

Connect

SCHOOL OF URBAN AFFAIRS & PUBLIC POLICY

UNIVERSITY OF
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THE *Mortgage Meltdown*

THE CRISIS IN THE NATION'S HOUSING AND CREDIT MARKETS SET OFF SHOCK WAVES THAT ARE STILL REVERBERATING. ONE OF THE MANY QUESTIONS PRESENTED IS HOW THESE DEVELOPMENTS WILL AFFECT THE AVAILABILITY OF HOUSING AND MORTGAGES FOR MODERATE INCOME FAMILIES.

PLUS:
*UD Professor Shares
2007 Nobel Peace Prize
Legislative Fellows Program
Jefferson Awards for
Public Service*

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From the Director

Welcome to our first news magazine! We hope that you enjoy our series of updates on activities of the School of Urban Affairs and Public Policy and its affiliated centers. Our new look 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. Especially noteworthy is John Byrne, the Director of the Center for Energy and Environmental Policy, as joint recipient of the 2007 Nobel Peace Prize for his many years of service with the Intergovernmental Panel on Climate Change.

Our featured article this year is on the housing crisis featured at a conference sponsored by the Center for Research and Service and the Institute for Public Administration with generous contributions from the Pittsburgh Federal Home Loan Bank. Our alumni event this year featured scholars from Scotland and Romania addressing issues of cultural competencies and its meaning to our global environment.

We continue our global efforts with visiting scholars from Germany, Romania, and Scotland this past academic year. Articles include training for Teachers from Tobago and study trips around the world, Australia, Romania, and the Netherlands. The Romania experience led by Arno Loessner provided a unique research model with SUAPP students paired with Babes-Bolyai students to explore important issues. This experience resulted in SUAPP students presenting at the NISPACEE conference with their Babes-Bolyai partners.

Closer to home, student placements go beyond the University to Legislative Hall, where, in a highly competitive process, they become aides to our elected officials. Undergraduate students in Leadership participated in the Jefferson Awards program as part of their capstone project. I also read about some of the interesting research conducted by Center for Applied Demography Survey Research to help inform policy makers.

Contribution to the literature this year will include an edited book on Leadership in the Public Sector from papers presented at the Third Transatlantic Dialogue hosted by SUAPP last year. Other recent publications by the faculty may be found in the magazine. This year, we will also be unveiling a student-managed on-line journal called *Public Visions*. Other additions include an undergraduate program in public policy. We have a committee working on the details with more to come in the future.

Read the profiles of our outstanding alumni this year. Alumni and students may join our Facebook network; a wonderful way to stay in touch! Last, but not least, I would like to invite you to visit our new website, www.udel.edu/suapp.

I would like to close by offering many thanks to our numerous friends who continue to make it possible for us to offer an exceptional experience to our students through their contributions to the School. Without your support, the variety of opportunities would not be possible.

Maria P. Aristigueta

LOUIS L. REDDING SYMPOSIUM



Leland Ware

HUD Regional Director
John Bravacos (left)
with Senator Tom
Carper (D-DE)



Keynote Speaker
Henry Cisneros



HOME OWNERSHIP AND THE *Mortgage Meltdown*

LELAND WARE

On June 6, 2008, the 6th Louis L. Redding Symposium, "Home Ownership and the Mortgage Meltdown" was convened at the University's Clayton Hall Conference facility. The keynote speaker, Henry Cisneros, served as Secretary of the U.S. Department of Housing and Urban Development during the Clinton administration. Senator Tom Carper, John Bravacos, HUD's Regional Director and Sandra Johnson, Director of the Delaware State Housing Authority participated in a panel discussion that followed Cisneros' remarks.

The crisis in the nation's housing and credit markets set off shock waves that are still reverberating. One of the many questions presented is how these developments will affect the availability of housing and mortgages for moderate income families.

Affordable housing for moderate-income families has long been a priority for policymakers. Starting with the creation of the Federal Housing Administration in the 1930s,

the federal government established a number of programs that facilitate home ownership. During the post-World War II era of 1940s and 50s, an unprecedented number of families moved from central cities to suburban communities. This could not have happened without the creation of the thirty-year mortgages insured by the Veterans Administration and the Federal Housing Administration. Despite the availability of these and other government incentives, the American dream of home ownership remained out of the reach of many moderate-income families.

For example, Wilmington, Delaware ranks near the top third of the most expensive metropolitan areas in the country. In 2007, homebuyers needed an annual income of \$77,422 to purchase a median-priced home, when the median prices in Wilmington were about \$237,000. Only 36 percent of Delawareans earned enough to afford a median-priced home.

In the 1980s, "subprime" loans

and other mortgage products were developed which allowed individuals to qualify for loans who had not previously been eligible based on their incomes and credit histories. Lenders began to "bundle" large numbers of home loans into mortgage-backed securities. These investment vehicles were sold to investors such as pension funds, mutual funds and commercial and investment banks. With the advent of mortgage-backed securities and relaxed credit requirements, the volume of mortgages escalated dramatically.

This came to an abrupt end in 2006 when home prices stalled and began to decline. Many adjustable mortgages had "teaser" interest rates that reset to a much higher rate after two years. When the rates were reset, many borrowers could not afford the higher monthly payments nor could they refinance their loans. Borrowers in the most dire straits are those who purchased or refinanced their homes at the market's peak. Many of them

Continues on page 3

2008 Legislative Fellows Program

LISA MORELAND

“Newspapers, textbooks or rumors on the streets do not convey a comprehensive description of the work that occurs in Dover each legislative session,” recalls 2001 Legislative Fellow Larry Haas. That is what 12 students discovered when they were selected to serve as 2008 Legislative Fellows. A 25-year partnership between the Institute for Public Administration (IPA) and the Delaware General Assembly, the Legislative Fellows Program provides students the opportunity to assist legislators in dealing with critical issues facing the state. Selected through a competitive university-wide process, fellows are assigned to work directly with the state’s policymakers in one of the legislature’s four caucuses.

This year’s class is composed of eight School of Urban Affairs and Public Policy graduate students and four undergraduates. The 2008 Legislative Fellows are Jared Bass (MA ’09), Marlon Brown (MPA ’08), Katherine Caudle (MPA ’09), Jonathan Contant, Kiersten Joesten, Megan Lehman (MA ’08), William Rivers, Brittney Russell, Victor Santos (MPA ’08), Timothy Soper (MPA ’09), Mark Stevens (MPA ’09), and

Kelly Wolfe (MA ’09).

Carpooling to Dover three days a week during the legislative session, the fellows provide in-depth, nonpartisan research on issues of concern to the state’s legislators and citizens, staff committees, and also respond to constituent concerns. The broad range of complex public policy issues they research includes energy assistance to low-income households, credit fraud and identity theft and school finance reform.

Bridging practice and policy, fellows also take a three-credit graduate seminar, “State Government: Management and Policy,” which includes site visits to state capitols in the region.

According to Jerome Lewis, director of IPA and founder of the program, “It is a hands-on learning experience for these students. They are able to observe and contribute to the decision-making process while working with individuals with diverse views and values such as state and local government officials, business and community leaders and concerned citizens.” For more information please contact [www.ipa.udel.edu/legfellows]

2008 Fellows

(from left): Victor Santos, Brittney Russell, Kiersten Joesten, and Kelly Wolfe.



Megan Lehman (MA 2008)

Coaching Emerging Student Leaders in Delaware

KAREN STEIN

The culmination of the undergraduate major in Leadership is the LEAD Capstone course, a discovery learning experience. In the Capstone, seniors are expected to synthesize their knowledge and apply their leadership abilities to a project designed to “make a difference by making things better.” The group project for the fall 2007 senior Capstone students was to actively partner with the Jefferson Awards For Public Service Youth Service Initiative (YSI) to help develop the capacity in others to lead and to have a lasting impact upon our communities.

