

Connect

SCHOOL OF PUBLIC POLICY AND ADMINISTRATION

UNIVERSITY OF
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THE SCHOOL OF
PUBLIC POLICY AND
ADMINISTRATION

*Celebrates
50 Years*

PLUS:

Maria Aristigueta Named
Messick Professor

Third Annual NVPA
Symposium

SPPA Board of Advisors
Formed

FOR HALF A CENTURY, THE SCHOOL OF PUBLIC POLICY AND ADMINISTRATION HAS TRANSLATED RESEARCH AND SCHOLARSHIP INTO PRACTICES AND POLICIES THAT ADDRESS THE CRITICAL NEEDS OF COMMUNITIES, FROM NEIGHBORHOODS TO NATIONS.

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From the Director

Welcome to our fourth annual news magazine! We hope that you received the anniversary booklet earlier this year and that you continue to enjoy our series of updates on the accomplishments of the School of Public Policy and Administration (SPPA) and its affiliated centers.

I would like to bring to your attention the activities surrounding our anniversary, including the first meeting of SPPA's newly appointed Board of External Advisors, which includes international leaders in business, public service and education. Our initial board meeting included Jane Vincent, who was appointed by President Barack Obama in 2010 to the position of Regional Administrator for the U.S. Department of Housing and Urban Development; Tony Allen, Vice President at Bank of America and member of the UD Board of Trustees; John Taylor Jr., Sr. Vice President and Executive Director, Delaware Public Policy Institute; Raina Harper Allen, Director, Community Engagement, Office of Delaware Lt. Governor Matthew Denn; Kim Bodine Gomes, Vice President, The Byrd Group; and Kenneth Becker, President, Becker Capital and Finance and Managing Partner, Ecology Solar. I am excited to partner with this board in helping us to best serve our students and communities.

This issue of *Connect* includes research activities that serve as the cornerstone of our integrated model of *academic excellence with professional experience*. Many of our students and faculty participate with center staff on projects making a difference to our local, national, and global communities. Featured articles this year include our work on transportation, e-government, the aftermath of the 2011 Japanese earthquake and tsunami, and a developmental screening tool for children. We hope that you will find these pieces informative and interesting.

Our students continue to benefit from off-campus learning experiences. A study abroad trip to Costa Rica allowed students to witness the longest standing democracy in Latin America. Others experienced their first Winter session in Washington, D.C., where they interned in various agencies and networked with elected officials. Still others were able to experience five weeks in Vietnam and Laos, conducting research on potential community-improvement projects including a sanitation/beautification project for the Old Quarter of Hanoi.

As you will notice, this has been a year of many transitions. We have recognized the retirements of Jeff Raffel, who vacates the Messick Chair, as well as faculty members Audrey Noble, Karen Curtis, and Margaret Wilder. They will all be greatly missed. We have been able to hire three new faculty: Dr. Nina David, who comes to us from Michigan State; Dr. Andrea Sarzynski, who comes to us from the George Washington University Institute of Public Policy; and Dr. Joe Trainor, whom some of you may know from the Disaster Research Center.

Please take time to read the accomplishments of some of our outstanding alumni who are making a difference in the field, their communities, and the world. Alumni and students, please join our Facebook network by "liking" our page—it remains a wonderful way to stay in touch! Stay tuned for School activities such as Homecoming, the alumni fundraiser and silent auction, and annual Messick lecture.

A special thanks to our numerous friends whose contributions make it possible for us to continue to offer our students an exceptional academic experience. Without your support, such a vast and distinguished variety of opportunities would not be possible.

With all best wishes,



Maria P. Aristigueta

Maria P. Aristigueta



THE SCHOOL OF PUBLIC POLICY AND ADMINISTRATION

Celebrates 50 Years

DAN RICH

On March 19, 2012, more than 300 alumni, friends, and partners as well as faculty, staff and students of the School of Public Policy and Administration assembled at a reception at Clayton Hall to celebrate the School's 50th anniversary. University administrators, members of the congressional delegation and state leaders applauded the School's impressive legacy and commended its vision for the future. "When we talk about UD's service mission—when we talk about 'Citizen University'—we're talking about the School of Public Policy and Administration," said UD President Patrick Harker. "It's at the heart of service scholarship—research applied to public policy and the public good."

For half a century, the School of Public Policy and Administration has conducted interdisciplinary scholarship

on the critical issues facing our nation and its diverse communities. When the School was established in 1961 as a "division," it became one of the nation's first university centers focused on addressing the interconnected challenges of urban America: poverty, racism, environmental blight, inefficient planning, and overburdened government programs. These challenges impacted services and the quality of life in domains as diverse as housing, education, transportation, and public safety. The rapidly sprawling eastern megalopolis—from Boston to Richmond—was geographically centered in Delaware.

Recognizing that the viability of cities and other communities within metropolitan regions was at stake, the Ford Foundation initiated competitive grants for universities to create programs

to address the challenges of an urban nation. The focus on creating new programs rather than expanding existing programs was the product of analysis, later affirmed by the federal government, that the traditional disciplinary organization of universities was unsuited to address the practical challenges facing the nation's communities. Under the 1961 Ford Foundation grant to the University of Delaware, the Division of Urban Affairs was created. It was to become a prototype for interdisciplinary programs at other universities, all developed to translate the 19th century land-grant concept of technical extension services from a rural to an urban setting. The Division focused on what the federal government called "solution-oriented" approaches that brought university resources to the assistance of community groups,

“The problems our society faces are ever-changing and will affect all of us. They require an interdisciplinary approach and the combined engagement of all members of the community, especially those who will one day inherit these problems...If you dream of making a difference in the world, then you should act on that dream...[and] together we can learn how to turn our dreams into careers that change the world.”

—SPPA Undergraduates Kristin Fretz and Neil Kirshling, in an op-ed that appeared in the *The News Journal*

municipalities, nonprofits, and public agencies throughout Delaware.

The Division's original mandate remains an essential part of the School's identity today: to create and apply knowledge that addresses the challenges experienced in Delaware's communities and to develop programs that might serve as models for communities across the nation. The School of Public Policy and Administration continues to serve as

in urban affairs and public policy and a Master of Public Administration. These graduate programs stressed the interdependence between basic theory, systematic research, experiential learning, and the application of interdisciplinary knowledge to policy, planning and management. This integrated approach to public affairs education was distinctive and came to be known as the *Delaware Model*.



President Harker applauds SPPA's achievements and public service at the 50th Anniversary celebration.

a bridge between the world of ideas and the world of social action and change. In doing so, the School has forged partnerships with leaders in all sectors and at all levels—from local to global—to mobilize collaborative resources in service of community improvement.

From the 1970s through the 1990s, the programs of what was to become the School of Public Policy and Administration greatly expanded to include doctoral and master's degrees

The research and public service programs also were expanded: the Census and Data System (1963) grew to become the Center for Applied Demography and Survey Research (1988); the Urban Agent Division (1972) became the Center for Community Research and Service (1993); the Delaware Public Administration Institute (1973) grew to become the Institute for Public Administration (1996); and in 1980,

the working groups were initiated that would become the Center for Energy and Environmental Policy (1993) and the Center for Historic Architecture and Design (1996).

The first undergraduate program was added when the Organizational and Community Leadership major and minor were transferred to the School in 2004. Other undergraduate programs followed: a Public Policy major (2009) and minor (2011) as well as a Public Health minor with the College of Health Sciences (2009). The graduate profile of the School also has expanded with the interdisciplinary, university-wide MS and PhD in Disaster Science and Management (2009), and MA in Historic Preservation (2011).

Today, the School of Public Policy and Administration is a nationally ranked and globally recognized comprehensive school of public affairs. The program initiated in 1961 with a handful of researchers now has over 60 faculty, professionals, and staff. The School offers six graduate degrees, two undergraduate majors, and three undergraduate minors with over 500 students. The four major research and public service centers carry out hundreds of externally funded projects annually that make a positive contribution to the quality of life in communities at all levels, from neighborhoods to the nation. Our partnerships are stronger and more successful than ever and now extend globally, and the School's alumni are making a difference in Delaware, the nation and around the world.

This article was developed with contributions from Arno Loessner and Jeff Raffel.

SPPA Career Conference and Reception

ARTIKA RANGAN CASINI

In celebration of its 50-year anniversary, the School of Public Policy and Administration brought together notable leaders and alumni from government, public policy and the nonprofit and private sectors to participate in a conference for University students interested in careers in public service.

The daylong conference on March 19th was open to the entire campus community and highlighted the diverse array of public service careers while arming students with strategies to gain a competitive edge in their employment search.

In his keynote address, Tony Allen, a UD alumnus and member of the University’s Board of Trustees, used



Tony Allen, a UD alumnus and trustee, and communications executive with Bank of America, addresses the career conference.

his career trajectory—from “apathetic political science major,” to founding head of Public Allies Delaware and the Metropolitan Urban League of Wilmington, to speechwriter for now-Vice President Joseph R. Biden, Jr., to his current position as communications executive for Bank of America—as a way to offer career advice to students.

