins MPIA ’87, President of The Global Volunteer Partnership and recipient of GSPIA’s 2012–13 International Public Service Award.

On March 12, Max Duhe MPIA ’11, Rebecca Dunner MID ’11, Jessica Hatherill MPIA ’03, Emily Markham MPIA ’11, Caitlin Newman MID ’11, Caitlin Rice MPIA ’11, and Maranda Snyder MPIA ’11 networked with visiting GSPIA students at The Mighty Pint.