The YSI is designed to help high school students across the country build life-long habits around leadership, ethics, and community service. Delaware is one of four locations piloting the program. A vital part of the program is the inclusion of leadership coaches who mentor the high school student leaders in implementing the initiative in their schools and in developing their leadership skills.

Leadership coaches are generally adult volunteers from the community, but Karen Stein, director of the Leadership Program in SUAPP, and Michele Fidance, coordinator of the National YSI, decided to have the LEAD seniors in the Capstone course as Leadership Coaches in several of the 24 high schools selected as Delaware Jefferson Awards Service Leadership Schools.

As the first “peer to peer” Leadership Coaches, LEAD students had to blaze their own trail as to how to be most effective in encouraging not only school-wide participation in volunteer service but in motivating young people to want to engage in community leadership.

They also faced the challenge of developing a new peer-to-peer model that could be used not only across Delaware, but across the nation as the YSI expands. The Capstone



LEAD students who led training sessions from the Capstone and from LEAD Council, Professors Audrey Helfman and Karen Stein, and Sam Beard, President and Co-Founder of the Jefferson Awards for Public Service Program.

students also helped in planning and implementing the Jefferson Awards for Public Service annual leadership training session for high school student leaders in Delaware.

This partnership not only benefitted the YSI, but was also a valuable learning experience for the LEAD seniors. In a statement they said, “The opportunity to build upon

our leadership skills and knowledge was exemplified in the process of implementing the Jefferson Awards Youth Service Initiative. We were able to learn and grow through experiences and obstacles that were presented in the implementation process. We have experienced what works well and what does not work well in executing change and empowering others to

improve their community. As a team and organization, we successfully learned the importance of adapting to obstacles, communicating effectively, accommodating differences and assessing improvement.”

Most important, the LEAD seniors made a commitment to continue to volunteer as Leadership Coaches throughout the entire year, not just during the Fall semester. As a result of this pilot project, SUAPP’s relationship with the Jefferson Awards for Public Service Program will deepen not only through a continued collaboration with this fall 2008 Senior Capstone course, but also through a new collaboration between the Jefferson Awards program and the LEAD Council, our program’s student organization.

Mortgage Meltdown

Continued from page 3

now have “upside down” mortgages because they owe more to their lenders than the value of their homes. Since 2006 foreclosures have been escalating at a breath taking pace.

The Redding Symposium focused on these important issues. The program began with lunch and a keynote address by Henry Cisneros. He said, among other things, there is enough blame to go around for the crisis; unlicensed and unscrupulous lenders putting homeowners into mortgages they couldn’t afford, and loans being marketed as risky, mortgage-backed securities. Cisneros

emphasized that the unprecedented scale of foreclosures is threatening to compromise the entire credit industry. He said rather than searching for blame, the focus should be on devising solutions that will help the millions who have already lost their homes and the 2-3 million more who are on the verge of foreclosure.

Cisneros said foreclosure prevention legislation introduced by Congressman Barney Frank and Senator Chris Dodd could help the problem. He recommended a “bi-partisan, broad, coordinated comprehensive set of housing policies” that will make housing more affordable. In presentations that

followed the speech, Senator Tom Carper, John Bravacos and Sandra Johnson reacted to Cisneros’ remarks and added their own thoughts and observations. The large audience responded enthusiastically to the informative and thought provoking discussions.

This program was organized by Leland Ware, the Louis L. Redding Professor of Law and Public Policy, professors Breck Robinson, Steven Peuquet. Professor John McNutt also provided assistance. The event was co-sponsored by the Institute for Public Administration and the Center for Community Research and Service.

www.udel.edu/suapp

UD Professor Shares 2007 Nobel Peace Prize JOHN BYRNE

These days, you can hardly watch television or read a newspaper without seeing something about energy and climate. Concerns about high gasoline and electricity costs, forecasts of 'peak oil' as China, India and other countries increase energy demand, and mounting scientific evidence that human activity has altered climate dynamics and may precipitate the largest migration of refugees in human history – affect everyone.

For more than two decades, these issues have been the focus of the UD's Center for Energy and Environmental Policy (CEEP). Director John Byrne – Distinguished Professor of Public Policy – has been recognized as a joint recipient of the 2007 Nobel Peace Prize for his many years of service with the Intergovernmental Panel on Climate Change (IPCC). This award honors the work of the IPCC, with former U.S. Vice President Al Gore, for their ongoing efforts to advance humanity's understanding of potential threats to our global climate system.

Byrne said, "From the beginning, we have tried to prioritize equity – consciously evaluating problems from a number of economic, social and ecological perspectives – to ask who benefits and who bears the burdens and risks, what ecosystems thrive and which ones are imperiled because of the web of social actions and decisions that are modernly empowered. This means asking how can energy institutions and policies, for example, serve aims of equity and democratic governance, while supporting the needs of society and the wider lifeworld upon which we all depend."

CEEP was established in 1980 to carry out interdisciplinary programs for education, research and advocacy on issues related to the environment and energy, while motivating university-wide attention to the challenges and possibilities of transformation in the underlying political economy and technological infrastructure. In

1993, a University-wide program for graduate research and study in energy and environmental policy was created to explore the challenges of sustainable development and environmental justice. Then in 1997 CEEP developed the first graduate degrees in the U.S. in the combined field of energy and environmental policy (ENEP).

With equity and governance as guiding concerns in its approach to resolving problems in society-nature relations, CEEP has produced research impacting energy and environmental policy on many levels. As a contributing author, Byrne has assisted in the preparation of reports spanning ozone and climate, technology transfer, emission scenarios, and policy decision frameworks to instigate large-scale social change. The work of the IPCC

likely to be necessary for stabilizing atmospheric concentrations at 1990 levels, as a means of halting the most adverse consequences of global warming. Calculations indicate that a 60 percent decrease in CO₂ was needed. CEEP's researchers demonstrated this translated to an equitable and sustainable rate of approximately 3.3 tons of CO₂-equivalent in greenhouse gases per person per year. Cited in IPCC assessments, this figure has set a benchmark for global and national action, placing particular pressure on the U.S., which currently releases more than 20 tons of greenhouse gases per person per year.

Since its creation, the 3.3 ton standard has been used with increasing frequency by a variety of public and private sector stakeholders. It serves as a guiding target for the

The Center responds to many of the world's pressing challenges through a strong activist orientation combined with the highest standards of research and scholarship.

is helping global commitments and mandatory action among many nations to restrict their greenhouse gas emissions.

"Our efforts could not be more timely, as the world must take meaningful action quickly to decarbonize our energy system. The Nobel Peace Prize is good publicity for the cause, and raises awareness of the need to adopt stiff greenhouse gas reduction targets if we are to call off the dangerous experiment in human influence over the climate."

Another example of CEEP's commitment to equity in resolving nature-society conflicts is its creation in 1998 of a global standard for assessing the sustainability and fairness of human releases of CO₂. The CEEP approach relied on estimates by the IPCC regarding the size of greenhouse gas reductions

International Solar Cities Initiative (launched with the assistance of CEEP). The Initiative guides major cities around the world in deploying strategies that can realize cuts in local greenhouse gas reductions.

Similarly, another innovative CEEP effort is the Sustainable Energy Utility (SEU), a new model for energy equity and governance which can meet the 3.3 ton standard for sustainability. The SEU emerged thanks to CEEP's collaboration –headed by Byrne, with the State of Delaware on a task force established in 2006. Through leadership provided by State Senator Harris B. McDowell, Delaware passed the SEU in 2007. The nonprofit program aims to offer energy solutions to communities, ranging from conservation and energy efficiency to distributed renewable energy.