His three rules: Know who you are. Prepare. Create.

“Everyone in this room is connected to the greatest academic training ground for public service in our country,” he said about the School of Public Policy and Administration. “Don’t miss your opportunity to do something with it.”



The conference started off with a lunch and keynote address.

In panel sessions organized by employment sector—nonprofit, public policy, governmental and private business—alumni in each of those fields offered additional advice.

With more than 300 in attendance, the conference was “our collective gift back to students, alumni, partners and friends,” said SPPA Director Maria Aristigueta.

Following the career conference, a reception for alumni included proclamations from Delaware Gov. Jack Markell, Lt. Gov. Matt Denn, the State House and Senate, the New Castle County Council and New Castle County Executive Paul G. Clark.

George Watson, dean of the College of Arts and Sciences, which welcomed



Panelists discussed diversity and tactics with regard to careers in public and community service.



U.S. Sen. Tom Carper praised the School of Public Policy and Administration during the 50th anniversary reception.



MPA students Cimone Philpotts, Chanel Gaither, and Asiah Lemon

SPPA in 2010, emphasized his support of the school and the strengths that have contributed to the college’s strategic plan.

“One of our goals is to develop an outstanding faculty,” he said, adding the college has been able to invest in four new SPPA faculty appointments, even in difficult economic times. “It’s an investment with great return.”

New Faculty

Nina David

Nina David has joined the SPPA faculty as assistant professor of Public Policy and Administration. Her research

focuses on the nexus of public policy and urban planning in the areas of land use, regional planning and collaboration, sustainability, and growth management.

Prior to her appointment at UD, David was assistant professor of Urban and Regional Planning at Eastern Michigan University. David earned her PhD in Urban and Regional Planning from the University of Michigan, two master's degrees from Ohio State University in Environmental Science and City and Regional Planning, and a bachelor's degree in Architecture from Madras University.



Andrea Sarzynski

Andrea Sarzynski, assistant professor of Public Policy and Administration, conducts research on the carbon footprint of U.S. cities, the impacts of urban development patterns, and the effectiveness of state financial incentives for solar technology. She previously served at the George Washington University Institute of Public Policy, the Metropolitan Policy Program at the Brookings Institution, the White House Council on Environmental Quality, the Rochester Institute of Technology

and in the environmental law practice of Sidley Austin.

She received her PhD in public policy and public administration from George Washington University and a BS in natural resources from Cornell University.



Joseph Trainor

Joseph Trainor has joined the SPPA faculty as an assistant professor in the Disaster Research Center effective September 2012. He completed a PhD in Sociology at the University of Delaware, a master's in Sociology at the University of Delaware, and

a bachelor's degree at Millersville University, double majoring in Sociology and Psychology. Trainor's primary research

interests include basic and applied topics including: international aspects of disasters, disaster researcher and practitioner integration, warnings and protective action decision-making, human behavioral response to disasters, effects of organizational design on disaster response, and multi-organizational networks during disasters.



50th Anniversary Spring Lecture Series

ED FREEL AND MEREDITH SEITZ

The 2012 annual Contemporary Issues Spring Lecture Series and Course provided the School of Public Policy and Administration (SPPA) an opportunity to highlight its 50th Anniversary celebration by inviting many of Delaware's public service officials to address the theme of "Leadership, Service and Policy."

During the course of the spring 2012 semester, Delaware's Governor, members of the state's congressional delegation, and public service leaders in other sectors provided SPPA students with insight into the future of politics, government, and community outreach. Each lecture brought together a diverse audience,

including the 48 students enrolled in the Contemporary Issues course, and guests from the UD community.

Opening the lecture series was U.S. Congressman John Carney, a graduate of the School's MPA program and a recognizable figure among SPPA's faculty and students. Aside from a discussion of congressional issues, Carney provided a personal account of his time in the MPA program and about his life in public service.

Major General Francis Vavala, Delaware National Guard Adjutant General, gave a comprehensive lecture on the state- and national-level missions of the National Guard. The 2012 Messick

Fellow, Marc Holzer, dean of the School of Public Affairs and Administration at Rutgers University, discussed theories of leadership.

Next, Delaware Governor Jack Markell recounted his life-altering experience in India during his formative years and addressed audience questions using a town-hall meeting structure. Gov. Markell skillfully facilitated the diverse range of audience topics, from education to health care.

As Delaware's newest member of Congress, U.S. Senator Chris Coons shared his experiences and anecdotes

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Washington Fellows Winter Session Program Initiated in 2012

ED FREEL

On January 1st, 20 UD undergraduates embarked on a month-long program for the first ever Winter Session Washington Fellows Program, a six-credit course led by faculty member Ed Freel and MPA student Meredith Seitz. The students, who were predominantly political science and public policy majors, were selected to participate in the program and stayed in D.C. area townhomes. For four weeks, they lived, worked, and studied in the U.S. capital.

The program integrated internship experiences and academics and focused on four Washington, D.C., power centers: the executive branch, Congress, the judiciary and the media. Part of the curriculum included on-site meetings with local practitioners, and a series of lectures by UD faculty members Joe Pika, assistant dean in the College of Arts and Sciences; Jason Mycoff, associate professor of political science; Leland Ware, professor in the School of Public Policy and Administration; and professor Ralph Begleiter from the Center for Political Communication.

The course structure consisted of classroom discussions followed by field experience, which provided the students with opportunities to explore the range of issues involved in policy-making in Washington, D.C. For example, Professor Pika's lecture on the presidency and the executive branch was followed by meetings with Racquel Russell, a senior member of the President's Domestic Policy Council; Joe

Pika Jr. from the Office of Budget and Management; and Beth Osborne, the deputy assistant secretary for policy for the federal Department of Transportation.

In addition, the students attended a briefing at the Department of State and met with Virginia Seitz, assistant attorney general and chief



Professor Ware addressing the Washington Fellows.

of the Office of Legal Counsel at the Department of Justice. Class sessions were also held with two congressional staff directors, two communication directors, and *Washington Post* Capitol Hill correspondent Paul Kane. Other activities included a briefing at the



UD Students with Congressman John Carney.



UD's Washington Fellows in front of the White House in Washington, D.C.

Supreme Court, a visit to the Newseum, the nation's premier media museum, and meetings with staff at the Republican and Democratic National Headquarters.

Students also gained valuable first-hand experience at a variety of internships throughout the D.C. area. Every Tuesday, Wednesday and Thursday, students worked at lobbying firms, such as Peck, Madigan, Jones & Stewart and the Podesta Group; advocacy, service and interest groups AIPAC, NEA, American Wind Energy Association, Justice for Youth, Third Way, and Atlas Service Corps; political groups, such as the Republican National Committee and the Republican Senatorial Campaign Committee; and on Capitol Hill, with Senators Tom Carper, Chris Coons and Robert Menendez and Congressmen John Carney and Bill Pascrell.

Despite the demanding schedules of the Winter Session Washington Fellows Program, students found time to bond over their valuable experiences with the D.C. power centers. They also organized a number of their own field

trips to the national monuments and sites. They even enjoyed an informal opportunity to discuss national issues with two of Delaware's most prominent elected officials, Congressman John Carney and Senator Tom Carper.

2012 Study Abroad in Vietnam and Laos

AUDREY HELFMAN

Vietnam and Laos, both communist countries, were fascinating locations to explore for students who participated in a winter 2012 study-abroad program. Students were enrolled in the course,



Students hiked in the terraced mountains of Sapa in Northern Vietnam.

Leadership for the Common Good, which focused on various strategies for leading a civic-engagement project, along with a second course, *Topics in Leadership Dynamics*, which focused on how culture impacts the leadership process. Twelve students, all with either majors or minors in Organizational and Community Leadership, participated in the program.

Study abroad students worked with local university students who were members of the Hanoi Kids organization and even conducted an organizational leadership development workshop for the Hanoi University students. They took an overnight train to Sapa, a small town just south of the Chinese border, to observe the Black and Hmong, and to Bac Ha to visit the Flower Hmong. Both ethnic minority groups have been able to maintain their cultural identity through their strong sense of community. In Luang Prabang, Laos, UD students worked with children at Big Brother Mouse, a non-profit organization

whose mission is to teach reading and English language skills. They also worked at the library, another non-profit, where UD students presented a team-building and creativity workshop for young adults.