Washington, D.C. passed into law the second SEU in the country in July 2008. Seoul, South Korea, is working with CEEP to design a pilot SEU for this city of 12 million.

CEEP's most recent distinction is only the latest among a string of notable accomplishments. It has grown into a leading force for critical analysis and research on nature-society issues, annually bringing together some 75 students from more than 20 countries who work with core faculty across campus and colleagues from across the globe who are part of

a network of more than 25 research, non-governmental and academic institutions. Combining expertise in economics, science, engineering, geography, political science, urban planning, and philosophy, CEEP researchers and faculty are devising pathways for sustainability and equity from 'the local to the global.' CEEP proudly claims over 500 CEEP graduates, who hold senior positions in government, energy utilities, corporations, nonprofit organizations and universities within and beyond the U.S.



CENTER FOR APPLIED DEMOGRAPHY AND SURVEY RESEARCH

Physician Study Initiated TIBOR TÓTH

Who are Delaware's physicians? What is their age distribution? Will they be active in clinical medicine five years from now? Do they provide charity care? Do they offer Saturday and evening hours? Do they have the ability to communicate with their patients in languages other than English? What is the wait time to see the physicians? Do they accept Medicaid patients? How are they geographically distributed?

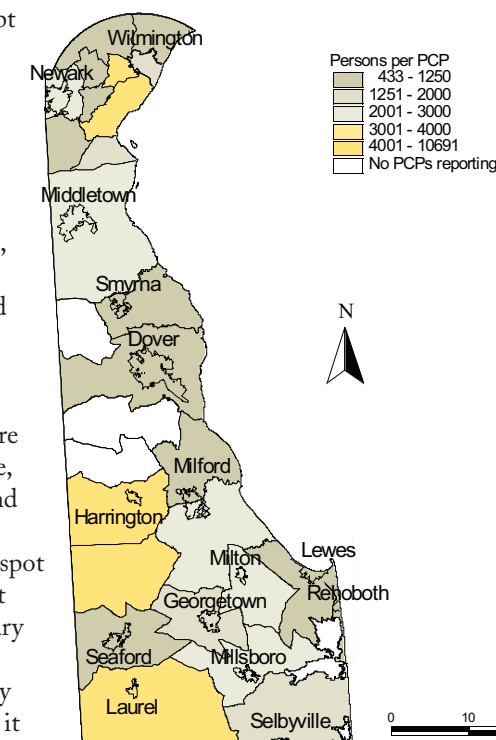
These are some of the questions that the Physicians Survey 2008, currently under way at UD's Center for Applied Demography & Survey Research, is addressing. The project is a continuation of an effort initiated in 1995 by Delaware's Division of Public Health. The intention is to measure the number and spatial distribution of primary care physicians practicing in Delaware, learn about their demographic and practice characteristics, identify medically underserved areas and spot existing or developing trends that could impact the supply of primary care services in Delaware.

This is the sixth time the study has been carried out – previously it

was conducted in 1995, 1997, 1998, 2001, and 2006. Each time the study is conducted, the instrument is refined and shortened with the objective of reducing the burden on the responding physician and improving the quality and relevance of the data gathered. The report will be based on a database that will

contain information gathered from 1995 through 2008. This database will combine new and existing data. As new information is gathered, it either replaces information supplied by the physician at an earlier date, or in the case of a first time respondent, it extends the coverage of the record.

In addition to providing descriptive characteristics of the active physician population, the study also will map the distribution of physicians in Delaware. This information will be used by policy-makers to direct state resources to underserved areas. Also, evidence presented in this report will be used for shortage area designations through the U.S. Department of Health and Human Services. The report will be published in the fall of 2008.



Number of Persons per Primary Care Physician by Census County Division, Primary Care Physicians 2006, Center for Applied Demography & Survey Research, University of Delaware

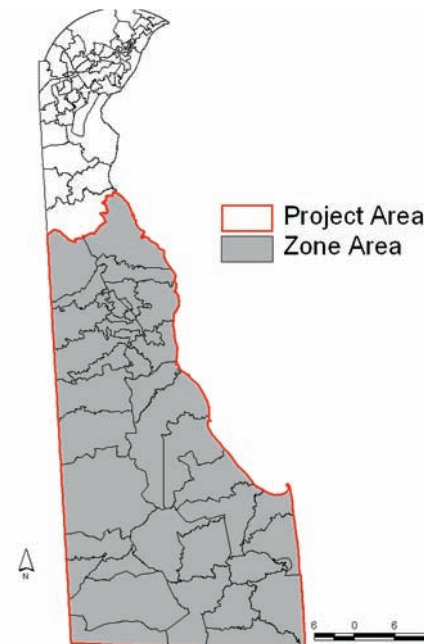
Technical Assistance

FOR THE DELAWARE DEPARTMENT OF EDUCATION

The Center for Applied Demography & Survey Research (CADSR) is currently working with Delaware's Department of Education (DOE) to populate the geocoding module within the state's public school student information system (SIS) for the 2008-09 school year. The geocoding module allows parents, teachers and administrators to identify the home address of the student and/or the transportation address(es) of the student and the subsequent public schools the student will attend for grades K-12 of their academic career. The eleven remaining school districts that do not have the geocoding module populated at this time are all participating in the project (Caesar Rodney, Cape Henlopen, Capital, Delmar, Indian River, Lake Forest, Laurel, Milford, Seaford, Smyrna and Woodbridge).

The project began with the gathering of numerous source data layers in order to create a composite of addresses for the state of Delaware.

These sources included address files and road files from each of the three counties in Delaware (New Castle, Kent and Sussex), DelDOT's updated road file (TeleAtlas) and the TIGER line files created by the United States



Bureau of the Census. The combined result of the data layers yielded a list of more than seven million possible addresses where students could possibly reside. Additional layers were added to the database, including early child center, elementary school, intermediate school, middle school and high school feeder patterns (zone areas) with the addresses to determine the school assignments for each address. Quality control checks are being performed along the boundaries of the zone areas to maintain the accuracy for the final product.

The final product to be delivered to DOE will be an electronic file containing the road name and beginning and end address ranges for the odd and even side of the road, as well as the zone area for that specific range of addresses. This database will enable the administration and school staff to enroll students in a timely and accurate fashion as required by DOE.

JOHN LAZNIK

CCRS Launches Blueprint Communities

ALAIN NOGHU

In March of this year, the Center for Community Research and Service, (CCRS) with the Federal Home Loan Bank of Pittsburgh (FHLB), launched the community development project, Blueprint Communities Delaware. The project is an initiative for revitalizing communities and neighborhoods by fostering strong local leadership and collaboration, focusing on planning and goal-setting strategies, and building local program capacity to sustain community growth. Delaware is the third state in which the FHLB has launched a Blueprint Communities initiative, following Pennsylvania and West Virginia.

The initiative emphasizes a grassroots, locally-based team approach to community planning and encourages communities to approach revitalization holistically, taking into account physical, economic, and social needs. The underlying philosophy is that no community can rationally expect to grow if only certain areas of development are pursued. All aspects

of development – including housing, infrastructure, economic stimulation and healthy, safe surroundings – must be addressed in community planning. Participating teams are comprised of diverse community stakeholders including bankers, business and housing developers, community residents, local elected officials, civic associations and service organizations. Delaware has named nine Blueprint Communities, each with unique histories, varying sizes and differing strengths.