All senses were bombarded in Vietnam and Laos! In Hanoi, students got lost as they explored a maze of narrow alleyways, crossed startlingly busy streets, ordered meals without being able to read the menus, ate with chopsticks, and consumed Pho (soup) for breakfast. North of Hanoi, students tested their karaoke voices as they sailed on a junk boat in Halong Bay. In Sapa, they hiked for hours in the misty rain, up and down muddy paths that cut through the terraced mountainsides, eventually staying overnight in a homestay—which was actually more



Students stayed overnight in a junk boat in Halong Bay, Vietnam, a World Heritage Site.

like a barnstay. In Luang Prabang, they negotiated with *tuk tuk* drivers for the best local transportation fare, savored the fresh fruit juices and smoothies, shopped for gifts at handicraft stalls in a vast local night market, fed the saffron-robed Monks sticky rice and bananas at daybreak, saw the sunset over the Mekong River while on a slow boat, and explored Buddhist temples and chatted with monks. All while completing two, three-credit courses!



UD students giving alms of rice and fruit to the Buddhist monks, an early morning ritual in Luang Prabang, Laos.

Sustainable Development and Democracy in Costa Rica

LORELLY SOLANO

In January 2012 a group of 10 undergraduate and graduate students, led by Professor Maria Aristigueta and PhD student Lorelly Solano, took part in a two-week study abroad to Costa Rica to study sustainable development. The group explored sustainability as a way to achieve the satisfaction of human needs, equitable standards of living, environmental caution and future security and stability.

During the course of their study, students interacted with local leaders and professionals while visiting several communities that have shaped Costa Rican identity and values. Collectively, they discussed good governance practices and examined potential policy initiatives to solve current problems in Costa Rica.

“The relationship between government and sustainable development is that governmental entities are ultimately responsible for implementing policies that directly impact sustainability in a country,” observed one of the students who participated in the study abroad.

Based on this premise, students developed critical essays and policy briefs, and eventually presented their research work on potential solutions to Costa Rica’s challenges in moving



SPPA students meeting with Legislator Alicia Fournier in San José, Costa Rica. Picture courtesy of Legislative Hall, Costa Rica.

toward sustainability. This interactive learning experience enriched the way students perceive their social and natural environment.

Students found “learning about the culture and policies directly from Costa Ricans to be a great opportunity,” according to feedback collected by UD’s Institute for Global Studies. The group found especially advantageous the diverse and numerous lectures from the “Ticos” (a nickname for Costa

Ricans), providing the students with the opportunity to gain a cultural interpretation of the issues at hand.

This study abroad was part of a collaborative effort made possible by the University of Costa Rica, Neotropica Foundation, National Institute of Electricity, National Commission of Emergencies, the Costa Rican Legislative Hall, the School of Public Policy and Administration, and UD’s Institute for Global Studies.

50th Anniversary Spring Lecture Series continued from page 6

about his journey and life in public service. While the Senator spoke about a number of issues, the audience was particularly interested in the work of his African Affairs Sub-Committee and his spirited discussion of Joseph Kony and the Invisible Children Movement.

A UD alumnus and current Chancellor of Delaware’s Court of Chancery, Leo Strine is arguably one of the top business jurists in the



Delaware Governor Jack Markell discussed the importance of public service at the 2012 SPPA Spring Lecture Series.

country. While he discussed his work on the Court, the Chancellor struck a particularly personal chord with the audience members when he talked about the lessons he learned as a student at UD.

U.S. Senator Tom Carper concluded the series by speaking about health-care reform and how his core values have played into this contentious national debate. He saluted the School and its mission of public service and encouraged students to make a difference not only in their lives, but in the lives of others.

Maria Aristigueta named Charles P. Messick Professor of Public Administration

SPPA Director Maria Aristigueta has been named Charles P. Messick Professor of Public Administration.

The prestigious appointment of the Charles P. Messick Professorship of Public Administration was established in 1966 by the University to honor Charles Messick (1907BA), who for more than 40 years devoted his career to finding solutions for the problems of governmental administration in the state of New Jersey and the nation. Through his leadership and dedication, the need for a strong personnel system at all levels of government was recognized as essential.

Messick served three terms as president of the Civil Service Assembly of the United States and Canada. He also was chairperson of the board of trustees of the Bureau of Public Personnel Administration, the forerunner of the International Personnel Management Association. During his career, he was a member of

virtually every important committee or commission studying public personnel administration. In 1933, Messick received an honorary doctor of laws degree from the University of Delaware. He died in 1978 at age 95.

The Special Collections Department of the UD library contains the Fred Telford–Charles Polk Messick papers (1913–1972). This collection includes material generated during the careers of these two men, such as correspondence, reports, manuscripts, and printed material. Messick encouraged Telford to donate these papers to the University, and the acquisition was completed in 1971.

Dr. Charles P. Messick was the author of three books, co-editor of another, and author of numerous articles. His books include:

- *An Adventure in Public Personnel Administration* (1973) [Introduction by William W. Boyer]
- *The Principles of Public Personnel*



Messick Professor Maria Aristigueta

Administration by Fred Telford, edited by Charles P. Messick and William W. Boyer (1976)

- *The Passing Scene: A Commentary on Public Affairs* (1976)
- *Reflections of a Public Servant: End of a Journey* (1978) [Preface by William W. Boyer]

Aristigueta joins an impressive list of prior recipients of this honor including:

- Felix Nigro, 1966
- William W. Boyer, 1969
- Robert B. Denhardt, 1995
- Jeffrey Raffel, 2002

Third Annual Symposium of SPPA's Student Journal New Visions for Public Affairs



Keynote speaker Jason McNamara

YVONNE RADEMACHER

New Visions for Public Affairs (NVPA), the peer-reviewed and student-run journal of the University of Delaware's School of Public Policy and Administration, hosted its third annual symposium at the Perkins Student Center on April 26, 2012. The highlight of the event was a keynote address given by Jason McNamara, current FEMA Chief of Staff and SPPA alumnus (96MA).

At this year's symposium, Rachel Linstead Goldsmith (13MPA), Paul Ruiz (13MA), Jason Stoehr (12MA), and Sally Abd El-Moez (15PhD) presented their research work selected

for publication in NVPA. The broad range of topics covered included the health-care structure and delivery in South Korea, the role of urbanism in sexual identity formation, implications of reporting requirements of lending institutions funded by the Community Reinvestment Act, and governance issues in post-revolutionary Egypt. The symposium was representative of the enormous breadth of research undertaken at SPPA.

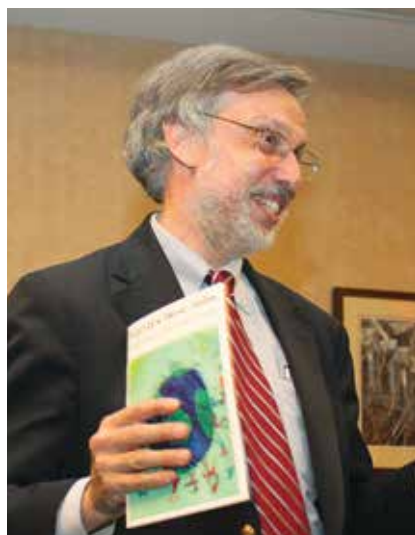
In delivering the keynote address, Jason McNamara talked about his career

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Messick Fellows Engage SPPA

JEFFREY A. RAFFEL

Two of the most prolific and well-recognized scholars and leaders in public administration visited the School and University as Messick Fellows during the past two spring semesters. This past spring, Dean and Board of Governors Professor Marc Holzer of the School of Public Affairs & Administration at Rutgers spent most of a week in mid-March giving two public lectures and



Marc Holzer

visiting multiple undergraduate and graduate classes as the 2012 Messick Fellow. In spring 2011 Frances Berry, the Frank Sherwood Professor of Public Administration at Florida State University and president of the National Association of Schools of Public Affairs & Administration, served as Messick Fellow. Both Holzer and Berry are fellows of the prestigious National Academy of Public Administration and have directed a school of public policy and administration. Holzer has authored over 100 books, chapters, monographs, and articles, including a recent PA text, and Berry has published a wide range of refereed articles and book chapters and just completed co-editing a book on

performance management with SPPA Director Maria Aristigueta.

In March 2012 Holzer made two public presentations. In the “Contemporary Issues in Public Administration” undergraduate and graduate speaker course directed by Ed Freel, Holzer engaged in a Socratic dialogue with the audience titled “Leadership and Culture: Reexamining Models.” His presentation examined leadership and organizational behavior. He concluded that a dominant view of strong, authoritarian leadership prevails even when newer, more participative models of leadership prove more effective in our quickly changing and complex world.

In his presentation to faculty, students, alumni, and community, co-sponsored by the Delaware Association for Public Administration, Holzer discussed the “Five Great Ideas for the Future of Public Service.” He argued that the field of public administration has developed strong themes over the past century and a half.

The School’s 2011 Messick Fellow, Professor Frances Berry, visited the School in mid-April of that year. In the “Contemporary Issues in Public Administration” series, her discussion was titled “After the 2010 Election: Trends from New Governors.” In her community presentation, she highlighted “Green Policies: Engines of Innovation in Today’s Political Environment.”

Each Messick Fellow visit is initiated with an informal meeting so that faculty can casually speak with the Fellow, providing an opportunity to renew old acquaintances and meet new colleagues. The public presentation and reception held for each Fellow attracts a variety of guests, including students, faculty, alumni and community members.

Every spring semester, the Messick Fellows program brings to the School a distinguished scholar to interact with faculty, students, and alumni about the broad field of public administration,



Frances Berry

including leadership, public policy, and other topics that draw great interest from the SPPA community. This program has served to not only engage the School with new ideas in the field, but expose faculty and students to well-known researchers in public administration.

Both Holzer and Berry participated in faculty functions and attended a lunch hosted by the Institute for Public Administration, allowing them to share their insights and ideas for the future. They Holzer and Berry were able to gain a better understanding of SPPA’s engagement with the community, the School’s ability to build academic programs around these relationships, and the high caliber students in SPPA programs.

Previous Fellows have included former HBCU Clark Atlanta University President Walter Broadnax of Syracuse’s Maxwell School, Jim Perry of the School of Environmental and Public Affairs at Indiana University, and international scholars from Germany, Scotland, and Belgium. The program is led by the Charles P. Messick Professor of Public Administration and advised by a faculty committee.

“Third-Party Government” Seminar in England

JONATHAN JUSTICE

The English Research Council sponsored “Beyond the State,” the second seminar in a series of lectures focused on third-party government in comparative perspective. This seminar was held at De Montfort University in Leicester, England, during March 2012. Associate Professor Jonathan Justice served as one of the organizers for the seminars, which brought together public administration scholars and practitioners from both sides of the Atlantic to discuss the growing reliance on the use of nongovernmental entities and arrangements to deliver a variety of public goods and services. Catherine Durose of De Montfort University served as lead organizer for this seminar, and Chris Skelcher from the University of Birmingham initiated and led the overall series project alongside Durose.

For this seminar, lasting more than two days, Durose gathered third-sector coordinators and advocates, academic experts, and public servants to facilitate engagement and discussion over the debate on identifying the areas of

third-party governing agreement. Third-party governing arrangements involve contracting-out, such as the operation of prisons by private companies or the distribution of social services by nonprofit organizations. Other agreements may involve abandonment or sale to private or nonprofit organizations of activities that at one time would have been delivered by government agencies and employees. An example of this type of devolution or load-shedding can be

found in the increasing use of business-improvement districts and homeowners’ associations to deliver place-specific services.

The primary objectives of the seminar series are to identify the current knowledge base and critical dimension of third-party government, identify a research agenda for increasing the understanding of the phenomenon, strengthen the knowledge base for practitioners, and strengthen

international academic collaborations. Durose, Justice and Skelcher are now working to prepare an overview article for a peer-reviewed journal, a pamphlet based on selected conversations and sessions, and eventually, an edited volume based on the seminar series and other work by its participants. A third seminar is currently being planned to take place in the U.S. in late 2012.



Participants in the March 2012 “Third-Party Government” seminar at DuMontfort University included organizers Catherine Durose (middle row, center), Chris Skelcher (back row, second from right), and Jonathan Justice (back row, third from right).

NVPA Third Annual Symposium *continued from page 10*

in government and his two-decade focus on disaster management. In addition to his discussion on the natural and man-made disasters that have occurred during his tenure and their impact on FEMA, most notably September 11th and Hurricane Katrina, McNamara described his role of that as a “diplomat” seeking to reconcile competing political and economic interests.

When asked what specific skill had best benefited his career, McNamara responded that the ability to communicate clearly and concisely has been essential to his success. He credited

Professor Robert Warren’s weekly writing assignments for Contemporary Issues in Urban Affairs and Public Policy as being the most enduring lesson of his graduate education. Moreover, his studies with Professor Richard Sylves in Politics & Disaster nurtured his interests in a career with FEMA. McNamara recounted a class trip to Capitol Hill organized by Prof. Sylves that opened the doors to a Legislative Fellowship with Senator Bob Graham. Eventually, that opportunity led to his position as principal Democratic staff author of and representative to negotiate the 2000 Disaster Mitigation Act. Those in attendance admired McNamara’s enthusiastic endorsement of SPPA’s academic and professional pursuits.

Now in its fifth year, the NVPA team continues to make improvements to the editorial process of the on-line journal and adopt a new and more functional layout design. Additionally, the team worked with advising faculty to adopt bylaws, and laid the groundwork to apply for status as a formal student organization next year. This year, research papers beyond the SPPA community were solicited, inviting students across campus to share their perspectives on current public policy issues.

NVPA promotes diverse student research at SPPA through its annual symposium and journal publication. Volume 3 of *New Visions for Public Affairs* is available online at www.sppa.udel.edu/nvpa/home.

Undergraduate Seniors Promote and Implement Statewide Leadership Award Conference

KAREN STEIN

When Michele Fidance, national director of the Jefferson Awards for Public Service, contacted SPPA associate professor Karen Stein to create a partnership to promote leadership development and volunteerism in Delaware high schools, neither could foresee that Organizational and Community Leadership (OCL) majors would develop and implement a national model for leadership training as part of Jefferson's Students In Action (SIA) initiative.

Although the Jefferson Students In Action program conducts annual leadership training conferences for high school students around the country with a fully constructed agenda, the senior OCL majors enrolled in Stein's LEAD490 Senior Capstone course had free reign to design and implement Delaware's Fall SIA Leadership Training Conference.

The OCL students not only developed the conference, but had the extra challenge of motivating and inspiring high school students to voluntarily attend an all-day Saturday program on leadership and public service. In addition to inspiring Delaware high

workshops used music, dance, and video to creatively impart lessons about effective communication, team building, and critical thinking.

At the end of the conference, both the Capstone and high school students shared their appreciation over this

learning experience. As one high school participant expressed, "It was a lot more fun than I expected it to be. I learned to never be afraid to do anything!" This same sentiment was repeated by Courtney Mogavero, a member of the Senior Capstone class, who added, "If someone had told me before college that I would be planning any sort of event on this scale, I wouldn't have believed I could accomplish something like this. Yet

with the help of others and my ability to work with others and lead them when it came to certain tasks, I realized that I could accomplish anything."

Michele Fidance, national director of the Jefferson Awards for Public Service, had high words of praise for the LEAD Capstone students: "I am so proud of what we have accomplished here in Delaware," she said. "This fall 2011 conference had the highest attendance of any SIA Leadership Training Program in the country. As I share these events and experiences with my colleagues nationally, many have told me they wished they had the same partnership with a University in their region, and, in fact, many have started such partnerships based on the model developed with Dr. Stein's Senior Capstone class."



LEAD Capstone students with Delaware high school students.

school students to practice leadership and public service in their own lives, the seniors in the Capstone course gained the opportunity to put their own leadership skills and abilities into practice.

In November 2011 those challenges were successfully met when 200 students from 19 Delaware high schools convened on UD's campus for the Fall Leadership Conference. Modeled after MTV's Video Music Awards and using the theme "Leadership Movement Awards,"



OCL majors participating in Jefferson's Students In Action (SIA) initiative.

IPA Hosts Curbside Intercity Bus Transportation Policy Forum

MARCIA SCOTT AND EILEEN COLLINS



Megabus coaches parked at an intermodal facility.

“Feds Shut Down 26 Discount Bus Companies.” “Fatal Chinatown Bus Kills 15.” “Bus-Safety Proposals Have Languished for Years.” In the past year, these sensational headlines have highlighted policy questions about the appropriate role of transportation regulation in light of the rapid growth of the curbside intercity-bus industry.

To facilitate discussion on transportation policy issues related to the industry, the Institute for Public Administration (IPA) hosted a Curbside Intercity Bus Transportation Policy Forum at the Perkins Student Center on Wednesday, June 13, 2012.

The forum featured Frank Ross of the Federal Motor Carrier Safety Administration, who described federal strategies to ensure safe operations of intercity curbside buses. President and CEO of the American Bus Association (ABA) Peter Pantuso provided industry perspectives on the curbside intercity-bus industry and explained ABA’s support for more effective bus-safety regulation and particularly for regulatory enforcement.

A panel discussion featured representatives from the City of Philadelphia, New York City Department of Transportation, District of Columbia DOT, Union Station (D.C.) Redevelopment Corporation, and the Port Authority of New York and New Jersey. Panelists discussed new solutions to managing curbside intercity-bus operations. Participants engaged in a roundtable discussion on issues impacting the industry, including the recent crackdown against unsafe and unethical operators, the need for concurrency in federal rulemaking, competition among bus carriers and rail, and impacts of state and local government attempts to regulate and manage curbside operations.