Hilltop/Little Italy
Second District
Eastside
Riverside
Belvedere/Cedar Heights
Edgemoor Revitalization Coop
Historic Overlook Colony
Simonds Gardens/Rose Hill
Dover Community Partnership
The nine participating communities were announced during the energetic launching ceremony,

which took place in March at the Roselle Center for the Arts. In attendance were Delaware Gov. Ruth Ann Minner, U.S. Sen. Thomas Carper, U.S. Rep. Michael Castle, UD President Patrick Harker and other dignitaries and community representatives. From March 2008 to January 2009, each community will attend seven training sessions, organized, managed and taught by CCRS, that focus on the components of holistic community planning including leadership, project management, marketing, and finance development. These training sessions incorporate readings, exercises and activities from UD faculty and staff as well as community partners and industry leaders. Each community will present a comprehensive community plan at a formal ceremony on January 16, 2009. Each community will also be eligible for mini-grants valued at \$10,000 that offer the continued opportunity for Blueprint Communities Delaware planning and development.

Emerging Global School Leadership

CLAUDIA COONS AND
EMILY POAG

Since 1999, the Delaware Academy for School Leadership (DASL) has provided professional development to education leaders throughout the state of Delaware. DASL is a branch of the Delaware Education Research & Development Center and employs SUAPP graduate students as research assistants. The DASL hosted a two-week training program for school administrators from Tobago June 29-July 11. The group consisted of nine principals and the assistant chief education coordinator for the Trinidad and Tobago Ministry of

Education. They traveled to Delaware to receive professional development that focused on best practices in schools, the use of data in decision-making and performance appraisal of teachers training. In addition to time spent at the University of Delaware for training, the participants spent two days shadowing administrators in Delaware public school districts and charter schools as well as members of the Department of Education.

Beyond professional development, the group visited Philadelphia, Old New Castle and Longwood Gardens. A closing reception was held at the

Blue and Gold Club featuring a steel-drum band consisting of middle school students from the Southern Delaware School of the Arts.

The 2008 Tobago Training Institute provided staff and research assistants the opportunity to share lessons learned in Delaware with an international group of educators. The Ministry of Education in Tobago hopes that DASL will continue its relationship with Tobago administrators and that future training will further the island's goals of increasing student achievement.

DELAWARE ACADEMY FOR SCHOOL LEADERSHIP

Beating the Odds

STRATEGIES USED BY FOUR DELAWARE SCHOOLS

JOAN L. BUTTRAM

The Delaware Education Research & Development Center conducts research, evaluation, and policy analysis for a variety of audiences. One of its recent studies examined strategies contributing to the success of selected high-performing schools in Delaware. Based on analyses of 2007 and 2008 Delaware State Testing Program scores and student demographic characteristics, twenty-nine schools were identified as high-performing. Of these, four elementary schools that were high-performing in both years were selected to be the subject of case

studies. The case study analysis found eight strategies contributing to the success of these schools, including 1) setting specific goals by grade level for student performance on the state test, 2) building a common language and framework for instruction, 3) requiring quarterly assessments across all schools, 4) conducting quarterly promotion and review meetings with teachers, 5) expecting principals to conduct weekly walk throughs in all classrooms, 6) supporting professional learning communities at each grade, 7) providing instructional interventions to support struggling

students, and 8) scheduling a day at the end of the school year to review all student data and plan for the coming year. The research also indicated that these strategies could not have been used without strong school and district leadership and support. The study findings have been disseminated widely, including a presentation to the State Board of Education. The full report is available through the University of Delaware archives. For more information, contact Joan L. Buttram, Ph.D., at jbuttram@udel.edu.

Fostering Healthier Communities

TROY MIX

SUAPP's Institute for Public Administration (IPA) research assistants and staff are engaged in several initiatives aimed at fostering healthier, more sustainable communities. These projects focus on a range of topics from protecting habitats and drinking water quality to promoting physical activity and sound regional planning, and they seek to improve the quality of life experienced by current and future residents of Delaware and the surrounding region.

The Water Resources Agency (WRA), a unit of IPA, recently issued a report card on the state of the White Clay Creek watershed. Designated a National Wild and Scenic River, the White Clay is a critical regional asset, providing drinking water for over 120,000 people and significant recreational opportunities. Supervised by SUAPP alums Gerald Kauffman (MPA '03) and Martha Corrozi (MPA '02), current graduate students Erika Farris and Maureen Seymour helped analyze scientific data and assign "grades" assessing the watershed's health. The report included several policy

recommendations aimed at improving the White Clay's environmental quality. One recommendation, assessing the feasibility of removing dams on the White Clay in order to restore native shad follows up on WRA's work with the Brandywine Shad Partnership to restore shad migration to the Brandywine River.

Public health professionals increasingly point to sedentary lifestyles as one cause of escalating rates of obesity, diabetes and heart disease. Recognizing the connection between the built environment and physical activity, IPA partnered with the Delaware Department of Public Health and UD's Department of Health, Nutrition, & Exercise Sciences on the *Healthy/Walkable Communities* initiative.

Under the direction of IPA staff members, Eric Jacobson (MPA '81) and William DeCoursey (MPA '05), research assistant Megan Lehman (MA '08), worked with Michelle Boyle, a health, nutrition, and exercise sciences graduate student, to develop a report summarizing approaches to improving the walkability and

health of communities. The *Healthy/Walkable* team continues to work directly with several Delaware municipalities to assess pedestrian environments, identify opportunities for physical activity and craft plans for improvement.

IPA also has an ongoing partnership with Delaware's Office of Management and Budget (OMB) focused on promoting sound regional planning. Rachael Hurley, a current graduate student and a 2008 grad of the Leadership program, worked with SUAPP alum and IPA staff member Troy Mix (MPA '04) to write a report summarizing the impacts of development on government revenues and expenditures. They are currently working with OMB to develop a tool for evaluating the fiscal realities of future growth and development. Such tools help governments to plan for the conservation of valuable monetary and natural resources.

More information on IPA's students and projects can be found at [www.ipa.udel.edu].

IPA graduate research assistant Maureen Seymour conducts a fish population study to assist the Brandywine Shad Partnership's efforts.



The Underground Railroad A New BYWAY

DAVID AMES

A recent project in the Center for Historic Architecture and Design (CHAD) could mean recognition for the role Delaware played in the Underground Railroad. David Ames, CHAD's director, is the principal investigator and has been assisting the Underground Railroad Coalition of Delaware in preparing the nomination.

Under the Delaware Department of Transportation Program Guidelines, to be designated a Delaware Scenic and Historic Highway, a road must exhibit at least one outstanding "intrinsic quality" which are the physical qualities seen by the traveler from the road that makes it special. The road tells a story through its intrinsic qualities.

The Underground Railroad Byway is named to honor the famous Underground Railroad conductor,

Harriet Tubman, who led freedom seekers through Delaware on daring trips from Maryland and worked with Thomas Garrett, a leader of the Underground Railroad in Delaware.

Despite being called the "Underground Railroad," it was neither a railroad nor underground but was a clandestine network of people who assisted freedom seekers in their escape to freedom to the North, moving them through hiding places connected by secret routes including trails, roads, streams and rivers. According to the National Park Service, the Underground Railroad was "perhaps the most dramatic protest action against slavery in United States history." It is estimated that 100,000 people escaped slavery through the Underground Railroad from 1810 to 1860.

Starting at Delaware State Route 10 at the Maryland border, the route

of the proposed Harriet Tubman Byway is a continuation of Maryland's Harriet Tubman Underground Railroad Byway. The Delaware route is divided into five segments, each telling a story about the Underground Railroad.

There are plans for the Delaware and Maryland portions of the Underground Railroad Byway to become part of a multi-state byway that continues northward into Pennsylvania and New York.

Graduate research assistants who have worked on the project include Sarah Beetham and Lael Ensor from Art History and Ann Fangman, Erin Ferriter and Keonna Greene from Urban Affairs and Public Policy along with recent Urban Affairs graduates Russell Stevenson and Janet Sheridan and art history graduate Sarah Rector.

CHAD was created as an interdisciplinary research and public service center in 1984 to address issues related to historic preservation through an interdisciplinary program of research, public service and education.

*National Park Service, "Taking the Freedom Trail, The Underground Railroad: Special Resource Study," available from <http://www.nps.gov/undergroundrr/ugsum.htm>, 1. Internet.

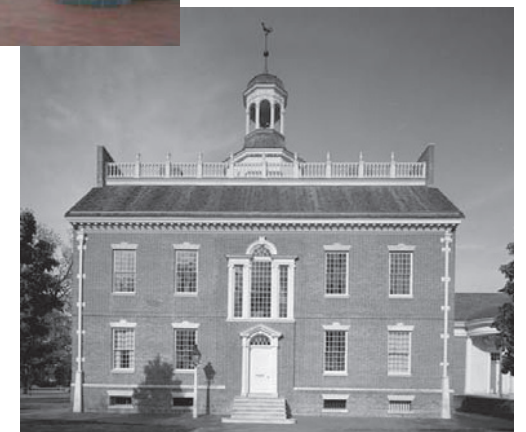


Map of the proposed Harriet Tubman Underground Railroad Byway



Tubman-Garrett Riverfront Park (left), N. King Street, Wilmington, New Castle County

The Delaware State House (below) was the site of the 1847 trial of Samuel D. Burris, a well-documented conductor on the Underground Railroad.





Orthodox Cathedral in Cluj-Napoca Romania



University of Delaware students have dinner with students from Babes-Bolyai on their last night in Romania.

Romania

ANN JOHNSON

In January 2008, graduate students from the UD's School of Urban Affairs and Public Policy (SUAPP) were paired with graduate students from Babes-Bolyai University in Cluj-Napoca, Romania to conduct research in areas involving public administration. Some of these areas included transportation, anti-corruption measures, internships, civics education and health care.

The pairs of students together interviewed well informed individuals from the government, academia, hospitals, faith-based and other nongovernmental organizations. The students were in Romania for two weeks over Winter Session.

This study abroad format, where graduate students from the U.S. collaborate with graduate students in foreign countries to do research, is unique to the UD's SUAPP program. This model was originated by Arno Loessner of the University of Delaware and Calin Hintea of Babes-Bolyai University.

SUAPP students found public administration in Romania to be particularly interesting because it has been a country in transition and has been moving from political civil service to professional civil service. Furthermore, Romania joined the European Union in 2007 and has had to come into compliance with EU mandates regarding anti-corruption measures and transparency.

Ann Johnson, Ph.D. student of the University of Delaware, and Bianca Corbazan, Ph.D. student and

instructor at Babes-Bolyai University, examined the transparency issue. Their study involved interviews with the Secretary of State for Public Administration, a representative of the police, the drafter of the Romanian administrative code and personnel from the mayor's office.

As a result of the research conducted in Romania, several students submitted papers to the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPACEE) conference in Bratislava, Slovakia. This conference was attended by academics, government officials and experts in the field. Johnson and Todd Franzen, M.P.A. student of the University of Delaware and several students from Babes-Bolyai University presented papers at the conference. Ann Johnson presented a paper with her Romanian partner regarding the success and challenges of anti-corruption and transparency measures taken by the Romanian civil service and judiciary. Franzen and his partner presented a paper regarding transportation in Romania. Also, papers by Shelly Cook, M.P.A. student and Erin McGrath, M.A. student of the University of Delaware, were presented by their Romanian partners. Some of the students have chosen to pursue further research in these areas in order to expand the body of knowledge regarding public administration reform in transitioning systems.

Dr. Loessner awarded honorary degree in Romania

Arno Loessner, associate professor emeritus of urban affairs and public policy and faculty fellow emeritus of the Center for International Studies, is UD's Romanian connection. He has visited Babes-Bolyai University (BBU) in Cluj-Napoca, Romania, five times, since 2002 and is scheduled to return again with 11 UD public policy graduate students in January. Two of his visits were supported by the Fulbright Program, one by the Hewlett Foundation and two by BBU. In recognition of his service to BBU, Loessner was awarded an honorary degree in October.

The 11 students will participate together with BBU graduate students in a joint service learning program with the public administration department in BBU's Faculty of Political, Administrative and Communication Sciences. UD students will engage with Romanian colleagues in meetings with local public authorities and nonprofit institutions to see how civil society in Romania is evolving to meet community needs. This comparative analysis will be useful for understanding cultural dimensions of public administration and a better understanding of the situation in both Romania and the United States, Loessner said.

Netherlands

MAUREEN SEYMOUR

This past spring the School of Urban Affairs and Public Policy hosted a study abroad trip to the Netherlands led by Steven Peuquet and Raheemah Jabbar-Bey. The focus of the trip was housing policy and the role of development and preservation. This gave students the opportunity to learn from professionals in the field about the Netherlands social housing policy. Graduate student Gilad Skolnick, came home with "an open mind to what kind of innovative ideas can be done here in terms of housing, city planning and energy conservation."

Housing in the Netherlands differs from the policies in the United States. In the Netherlands, there is a right-to-housing, which is called social housing. Everyone has the opportunity to have a home, unlike in the United States. Cate Elander, second-year graduate student said, "although it is not

without fault, long waiting lists and a few dilapidated high-rises, the social housing system in the Netherlands makes the provision of quality, affordable housing to *all* residents a priority, and it shows. I brought back to the States a new understanding for the necessity of creative financing and of partnerships built on the foundation of a right to housing." Not only did we have the opportunity to view various housing developments around Amsterdam where we stayed, we had the chance to travel to Enkhuizen, The Hague, Rotterdam, and Utrecht.

Day trips between these cities in the Netherlands provided us an opportunity to view the unique geographic characteristics of the Netherlands. Much of the land is below sea level and has been reclaimed from the North Sea through a series of dikes and levees. The limited availability of land is apparent through

the development patterns, which differ from the current pattern of development in the United States – sprawl. The focus in the Netherlands is on redevelopment. Graduate student Mike Williamson, "was stunned by the beauty of the restoration work, and the creative and aesthetic use of older buildings for residences or business purposes."

The study trip to the Netherlands exposed the group to a different culture's national policies on housing and land use planning. This not only complemented various academic focuses within the program, but it also revealed the captivating beauty of the Netherlands. The Netherlands is the land of windmills and tulips, but its only possible because of the careful planning and policies.



Students and professionals on a canal in Amsterdam. Cate Elander, Kimberly Kegerreis (YWCA), Cara Robinson, George Beer, Thea Calder, Darreisha Bates, Jared Bass, Michael Williamson, Maureen (Seymour) Nelson, Gilad Skolnick, Kelly Peuquet, Maryna Reshetuyak.

Consumer Policy Culture Shock

AUDREY HELFMAN

An around-the-world study abroad program in leadership is an intense learning experience. Sixteen undergraduate students, eight policy research topics, seven countries (Greece, Morocco, Egypt, Ethiopia, India, Thailand and Laos) in 41 days was intense and the course settings and speakers provided an incredible learning experience.

It doesn't happen without extensive pre-departure preparation. In the fall, students worked in pairs to write research proposals and complete a literature review on a policy topic for their Consumer Policy Analysis course. During the program, they completed in-country research, and the pairs were responsible for presentations on their research in a policy forum before traveling

impact of religion and government policies on the daily lives of women.

The second course focused on culture and its impact on leaders and leadership. Students worked to understand what made each country's culture unique. The seven countries visited allowed for an interesting comparative analysis for both the policy course and culture and leadership course.

Coursework was enhanced by local speakers and site visits. In Cairo, Marwan Abdin and Omar El-Batouty, two former students from the UD's Middle Eastern Partnership Initiative (MEPI), answered the student's questions about life and politics in Egypt. There also were discussions with individuals from two non-governmental organizations, one focused on women's rights and the other on human rights.