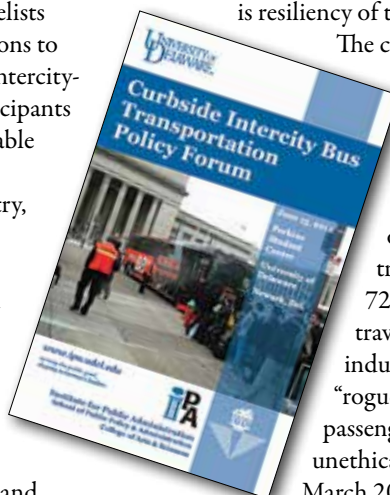
The IPA research team that planned and facilitated the forum included

associate policy scientist Marcia Scott, then-UD University Transportation Center (UD-UTC) fellow Arthur Wicks, and this year’s UD-UTC fellow Eileen Collins. In addition to hosting the policy forum, the team conducted a literature review and field assessment of curbside operations, which involved photographing curbside conditions, surveying passengers, and riding various intercity buses—including a so-called

“Chinatown” bus that was subsequently cited as an “imminent hazard” and shut down by the federal Department of Transportation. IPA’s research is supported by UD-UTC—whose theme is resiliency of transportation corridors.

The curbside intercity-bus industry now represents the fastest growing mode of intercity transportation in the United States—outpacing air and rail transportation. About 720 million American travel by this mode, yet the industry has been marred by “rogue” bus companies that put passengers at risk by operating unethically and unlawfully. Since March 2011, crashes involving curbside intercity buses along the I-95 corridor have killed 22 and injured 169 people.

Corporate intercity-bus carriers, such as BoltBus and Megabus, have expanded service to cities across the country and have experienced a 32 percent growth in departures between 2010 and 2011. These companies with larger fleets offer competitive prices, convenient online ticketing, and cater to a younger and more technologically savvy demographic. Recent expansion for Megabus has focused on college towns. In fact, the IPA’s Transportation Policy Forum was instrumental in bringing transportation officials together, which resulted in Megabus’s decision to offer express service from the University of Delaware’s Laird Campus to Baltimore, Washington, D.C., and New York City, which began in September 2012.



A forum panel discussion featured transportation officials from the cities of Philadelphia, New York City, and Washington, D.C. as well as the Union Station (D.C.) Redevelopment Corporation, and Port Authority of New York and New Jersey.

A Long Road Ahead for Federal Transportation Funding

MARCIA SCOTT

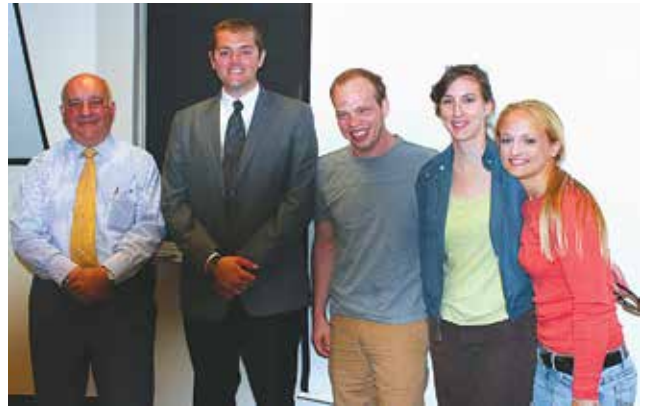
On April 11, 2012, several School of Public Policy & Administration (SPPA) faculty, staff, and students attended the UD University Transportation Center's (UD-UTC) Distinguished Lecture given by Jack Basso, director of program finance and management at the American Association of State Highway and Transportation Officials (AASHTO). AASHTO is a non-partisan, not-for-profit organization that represents the interests of state highway and transportation departments in Washington, D.C. This event, part of the UD-UTC Distinguished Lecture series, was organized by SPPA's UD-UTC Fellow Arthur Wicks (12MPA).

Basso's lecture, "The Future of Surface Transportation in the U.S.: What will Congress Do to Meet the Needs?" focused on the current funding issues facing the Federal Highway Trust Fund and progress made developing a reauthorization bill for transportation funding. His presentation revealed some rather shocking statistics, including the fact that the United States is only earmarking one-third of the \$200 billion

per year that is needed to maintain and improve the transportation system.

According to Basso, one of the major obstacles facing the approval of a reauthorization bill is that there is no clear method of fully funding a new transportation bill. In this regard, revenues dedicated to the Transportation Trust Fund are inadequate. He also explained that the growth of Transportation Trust Fund revenue has not kept pace with the growth of transportation costs due to a decline in purchase power of trust-fund revenue sources and a decrease in vehicle miles traveled in the United States. The lack of adequate funding is further exacerbated by reluctance to increase one of the trust fund's major revenue sources—the fuel tax.

Basso's presentation concluded with a number of options available to create a flexible and adoptable system for federal transportation funding. Among these options are to increase existing fees like tolls, create partnerships between the



Jack Basso is joined by (from left) Arthur Wicks (12MPA), T. Todd O'Boyle (12PhD), Eileen Collins (13MA), and Natasha Nau (12MPA).

public and private sectors, and establish new user fees for the transportation system. In closing, he reiterated that Congress faces difficult decisions in how to move transportation funding forward. Whatever decision is made will have significant consequences (good or bad) for the nation.

Basso has worked in the federal sphere of government for more than 35 years and is a nationally recognized expert in the field of transportation finance. Before serving in his current position, Basso served as AASHTO's chief operating officer, the assistant secretary for budgets and programs at the U.S. Department of Transportation, assistant director for general management at the Office of Management and Budgets, deputy chair of management for the National Endowment for the Arts, and director of fiscal services at the Federal Highway Administration.

Supporting Local Governments' E-Government Efforts in Delaware

RACHEL LINSTAD GOLDSMITH

Many Delaware municipalities have made significant strides during the past decade in developing e-government capability. For example, citizens of the Town of Smyrna (pop. 10,000) can watch live streaming of Town Council meetings, then sign up for text messages to stay in the loop.

Much in the spirit of the Internet itself, local government officials and website administrators in Delaware are relying on one another as resources for

information and best practices to help guide planning and decision-making. In the spring of 2006, Mark Deshon, an associate policy scientist with the Institute for Public Administration (IPA), gathered 23 of these public servants for the first meeting of what became the Municipal Web Developers Group (MWDG). Meeting quarterly, MWDG's mission is to promote best e-government practices through support, education, and networking.

"It was indeed a grassroots effort," says Deshon, "and the group's most profound synergistic benefit has been its networking component."

Greg Hughes, the director of Delaware's Government Information Center (GIC), was also involved with MWDG from the beginning. GIC, which has won national awards for its *Delaware.gov* website and has

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Kids Count Director Terry Schooley Retires

ARTIKA RANGAN CASINI

Janice Barlow, policy analyst and assistant policy scientist for the University of Delaware Center for Community Research and Service (CCRS), has been named director of Kids Count in Delaware, an organization that tracks data indicators on the health and well-being of children and families in the state. She replaces Teresa (Terry) Schooley, who has held the position for 15 years.

Schooley, who retired from her position in January, has also served as state representative for the 23rd District, which encompasses western Newark.

"Terry has this wonderful ability to bring people together to work cooperatively to improve the health and well-being of children in our state," said Donna Curtis, chair of the Kids Count in Delaware advisory board. "We'll miss her dearly. Her good work on behalf of Delaware's children that she carried out as state legislator and very active member

of the Kids Caucus in the Delaware legislature will also be sorely missed."

CCRS Director Steven Peuquet echoed such sentiments, stating, "Terry has done a wonderful job and will be a hard act to follow."

He added that he has "utmost confidence in the ability of Janice Barlow to provide the leadership needed for the continued success of Kids Count."

Barlow, who was recommended unanimously by the Kids Count in Delaware advisory board, has worked as a policy analyst for the program for the past four years.

"She has played a vital role in every aspect of the work at Kids Count and is perfectly poised to lead the organization into the future," said Curtis.

Schooley commended the Center for Community Research and Service and the Kids Count board for recognizing



Terry Schooley, Governor Markell and Janice Barlow

Barlow's "enormous talent and passion for helping kids and families."

"I am thrilled to be leaving the program in such capable hands," she added.

Barlow called Schooley a "wonderful mentor."

"I look forward to working hard to move Kids Count forward and building on the great foundation that's been established by Terry and the wonderful support provided by the advisory board and the Center for Community Research and Service," she said.

The University has filled the policy analyst position previously held by Barlow by hiring Kim Lowman, a former program analyst for Nemours Health and Prevention Services.

Rephotographing Delaware Byways

JENIFER ANDERSON AND ALEXANDER TILL

Comparing historical photographs to contemporary ones to document change over time has long been a tool used by historians and preservationists such as those at the Center for Historic Architecture and Design (CHAD). Rephotography is the act of repeat photography of the same site with a time lag between the two images. Although people have been doing before and after photographs for a long time, "rephotography" as a precise methodology for the exact replication of

old photographs is relatively new. In this approach, every aspect of the original photograph was replicated including vantage point, type of camera, angle of view, and time of day. Such pairs allowed precise comparison and analysis of change over time to the landscape.