In Addis Ababa, Ethiopia, Aklilu Kidanu escorted us on a visit to a school for children with autism where we heard from the founder of the school. She explained the difficulties involved in establishing the school in a very poor country. We continued our day with a trip to a neighboring community to understand how to measure the impact of an HIV/AIDS clinic. The group attended a reception at the U.S. ambassador's residence, where the ambassador explained the impact of U.S. foreign policy in the Horn of Africa. We topped off the day with a visit to

Aklilu's house where his wife, Menby, explained her business and showed us her workroom. Aklilu also invited people from his research organization to the dinner so the students were able to discuss their research topics with his colleagues.

On a day trip south of Addis, we stopped at a research center and



Lotus Temple in New Delhi, India

we heard a talk by an agriculture researcher and a tour of their facilities. We also stopped at a family farm to help thrash teff – the visit provided a unique insight into the lives of the people of Ethiopia. Although the students witnessed poverty at an extreme level, they loved Ethiopia and were humbled by their experience. They could see how the policies they were studying were affected by a government with limited financial resources.

The students visited garment factories in both India and Thailand. In India, our visit was the first time

the factory had allowed outside visitors to tour their facilities. The owners provided us access to five different managers who talked about the topics the students were studying. In the Thailand factory, the president explained his leadership philosophy and, as we toured the factory, we received a unique look at how he put his ideas into practice.

The experience was often overwhelming because students encountered and were often shocked by the poverty, extreme population density, pollution, lack of education, government corruption, transportation gridlock and the hunger they witnessed. However, they were impressed by the kindness and generosity of the people they met. They now have a new respect for different viewpoints and attitudes and the complexity of social, economic and political problems.



A floating market in Thailand

TONY MIDDLEBROOKS

Developing Leadership CORE Abroad

One of the challenges in leadership education lies in how an educator prepares individuals to succeed in roles which differ in their dynamic nature. In January 2008, Richie Holland, Michael Gutierrez and Tony Middlebrooks accompanied twenty-nine students to Hawaii for one week and then Australia for nearly four weeks (see www.eastwestcenter.org/aplp and unicentre.uow.edu.au/csd/blackopal/index.htm for details).

The program connected the organizational leadership curriculum by integrating Senge's five disciplines and the emerging research on Psychological Capital (Luthans, Youssef, & Avolio, 2007). This integrated approach comprised a meso-model framework that focused students on the interrelationship between levels of analysis. In other words, the program aimed to develop individual leadership capacity and conceptualization of leadership while at the same time examining

broader levels of group, organization, community and culture.

Unlike other study abroad experiences that focus the academic content into classroom blocks of time and limited excursions to cultural sites of interest, the "academic" material in this program was experiential and integrated the entire experience through a series of "challenges" and subsequent debriefings.

As students engaged in the challenges, the foundational emphasis lie in building their **C.O.R.E.:**

Confidence – self-efficacy to invest the necessary effort to succeed at challenging tasks;

Optimism – making a positive attribution about succeeding always;

Resilience – when faced with adversity, bouncing back beyond to attain success (Luthans, et al., 2007)

Engagement – be reflective and mindful, critically and carefully integrating new information

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Canyoning in the Blue Mountains, Katoomba, Australia



Ethiopian farm visit

to the next country. This enabled participants in the study abroad to focus their research on one topic and learn about seven others. The topics for the winter 2008 program were: drinking water safety, transportation safety, housing codes, small business micro financing, women in politics, worker's rights, recycling, and the

Promoting Public Service

THAT'S WHAT ITS' ALL ABOUT

JULIA O'HANLON, MARK DESHON
AND LISA MORELAND

Enthusiasm and excitement surround the resurgence of the Delaware Association for Public Administration (DAPA) that was marked by a sponsored public debate between Delaware's lieutenant gubernatorial candidates Charlie Copeland and Matt Denn at its annual Dinner Meeting on October 7, 2008. Held at White Clay Creek County Club's At The Rail banquet hall, the event not only drew members of DAPA but interested School of Urban Affairs & Public Policy alumni and current students.

After the DAPA dinner and business meeting, Copeland and Denn engaged in a spirited session moderated by *The News Journal's* John Sweeney, responding to questions that were submitted by the audience prior to the debate. The two candidates

were also given the opportunity to ask questions of one another, which produced lively and less "scripted" answers.

DAPA, a chapter of the American Society for Public Administration (ASPA) is the state's professional association for those interested in, involved with, or committed to promoting public service. The chapter shares a long history with the School of Urban Affairs & Public Policy (SUAPP). Since DAPA's inception in 1971, SUAPP professor Jerome Lewis and the Institute for Public Administration's Martin Wollaston (MPA '83) have helped lead the organization in various capacities. More recently, SUAPP professor Jonathan Justice has served as DAPA's liaison with ASPA. DAPA's membership, which includes

professionals representing a variety of government agencies, educational institutions, and nonprofit and private organizations across the state, commenced the organization's revitalization with two events last winter featuring presentations on "Leadership Visions for Delaware's Future" by gubernatorial primary challengers **John Carney** and **Jack Markell**.

DAPA's revitalization continues as members prepare to vote in a new executive committee and plan activities for 2009, including a networking session with the ASPA President-elect Paul Posner in January.

For more information or to become a member of DAPA, please visit [www.ipa.udel.edu/dapa].



SUAPP students and alumni attend DAPA event on October 7, 2008. Pictured above (left to right): Johathan Krich (MPA, '07), Sarah Noonan (MPA, '06) Albert Shields, Asma Manejwala (current MPA student), Kathy Wian (MPA, '00), Natasha Edwards (current MPA student), Doug Tuttle (MPA, '90), Danielle Reeves (current MPA student), Bryan Sullivan, Emily Falcon (MPA, '04), Frank Mieczkowski (MPA '03), Garret Wozniak (MPA, '06), Kelly (Scollon) Sherretz (MPA, '04), Martha (Corrozi) Narvaez (MPA, '02), Julia (Smith) O'Hanlon (MPA, '03), Kim (Bodine) Gomes (MPA, '04), Caroline Glackin, Martin Wollaston (MPA, '83)

Alumni Event

The well attended alumni event this year was titled: The Impact of Globalization on Governance: Developing Inter-Cultural Competencies. Our two guest speakers were Catalin Baba and John Taylor.

Dr. Catalin Baba is Dean of the Faculty of public administration, political science and communications at Babes-Bolyai University in Transylvania, Romania. Dean Baba spent time with the School on a Fulbright Scholarship. One of his objectives was to help further develop a cooperative relationship that has been in effect for several years between the School of Urban Affairs and Public Policy and the Public Administration Department at Babes-Bolyai. Dr. Baba served as deputy minister of Education in Romania and has been elected to a second 5-year term as Dean.

Professor John Taylor spent a week at the School as a Messick Fellow. This is a program started several years ago by our School to attract distinguished scholars from abroad for short term visits to expose



Alumnus Brian Sullivan, Professor Bob Warren, and Professor John Taylor,

our faculty, students and staff to public administration and public policy as practiced in other cultures. Professor Taylor's research interests combine public administration with information technology.

We also have a cooperative agreement with Glasgow Caledonian. Professor Taylor's visit is an example of exchanges and cooperation that we think will give new opportunities for students and faculty in both programs.

We challenged our guests by asking them to provide insights on cultural competence skills that may be needed

to govern in a global environment. The definition of cultural competence as - a respect for, and understanding of, diverse ethnic and cultural groups, their histories, traditions, beliefs, and value systems in the provision and delivery of services- provided the backdrop for a lively discussion that asserted the impact of globalization on governance, and provided answers to skills that may be needed to govern with inter-cultural competencies.

Please watch for upcoming alumni events!

Developing Leadership CORE Abroad

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Students were given laminated reference cards to facilitate the foundational focus that asked a series of questions to self-assess each of the four capacities.

Confidence – self-efficacy and effort
Did I put in my best effort?
Did fear influence my effort?
Did I take initiative?
Did I focus & dedicate my attention to the effort?

Optimism – positive about success
Did I feel I would succeed?
Was my success due to my effort and skill?

Resilience – perseverance and flexibility, using setbacks as setforwards
Did I encounter setbacks or significant challenges?

Did setbacks discourage my efforts?
Did I confront problems directly?
Did problems make me question my ability?

Engagement – reflective and mindful

Did I reflect and learn from the experience?
Did I integrate this new knowledge into prior?
Challenges varied in aim, content, group composition, roles of group members, level of activity, engagement with real world leaders, and length of time. This variation was purposeful to facilitate engagement, challenge student's mental models, and emulate the discipline and/or leadership capacity being explored.

For aspiring leaders in this program, facing the future meant

addressing the mental models built from the past; models of feeling and reacting, habits of perceiving and processing others and the world, and the personal challenges interwoven with their C.O.R.E. Students were asked at regular intervals to summarize their insights about leadership and themselves. The data suggests a good deal of personal learning and growth as evidenced by the value-based themes. The students reported learning:

- the power and value of both individual and the relationship, and the critical importance of trust
- the value of pushing your personal limits,
- the value of diversity and synergy, and
- the power (and limitations) of mental models.

Kara A. Briggs Green

M.A., Urban Affairs and Public Policy, 2007

Kara is not an anomaly in the neighborhood, but one of many 'generational' Forty Acres residents. She has been active in the neighborhood's civic association for many years. It was involvement in the civic association that brought about the question regarding her neighborhood's community identity.

By the 1990s Forty Acres, with the availability of affordable housing, had become a popular neighborhood for first time home owners and renters. Due to its close proximity to the neighborhood, new residents and business owners alike began to associate Forty Acres with the shopping center of Trolley Square. As new restaurants, bars, and shops opened around the shopping center, it became easier for people to relate to these surrounding businesses as being located in the 'Trolley Square area' or simply 'Trolley Square.' The landscape identity change was of no concern to Forty Acres residents until the business owners on the western side of the railroad tracks, in Forty Acres, began to advertise their business locations as "Trolley Square." Media attention, such as commercial and real estate advertisements, assisted in granting the shopping center neighborhood status and succeeded in predisposing new generations of Delawareans to recognize the

neighborhood landscape of Forty Acres as 'Trolley Square'. Original residents tired of hearing their historic Forty Acres neighborhood being called 'Trolley Square'. It was the exploration of why this was happening that brought about Kara's thesis: "Forty Acres: Marketing Versus Historic Character, A Conflict Over Community Identity."

The purpose of the thesis was to understand why retaining their historic name was so important to this urban, Wilmington, Delaware neighborhood and what that says about the nature of Forty Acres as a community. To understand why the name was important enough to the community for it to organize to preserve it, one needs to understand the nature of Forty Acres as a community. To achieve this goal, one



must explore the community's desire for acknowledgement as Forty Acres rather than Trolley Square; grasp how the 'Trolley Square' name came to impose itself on this area and to recognize the history and community of this neighborhood. To the people of 'Forty Acres', it is important to retain the original neighborhood name over that of 'Trolley Square' because it represents the community, culture and history of the neighborhood. The name 'Trolley Square' was given to the shopping center as an ode to the trolleys that once occupied the trolley barn of city block site. However, through efforts from commercial merchants and real estate agents, the Trolley Square name eventually threatened to overtake the Forty Acres neighborhood. Forty Acres residents and neighbors banded together to preserve not only their neighborhood name, but the physical neighborhood itself: the streetscapes, building facades, and physical borders as a separate entity from that of Trolley Square.

A year after completing the thesis and receiving her MA degree, Kara wrote a book on the Forty Acres neighborhood. The book, due out later this year, is published by Arcadia Press. The book is partially based on her thesis and is a pictorial history of the Forty Acres neighborhood and its people.

Lisa Hellschien

B.S., Leadership and Consumer Economics, 2004

After graduating in 3 years from the University of Delaware, Maryland native Lisa Hellschien moved to New York in the summer of 2004 to begin her career.

Still not quite sure how she wanted to use the skills she learned as a Leadership and Consumer Economics major, Lisa found work at UJA-Federation of New York, the world's largest local philanthropy, supporting the activities of more than 100 health, human-service, educational, and community agencies in New York, in Israel, and in 60 other countries.

Lisa quickly took a professional role as a fundraiser in the Wall Street and Financial Services Division. She

spent two years managing a portfolio raising over \$1.6 million and planning the annual Wall Street Dinner, the American financial community's largest philanthropic event, which brings in over \$21.5 million for the organization's annual campaign.



In August 2007, Lisa became a development executive in UJA-Federation's Emerging Leaders and Philanthropists Division. She now works to create innovative ways of engaging and exciting young professionals in the incredible work of UJA-Federation of New York, through a range of fundraising, social, cultural, educational, volunteer and leadership development opportunities.

Lisa just returned from bringing a group of seventy young professionals to Israel, where they were able to see first hand where their money goes and the work UJA-Federation of New York does overseas. "It's one thing to explain to someone about the tremendous work we do, but to be able to take them to an agency and watch them make a personal connection, it refuels my passion for my work."

Sarah Noonan

Master of Public Administration, 2006

The School of Urban Affairs & Public Policy would like to congratulate alumna Sarah K. Noonan ('06 MPA) for her selection as both the National Association of Community Health Centers (NACHC) advocate of the month for September 2008 and also a Bank of America Neighborhood Excellence Initiative Emerging Leader for 2007.

Since August 2007, Sarah has served as Deputy Director of Westside Family Healthcare with chief responsibilities in the areas of marketing, communications, fund development and advocacy and has been with Westside for over two years. Sarah has committed her time to fostering strong relationships with Delaware's Congressional Delegation, state and local government officials and their staffs, and has worked to advocate on such issues as

children's health insurance, Medicaid expansion, small-business health insurance – purchasing pool, infant-mortality initiatives and community health-center funding. Sarah is an appointed member of the Delaware Health Resources Board and is a member of NACHC's Health Policy Committee, the Delaware Association for Public Administrators, the Delaware Aging Network, and the Delaware Association for Non-Profit Agencies, where she serves on the

advocacy committee.

As a student at the University of Delaware (where she earned a Master of Public Administration specializing in Health Care Policy and a bachelor's degree in Political Science), Noonan was a political natural. She was selected and served the Delaware General Assembly as Legislative Fellow, providing non-partisan research to members of the Delaware Senate.



Sarah is pictured at left with Vice President-Elect Joe Biden and her mother, Diana Noonan.

Keep in Touch with Your Classmates Through Facebook

Staying in touch with your classmates is fun and easy with the School of Urban Affairs and Public Policy's new site on Facebook (<http://www.facebook.com>). As you probably know, Facebook is a social networking site that helps you maintain those critical contacts that you began here at SUAPP. It's as easy as one-two-three!

Step One: Register for Facebook and create your profile. Registration is easy and you can personalize your profile in many ways. You can also add videos and pictures.

Step Two: Do a search for University of Delaware School of Urban Affairs and Public Policy. This should take you to our site.

Step Three: Click on "Join this Group" in the right hand column. Facebook will add you to our group. You can look at the profiles of other group members as well as browse school events and pictures.

Don't delay—Join the wonderful world of on-line networking today!

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Raffel, Jeffrey. “Charter Schools in the Context of Brown: Panacea of Faustian Bargain?” *Choosing Desegregation: Essays and Narratives on the Meaning of Brown v. the Board of Education*, edited by Robert Hayman and Leland Ware (Penn State Press).