Oyster Fleet at Little Creek, Delaware, April 24, 1924

Accordingly, CHAD is conducting a rephotography project for the Delaware Department of Transportation as part of the Delaware Byways project. Over the past two years, CHAD

Byways Go Virtual

ALLISON RICE

Byways are out-of-the way roads that provide an interesting alternative to a regular road, and each has its own unique characteristics, ranging from the scenic and picturesque to the historic and cultural. Despite Delaware's small geographic size, the state's roads have a 300-year history. Delaware has officially recognized six byways, which include the Brandywine Byway, which takes one through the history of the Chateau Country and the du Pont landscape heritage, and the Harriett Tubman Underground Railroad Historic Byway, which celebrates the state's African-American heritage, evident from Maryland through Delaware and into Pennsylvania.

Students in the Center for Historic Architecture and Design are in the process of developing virtual byways and are using computer-simulated environments tailored to the viewer's interests, to recreate their historical importance. Using a GIS-based system

to link Delaware's historic resources to its roads, travelers will be able to input a certain set of criteria (such as houses built before 1840 in a rural setting) and thus generate a virtual highway for an optimal sightseeing route. The state's relatively small land mass provides an ideal opportunity to have travelers even bike their path instead of driving the route, using these virtual byways as a sustainable form of tourism.



Brandywine Byway



Delaware Route 9 Byway



Little Creek, Delaware, November 11, 2010

graduate students have worked with the collection of photographs taken by Roydon Hammond from 1922–1938. Hammond worked for the Delaware Board of Agriculture as a seed analyst, a job that required him to take photographs of seeds, plants, crops

and other natural resources. He used the method of glass negatives to produce the best quality of film available at that time and amassed a collection of more than 2,000 images that documented an unparalleled cross-section of early 20th century Delaware. Hammond's images are currently housed with the Delaware Public Archives, and its vast collection serves as a documentation for a bygone era, including the sailing fleet of oyster boats and the depiction of people working in the agricultural fields.

As part of their research work, CHAD graduate students cataloged Hammond's glass negatives into a database and then organized those by themes. The first goal of the project was to undertake "rephotography" of the scenes in the collection to document changes in Delaware's landscape. The research team wanted to find out if historic views from today's byways can still be found. This process has been challenging, since Hammond often described the locations where the pictures were taken with vagueness, for example, "vicinity of Townsend." For the research team to establish the precise locations, they attempted to identify landmarks still in existence today. This approach worked for a number of photographs, and the graduate students were able to conduct the rephotographs, paying particular attention to the transportation aspects of the landscape.

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Preservation Efforts in Delaware's Largest County

CATHERINE MORRISSEY

The Center for Historic Architecture and Design (CHAD) has a long-standing tradition of working closely with preservation networks across the state of Delaware. Sussex County occupies almost half of the state's landmass, and CHAD has been collaborating with Sussex County's Historic Preservation Planner, Dan Parsons, and the Delaware Department of Transportation's (DelDOT) Delaware Byways program in a variety of preservation efforts.

CHAD director David Ames, along with several graduate assistants, developed and implemented the Western Sussex Scenic Byway under a partnership with DelDOT. This 35-mile route highlights the rich cultural and natural history offered by the western part of the county, including small towns with a deep-seated agricultural history like Seaford, Bethel, and Laurel, and many natural sites, such as Trap Pond, the Nanticoke River, and Broad Creek. In collaboration with Parsons and a committee of historians and tourism experts, CHAD associate director Rebecca Sheppard recently embarked on a new project that will augment the Byway. The Sussex County History Book will provide synopses of 50 sites chosen by the advisory committee to highlight the rich diversity of the county's resources. The book is aimed toward a heritage tourism audience and will eventually be available in print, digital format and possibly as a mobile application that tourists can access as they drive through Sussex County.

Sheppard and CHAD graduate students have also been documenting historic sites across the county, through measured drawings, archival research,



Blackwater School

and oral histories. Students in the "Documenting Historic Structures" course measured and photographed two 19th century farms: the Bennett Farm, near Slaughter Beach, and the Phillips Farm, near Cross Keys Vicinity. In 2010 they included the Blackwater School and the Union Wesley United Methodist Church Camp Meeting Ground near Clarksville as part of a larger partnership effort to preserve the rich history of African-American life. In July 2011 Sheppard and several CHAD students attended the church's annual camp meeting and began to record the oral histories from some of its members.

In 2009 the Sussex County Land Trust, in partnership with Sussex County and the Seaford Historical Society, purchased a site on the Western Sussex Byway, the Cannon-Maston House, with the intent to stabilize and preserve this highly significant early 18th century

dwelling. Sheppard and her students were tasked with documenting and researching the structure to determine the best path for preservation. Since 2009, they have drawn and photographed the building while excavating the multiple levels of wall finish to uncover the earliest identity of the dwelling, built in two parts dating back to 1727 and 1733. Located in Maryland at the time of its original construction, the Cannon-Maston

House is one of the oldest

extant structures in Sussex County, if not the entire state, and it represents a key aspect of Sussex County's history. Professor Sheppard is an integral part of the advisory committee for the Cannon-Maston House and continues to provide guidance on the direction and preservation of this significant building.

CHAD staff and students are continually developing new projects and partnerships that will result in an enduring commitment to Sussex County's rich and diverse cultural heritage.



Jenn Nichols doing field work at Cannon-Maston House.

Developmental Screening Tool for Pediatric Care

AMIRAH ELLIS

The use of an effective developmental screening tool could more than quadruple the number of children identified with possible developmental delays, according to new research from the Center for Applied Demography and Survey Research.



Amirah Ellis, an assistant policy scientist with the Center, analyzed the use of the Parents Evaluation of Development Skills (PEDS), a validated developmental tool used by pediatricians in four primary pediatric-care offices throughout the state, and found that 15–29 percent of children in all practices were identified with possible developmental concerns after

the PEDS tool had been implemented, compared to the 2–6 percent identified before the tool’s implementation.

The findings were published in the January 2012 issue of the *Delaware Medical Journal*.

PEDS is designed for use in children between six months and eight years of age. The bilingual questionnaire, written at a fifth-grade level, is answered by parents and can be completed in less than five minutes during a doctor’s office visit. It aims to screen for developmental and behavioral concerns needing further evaluation.

During Ellis’ pilot program study, a control group was first evaluated six months prior to the implementation of the PEDS screening tool. During this time, physicians relied on their professional judgment to determine if children had developmental



delays. The project implementation period (in which doctors began using the PEDS tool) was also evaluated and lasted for six months as well.

“The benefit of the PEDS tool is that it allows physicians to use a standardized tool with every child that comes in the door and use identical markers for each child to determine the presence of a developmental delay,” Ellis explained.



Ellis’ research follows the July 2009 passage of House Bill 199, which mandated that all Delaware health insurers provide reimbursement for use of a validated developmental

screening tool. Medicaid currently reimburses \$10.50 for the use of validated screening tools.

E-Government Efforts continued from page 15

been recognized for its emphasis on government transparency, has provided increasing support for the group.

Early on, some of the educational discussions simply centered on the basics of operating a website. Most towns, particularly those that could least afford to or had little or no tech savvy, felt they had little choice but to pay huge sums of money to a vendor just in order to have a presence on the Internet.

Meanwhile, GIC, rooted in its mission to help foster government transparency, began offering free hosting and site-building tools for municipalities on its

Delaware.gov domain. In an effort to boost participation in the group while educating towns about more affordable solutions, Deshon, Hughes, and MWDG member Win Abbott (11MPA), now the town manager of Milton, Del., began touring the state to engage town officials directly. Today, 42 percent of the Delaware municipalities with official government websites operate on the *Delaware.gov* domain, and GIC offers these towns complimentary training in how to maintain their WordPress-based sites. This has been a boon to many of the state’s small towns, particularly those that can least afford to contract out for Internet design and hosting services, let alone training.

Deshon reflects on where Delaware towns were before the MWDG and

where they are today in terms of e-government. “Back in 2000, less than a third of Delaware’s municipalities even had a website. Today, as many towns have Twitter feeds and Facebook pages as had websites then, so it has been pretty explosive in terms of the amount of change we’ve seen in the past few years. “And,” he adds, “local governments in Delaware are continuing to move toward more Internet-based interactivity with their citizens.”

IPA sponsored the MWDG until 2010, when, through a planned transition, GIC became the sponsoring organization. Deshon is happy to have played a key role in the growth of this public service-oriented group. “It is like having brought up a child and seeing that he or she is now healthy, self-sufficient, and on to new things.”

Researchers Explore the Role of Volunteers and Non-Profit Organizations after the Tohoku Catastrophe in Japan

ALEX GREER

As most know, on March 11, 2011, the nation of Japan experienced a “natech” (natural + technological) catastrophe that included an M9.0 earthquake; a 10-meter-high near-shore tsunami that reached the coast in less than 30 minutes and traveled four miles inland; and a nuclear emergency in six reactors that released substantial amounts of radiation into the air, land, and water.