Public Sector Leadership in Progress

Charles P. Messick Professor of Public Administration Jeffrey A. Raffel is editing a book under contract to Edward Elgar Press on *Public Sector Leadership: International Challenges and Perspectives*. SUAPP Assistant Professor of Leadership Tony Middlebrooks and Peter Leisink, Professor of Public Administration and Organizational Science in the Utrecht University School of Governance, the Netherlands, are the co-editors. The book is an outgrowth of the Third Transatlantic Dialogue Conference on Leading the Future of the Public Sector held at the University of Delaware on May 31-June 2, 2007, hosted by School Director Maria Aristigueta and co-sponsored by SUAPP, IPA and ASPA as well as several

international organizations. There are 18 chapters in the book divided into the following sections: “The New Public Management and the Challenge of Change”, “Frontiers of Political-Administrative Relations”, “Leadership Processes in Interorganizational Networks”, “Ethics, Values and Diversity”, and “Leadership Training and Development”. SUAPP Visiting Scholar Robert Denhardt has

written the Foreword and chapter authors include such U.S. public administration luminaries as Marc Holzer, Patricia Ingraham, James Svava, Meredith Newman, Mary Guy, Frances Berry, Guy Adams, as well as authors/researchers from the UK, Canada, Belgium, Mexico, Norway, the Netherlands, Denmark, and Australia. A 2009 publication date is expected.

Congratulations to Jeffrey Raffel

for his nomination as President Elect for NASPAA. He will assume the position of President in 2009.



Honors Awarded

Every year the School honors students that have achieved excellence in various categories. Faculty, staff, family and peers join in celebrating the accomplishments of these students. We congratulate all of the recipients! Below are just some of the awards that were presented for outstanding achievements.

School Fellowship Award (2007-2008)

...fellowship awarded to student for one semester for academic study or research abroad and/or dissertation research.

Erin Ferriter • Bethany Welch

Peter A. Larson Prize

...awarded to student whose paper most significantly contributes to fostering international understanding in the fields of urban affairs, public policy or public administration.

Ann Johnson

Henry R. Folsom Award

...award is presented for the best paper or thesis applying public administration theory and techniques in developing practical solutions to public sector problems.

Fathima Nihla Zarook

Pauline E. Loessner Memorial Award

...award is presented to a student to support or enhance their education in the area of human services, community development and related fields.

Jared Bass

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

...award is presented to the mid-career student who best demonstrates the value of academic excellence and a commitment to public service and diversity.

Jessica Snow

Career Enhancement Option Scholarship Program

...the CEO student scholarship is equivalent to the in-state graduate tuition charge for a three-credit course and is directed to enrolled part-time masters-level students in good academic standing.

Penny Chelucci

Milton & Mary Edelstein Scholarship for Public & Community Service

...award is presented to a graduate student who, by exceptional contributions to the research and



public service programs of the School during the past academic year, both exemplifies the public service values of the School and enhances the well-being of the community.

Tiffany Reed

Mark A. Haskell Award

...award is presented for demonstrating consistently superior performance in the field of urban affairs and public policy, particularly in the area of political economy.

Yi-Hsiu Kung

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

...award is presented to the student who exhibits an exemplary commitment to housing research and a dedication to strengthening housing policy in the United States.

Rosalind Kotz

James H. Sills, Jr. Scholarship

...award is presented to a student with a strong academic record and a commitment to public service and community development who will work with faculty and staff on the research and public service programs in the Center for Community Research and Service.

Darreisha Bates

Vernon C. Svatos Memorial Award for Excellence in GIS

...presented to a full-time graduate student in the School who has demonstrated excellence in the use of

Geographic Information Systems (GIS) to advance public policy.

Nicholas Walls

School of Urban Affairs & Public Policy Excellence in Water Resources Scholarship

...presented to a student who demonstrates superior scholarship and interest in the field of water resources planning, management or policy.

Maureen Seymour

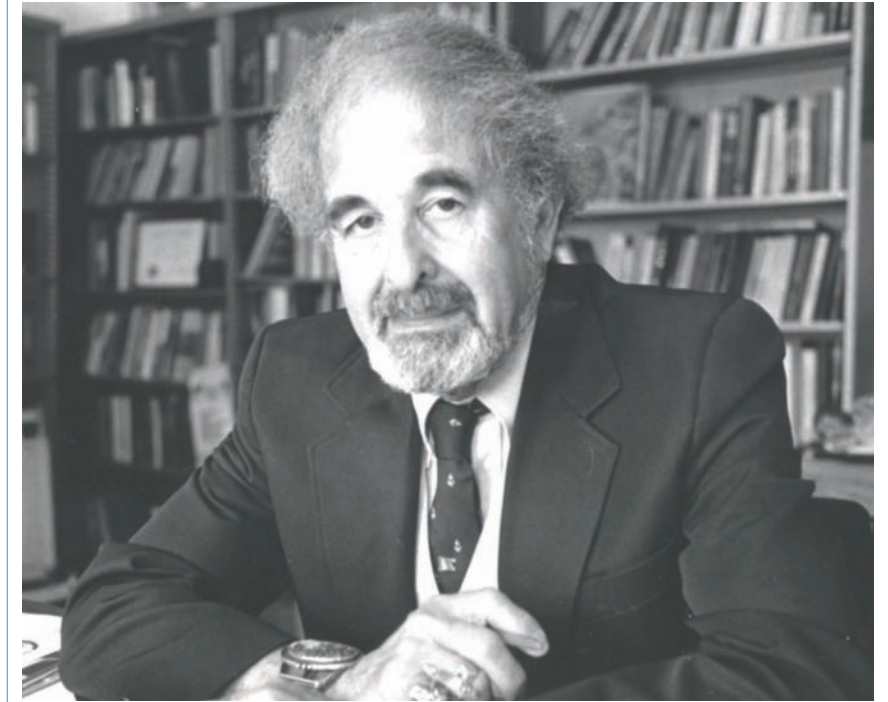
United Alumni of Urban Affairs Student Award

...presented by the School's alumni association to the student with a distinguished academic record and outstanding public service contributions who best exemplifies the School's commitment to the creation and dissemination of usable social knowledge.

Carson Henry • Hilary Mead



IN MEMORIAM



Marvin B. Sussman

OCTOBER 27, 1918 – AUGUST 4, 2007

Marvin Sussman was a Unidel Professor of Human Behavior *emeritus* at the University of Delaware. A prolific scholar, he wrote, co-authored, edited, or co-edited 38 monographs and books, wrote 103 chapters in books and monographs, and published 112 articles dealing with the family, community, rehabilitation, organizations, sociology of medicine, and aging. He was the 1980 recipient of the Ernest W. Burgess Award of the National Council on Family Relations for continuous contributions to family theory and research. In 1983 he was elected to the Groves Academe, an organization of distinguished scholars. In 1985 he was given the first Distinguished Scholar Award for outstanding research, scholarship and service to the family field by the Family Divisions of the Society for the Study of Social Problems. In 1986 he was elected to the National Senior Citizens Hall of Fame. A former editor of *Marriage and Family Review*; a former associate editor of *Sociological Inquiry*; he served on the advisory board of *Family Abstracts* and *The Journal of Family History*. He received a bachelor's degree from New York University in 1941, a master's degree from George Williams College in 1943, a master's degree from Yale University in 1949 and a doctorate from Yale in 1951.

Through his generous donation the School of Urban Affairs & Public Policy and Human Development & Family Studies have had the privilege of awarding the Marvin B. Sussman Dissertation Prize to graduate students in the Ph.D. program. This award is presented to one student from each area for the most outstanding dissertation in its theoretical formulations or empiricism and has been awarded since 1993.

Through his dedication as a professor, a distinguished scholar, a researcher and author he touched the lives of those he worked with and the students he taught. He will be missed.



School of Urban Affairs & Public Policy

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