Shortly after this event occurred, faculty members and students who were interested in understanding the role of volunteers during catastrophic episodes formed a quick-response research team. The research team included Disaster Research Center (DRC) core faculty members and professors in the

was joined by Osaka University Professor Dr. Tomohide Atsumi and his student Takumi Miyamoto, who was a visiting scholar at DRC. The team was awarded a National Science Foundation RAPID grant to explore: 1) if and how volunteers work, coordinate, and share information with more established or “official” responders and one another, 2) what conditions facilitate different kinds of coordination in a catastrophic milieu, and 3) what functions do volunteers fill when formal response systems are overwhelmed.



Noda Village, north of Iwate Prefecture; prior to the tsunami, this area was residential.



Temporary housing structure for remaining residents; of note is the ramp to assist those with access and functional needs.

interdisciplinary Disaster Science and Management program—James Kendra (SPPA), Joanne Nigg (Sociology), and Tricia Wachtendorf (SPPA), as well as Deborah Auger (SPPA) and SPPA/DRC graduate students Rochelle Brittingham, Alex Greer, and Yvonne Rademacher. The UD contingent

In June and November of 2011 and again in January 2012, the team traveled through the affected region in Japan in order to meet with contacts and gather early, easy-to-lose data on the impacted areas. Travel started in Tokyo for these trips and ended in the most affected regions on the northern tip of the Iwate Prefecture. The group also engaged in conversations with volunteers and officials and gathered documents and photos.

While research is still ongoing, preliminary evidence suggests that: 1) coordinating organizations were/are in place at both the national and local level to help organize volunteer activities in Japan; 2) debris removal is still underway, but most of the recovery efforts have shifted to meeting individual’s temporary housing needs; and 3) consistent with prior research findings, the team also noted significant convergence of volunteers and supplies throughout the country. The team presented these findings at the Earthquake Engineering Research Institute’s Japan and New Zealand Research Needs Workshop in Washington, D.C., earlier this year and over the summer at the Annual Natural Hazards Workshop in Broomfield, Colo., where researchers and practitioners met to discuss hazards, disasters and emergency management.

The team hopes to continue this work in the coming years and expand the focus to explore how non-governmental and non-profit organizations are coordinating their efforts outside of formal channels and systems. The team also would like to explore how the challenges of the recovery process following a catastrophe of this magnitude are being addressed by volunteers.

Newly Formed SPPA Board of Advisors

MARIA ARISTIGUETA

The Board of Advisors of the School of Public Policy and Administration (SPPA) provides a means for sustained communication between the School's leadership and leaders in the broader community, with the intent of strengthening the School's programs of

graduate and undergraduate education, scholarship, and public service. The Board is composed of persons who are committed to advancing the mission, goals, and contributions of the School, including its responsiveness to the needs of the diverse constituencies it serves. Board members will provide a bridge

between the community and the School to achieve mutually beneficial outcomes, including SPPA development goals to advance teaching, research and public service opportunities for students and faculty. The Board of Advisors held their first meeting on March 19, 2012.

Board of Advisors

- Dr. Tony Allen (01 PhD), Communications Executive, Bank of America and UD Trustee
- Raina Harper Allen (01MA), Director, Community Engagement and Programs to Lieutenant Governor Matt Denn
- Kenneth Becker (76MA), President, Becker Capital and Finance and Managing Partner, EcogySolar
- Dr. Walter Broadnax, SPPA Messick Fellow, Distinguished Professor, The Maxwell School, Syracuse University
- The Hon. Jeffrey W. Bullock, Delaware Secretary of State
- Dr. Robert Denhardt, Charles P. Messick Professor Emeritus, UD; former Dean and Professor, Arizona State University
- Kim Gomes (04MPA), Vice President, The Byrd Group
- Dr. G. Arno Loessner, UD Professor Emeritus (Chair: 2011–2012)
- Dr. Renosi Mokate, (83MA and 86PhD), Executive Director (Angola, Nigeria, and South Africa) of the World Bank Group
- Dr. Paul Posner, Professor of Public Administration and former President of ASPA, George Mason University
- John H. Taylor Jr., Senior Vice President and Executive Director, Delaware Public Policy Institute
- Dr. Sibusiso Vil-Nkomo (83MA and 85PhD), 2011–2012 J. William Fulbright Research Scholar at Fordham University and Research Professor at the University of Pretoria
- Jane Vincent (95MPA), U.S. Housing and Urban Development Regional Administrator for Mid-Atlantic



Board member Tony Allen (left) and SPPA liaison committee member Leland Ware



Board member Jane Vincent



Board members Kim Gomes and John Taylor



SPPA liaison committee to the Board members Dan Rich (far left) and Leland Ware (far right) with SPPA Board members John Taylor (middle left) and Arno Loessner (middle right)

Former School Director Jeffrey Raffel Retires

DAN RICH

Jeffrey Raffel, the Charles P. Messick Professor of Public Administration and former director of the School of Public Policy and Administration, has retired from the School faculty. He served on the University of Delaware faculty for four decades and has left an indelible, positive imprint on the School and the many communities he has served in Delaware and beyond.

In a nostalgic note about his first days at work, Raffel stated, “I began my work at the Division of Urban Affairs in September 1971, hired to teach in a new interdisciplinary PhD program and to foster public service and applied research. To a young man who had survived the 1960s, relevance was a significant goal, and the position at the University of Delaware was perfect for me. The UD position combined my desire to teach, my interest in applied research, and a desire to serve and change the world.”

During his tenure at the University, Raffel gained national recognition as a scholar and expert on public administration and education policy. In 2002 he was appointed the Charles P. Messick Professor of Public

Administration. Within the School, he has also been a leader. He served as director of the MPA and Urban Affairs programs, chair of the Public Management faculty, and director of the School for a decade, from 1997 to 2007.

“Jeff was a wonderful example as director—high integrity, always positive, and giving credit where credit was due.”

—Maria Aristigueta, Professor and Director,
School of Public Policy & Administration



“Today, the small program that Jeff helped initiate in 1971 is now one of the nation’s leading comprehensive schools of public affairs; Jeff Raffel helped make this possible.”

—Dan Rich, University Professor of Public Policy and
Director, Public Policy Undergraduate Program

At his retirement reception, School Director Maria Aristigueta recognized his “wonderful example as director—high integrity, always positive, and giving credit where credit was due.” Dan Rich, his friend and longtime colleague added, “Today, the small program that Jeff helped initiate in 1971 is now one of the

nation’s leading comprehensive schools of public affairs; Jeff Raffel helped make this possible.”

Beyond the campus, Raffel served in major public roles as a consultant and policy expert on public education issues in Delaware and far beyond. His appointments include: special assistant on intergovernmental relations to then Governor Pete DuPont; Fulbright Scholar in Romania; Vice President of the American Civil Liberties Union; President, Common Cause Delaware; and Vice President and President, National Association of Schools of Public Affairs and Administration (NASPAA).

For these contributions, Jeff has received numerous awards, including a special award from NASPAA “for his extraordinary service and leadership for over 15 years, with deep appreciation for his many contributions

to public service in the U.S. and internationally.” For all the kudos he has received at the national and international levels, Raffel’s greatest accomplishments have been in his preparation of students for careers in public service, his leadership of the School, and his positive impact on the quality of life in Delaware.

Faculty Transitions

DAN RICH

Margaret Wilder

Margaret Wilder has retired as professor of urban affairs and public policy and senior policy fellow. She has had a significant impact on the PhD program and directed numerous dissertations in the fields of social and urban policy.



She also served in a variety of leadership positions, including director of the graduate program in urban affairs and public policy and executive director of the Urban Affairs Association (UAA). UAA is the major professional association in its field, and the School served as its administrative secretariat from its inception until 2011. Wilder became executive director in 2005 after having served two terms as chair of the governing board.

Prior to joining the University of Delaware in 1997, Wilder served on the faculties of Indiana University, Cornell University, and SUNY-Albany, where she also served as chair of the Department of Geography and Planning. She is internationally recognized for her scholarship on comparative urban and social policy, and her research has been supported by the Ford, Annie Casey, and Lilly foundations. Wilder has won awards for her scholarship and professional service from the American Planning Association and the Urban Affairs Association. She also has received the distinguished alumni award of the School of Urban and Public Affairs, University of Texas, Arlington. Wilder continues to serve as executive director of UAA, which has now relocated its secretariat to the University of Wisconsin, Milwaukee.

Karen Curtis

Karen Curtis has retired from her position as associate professor of urban affairs and public policy and senior policy fellow at the Center for Community Research and Service, where she served since 1989.

In 1990 Curtis developed and offered the first Nonprofit Management Certificate Course in the Center for Community Research and Service. The certificate course has since been offered annually and trained more than 350 local and regional nonprofit leaders. Over this same period, Curtis also designed and led a variety of research and technical-assistance projects aimed at enhancing knowledge of community needs and the capacity of nonprofits to meet those needs. She has taught and mentored numerous graduate students who have gone on to become local, national and international leaders in the nonprofit sector.

Prior to coming to the University of Delaware, she worked as the director of research, planning, and evaluation at the Resource Center for Human Services in Philadelphia and on the faculty of Urban Studies and in the Institute for Public Policy Studies at Temple University.



Curtis has served in multiple leadership roles in professional associations. In Delaware, she has served as chair of the Board of

Directors of the Delaware Association of Nonprofit Agencies and the Food Bank of Delaware. She has received the Retha Fisher Founder's Award from the Food Bank of Delaware and the Kind Policy Award from the Delaware Housing Coalition. She has also been appointed a Presidential Fellow at the Salzburg Seminar in Austria.

Audrey Noble

Audrey Noble has retired from the School and as the founding director of the undergraduate Public Policy program.

Noble developed the design for the Public Policy major, nurtured the program through its initial development, and served as the initial advisor and mentor to the student majors. Her retirement coincides with the graduation of the first students with a major in Public Policy, and she established the first student award for excellence in public policy. Following her retirement, she will remain connected with this program, occasionally teaching and mentoring students. At the School, she also taught qualitative research methods and policy analysis and served as an advisor to masters and doctoral students.



Prior to her work with the Public Policy program, Noble was director of the Delaware Education Research and Development Center from 1998–2009. She conducted research that was instrumental in Delaware's efforts to reform education through standards, assessment, capacity-building, and governance. Her contributions spanned key areas of education policy. She also served as a key advisor to Delaware's education leaders, contributing to the formulation and effectiveness of Delaware's education-reform programs.

Prior to coming to Delaware, Noble was research director for the Southwest Education Policy Studies program at Arizona State University, where she earlier served as research associate in the Morrison Institute of Public Policy.

2011–2012 SPPA Scholarships, Awards and Recipients

Undergraduate Awards

Distinguished Leadership Award

Britney Castro

Excellence in Public Policy Award

Jenna Bucsak

Leadership Collaboration Award

Britney Robinson

Leadership Global Insight Award

Anthony Raspa

Leadership Innovation Award

Amanda Talarico

Leadership Social Responsibility Award

Molly Sullivan

Graduate Awards

Alumni of Public Policy and Administration Student Award

Christopher Anderson
Kerrin Wolf

Milton & Mary Edelstein Scholarship for Public & Community Service

Ama Nyame-Mensah

Henry R. Folsom Award

Brandon Rabidou

Marvin S. Gilman/National Housing Endowment Scholarship in U.S. Housing & Urban Policy

Rachel Beatty

Mark A. Haskell Award

William Stavru

Peter A. Larson Prize

Cimone Philpotts

Pauline E. Loessner Memorial Award

Rachel Linstead-Goldsmith
Nathan Roby

Barry R. Morstain M.P.A. Mid-Career Award

Erin Cranmer-Hart

Nu Lambda Mu

Jeralynn Miller

Pi Alpha Alpha

Diane Cipriani	Brandon Rabidou
Susan Love	Gary Stulir
Jeralynn Miller	Michael Tholstrup
Gaukhar Ospanova	Kimberley Wheatley
Stephanie Patterson	Arthur Wicks

George & Renee Raffel Endowed Fund for Academic Excellence & Opportunity

Paul Ruiz
Lorelly Solano

School Director's Citation

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Roger Hesketh	Brandon Rudd
Laura Keeley	Meredith Seitz
Jeralynn Miller	Arthur Wicks

James H. Sills Jr. Scholarship

Jessica Bunting

2010–2012 Publications

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Jane C. W. Vincent

Jane C. W. Vincent (77BA, 95MPA) is regional administrator for the U.S. Department of Housing and Urban Development's Region III Office in Philadelphia. She was appointed to this position by President Barack Obama and is responsible for overseeing a \$47.3 billion portfolio of HUD programs and services throughout Region III, which includes Delaware, Maryland, Pennsylvania, Virginia, West Virginia and Washington, D.C. Vincent works with elected representatives, state and local officials, congressional delegations, stakeholders and customers to create strong, sustainable, inclusive communities and quality, affordable homes for all.

Vincent has more than 30 years of experience working in the public, nonprofit and private sectors. Before her current job with HUD, she served as

senior vice president for development at the Delaware Community Foundation, was president of her own consulting group, director of the City of Wilmington's Department of Real Estate and Housing, and served in many volunteer capacities, including vice president and member of the Board of Governors of the National Association of Housing and Redevelopment Officials and founding member and treasurer of the Metropolitan Wilmington Urban League.

Vincent's leadership and community advocacy work have earned her numerous awards from HUD, the University of Delaware, the City of Wilmington, the State of Delaware, NAHRO, Housing Opportunities of Northern Delaware, New Castle County Board of Realtors, the Sierra Club and the Delaware Chapter of the American Institute of Architects.



She lives with her husband Andy in Wilmington, Del., and has two adult daughters.

Jason McNamara

Jason McNamara (96MA) currently serves as Chief of Staff of the Federal Emergency Management Agency (FEMA), a part of the U.S. Department of Homeland Security. He has extensive experience and expertise in emergency planning and operations, policy and legislation. In his earlier career with FEMA (1993–2001), McNamara was involved in the planning, execution, and evaluation of FEMA-sponsored disaster-response exercises and actual emergency-response operations. Among his field assignments were the Oklahoma City bombing, Hurricane Opal, the Northridge, Calif., Earthquake, and various other floods and hurricanes.

McNamara also served as an advisor to the chair of the President's Council on the Year 2000 (Y2K) transition, providing data on the readiness status of state governments for the transition

and acting as primary liaison between the entities. As a Legislative Fellow in the Office of U.S. Senator Bob Graham in 1998 and 2000, he was



principal Democratic staff author and representative in negotiations of the "Disaster Mitigation Act of 2000," which was signed into law on October 30, 2000. McNamara developed and implemented Senator Graham's initiative on seaport security and safety, which postured the creation of the Interagency Commission on Crime and Security in U.S. Seaports.

Before serving as FEMA Chief of Staff, Jason was acting chief of the Interagency and Catastrophic Planning Section of FEMA (2001), managing federal response planning during the September 11, 2001, terrorist attacks, as well as the Anthrax attack on the U.S. Senate.

McNamara currently resides in the Washington, D.C., area.

Michael Doherty

Michael Doherty (04BS) is currently serving the School of Public Policy and Administration as President of the Association of Alumni of Public Policy and Administration (APPA). Doherty brings unique perspective as an undergraduate alumnus with a B.S. in Leadership and Consumer Economics. In his role as APPA President, he is involved in efforts to generate scholarship-fund growth, encourage alumni involvement through events and volunteerism, and organize SPPA-specific gatherings that coincide with other larger UD events.

Following his graduation, Doherty joined a small mortgage firm in Wilmington, Del, launching a career that merged his passion for finance with his passion for helping others. He also began a seven-year stint as an instructor with the Delaware Financial Literacy

Institute, providing instruction to students about basic financial tools that lead to financial independence. Doherty completed his Certified Mortgage Planning Specialist accreditation in 2007, a distinction given to less than 1 percent of all residential-loan officers. Today, he continues educating consumers about good credit and financial mortgage requirements as a loan officer at Pike Creek Mortgage in Newark, Del. He has also dedicated many years to coaching young men's basketball teams locally.

As APPA President, Doherty represents the alumni association at various events, including the SPPA Convocation ceremony (speaking to new alumni and welcoming them on board), SPPA Honors Day ceremonies, the SPPA Alumni Social and Fundraiser, and the 50th Anniversary Career Day event. He continues to play an integral

role in successfully moving alumni efforts forward.

Doherty and his wife Elena (05BA) are expecting their first child in 2012.



Mike Morton

Delaware Controller General Mike Morton (86MPA) began the journey to his current position while completing his graduate



degree at the University of Delaware. Through the School's Institute for Public Administration (IPA), Morton interned with the Controller General's office while working on his MPA and was employed jointly for two years by IPA and the Office of the Controller General following graduation.

Morton has steadily climbed through the ranks over the past 26 years, being hired as a legislative analyst in 1988, receiving a promotion to senior legislative analyst, then working 15 of those years as the state's chief of fiscal policy beginning in 1996. Late in 2011, he was named deputy controller general, and, with the retirement of Russell T. Larson, took the reigns as controller general in July 2012.

Morton credits the integrated nature of the graduate education and professional experience he received

at the School of Public Policy and Administration with preparing him for work at the state level. For him, the ability to network with state officials critically complemented "book learning." In particular, he notes that IPA Director Jerome Lewis was an important mentor for him, helping him to become familiar with people at the state level and to begin cultivating those relationships.

A Delaware native, Morton currently lives in Magnolia with his wife, Karen, who works for the State Treasurer's Office. They have two adult sons.

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