



Connect

SCHOOL OF PUBLIC POLICY & ADMINISTRATION

UNIVERSITY OF
DELAWARE

VOL. 6, NO 1 • 2014

UD Research Prompts FCC National Media Policy Shift

PLUS:

Disaster Research Center
Celebrates 50th Anniversary

SPPA Leads Early Childhood
Policy Improvements

SPPA Transparency and Open
Government Research Has
Local and National Implications

FOR MORE THAN HALF A CENTURY,
THE SCHOOL OF PUBLIC POLICY &
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 Associate Director

The School of Public Policy & Administration (SPPA) has transformed the lives of students through an integrated model of *academic excellence with professional experience* for more than 50 years. Our work has addressed and developed solutions for the world's most challenging issues (as exemplified by the partnership with our distinguished South African alumni) while not forgetting to serve those in our surrounding area.

This issue of *Connect* highlights the Local TV News Media Project in our Center for Community Research and Service (CCRS). The research, conducted by Danilo Yanich and his research assistants, influenced the reversal of the Federal Communication Commission's policy on media ownership. We are also celebrating the 50th anniversary of the Disaster Research Center, whose director has a SPPA faculty appointment.

The North Eastern Conference of Public Administration (NECoPA) was hosted by SPPA in 2013. The highly successful conference engaged faculty and practitioners on a number of the critical public affairs topics of our time. Delegates from South Africa were in Delaware for a MISTRA symposium, stayed with us for an extra couple of days, and added an international perspective to NECoPA by attending and presenting on panels.

This upcoming academic year, I have the privilege of serving as the President of the American Society for Public Administration (ASPA). I will be succeeding Allan Rosenbaum at the ASPA national conference in Chicago, March 6–10, 2015. I am indebted to Dr. Leland Ware who has generously offered to serve as Director of SPPA until 2016, while I serve in the role of Associate Director. I look forward to welcoming you to Chicago or to Seattle in 2016 for the ASPA conferences.

In this volume of *Connect*, we welcome a new faculty member, Dr. Harvey White. An ASPA past president, who comes to us from the University of Pittsburgh and along with teaching, will be working with the school on health policy initiatives.

While we celebrate SPPA's accomplishments, we continue to look forward. Philanthropy is a critical component to ensuring our success. This past year we reached the \$50,000 mark in our fundraising efforts, allowing us to establish the SPPA Alumni Association endowment fund. We will be able to use these funds for stipend support, fellowship, tuition, or research. This accomplishment is a great testament to the commitment our alumni, students, and faculty; and I thank you for all of your generosity. Without your support, such a vast and distinguished variety of opportunities for our students would not be possible.

I hope you enjoy reading about what SPPA has been up to this past year.

With all best wishes,

Maria P. Aristigueta



Maria P. Aristigueta

Charles P. Messick Professor of Public Administration
Associate Director, School of Public Policy & Administration
President-elect, American Society for Public Administration

FCC National Media Policy Shifts DUE TO UD RESEARCH

DAVID KARAS

On March 31, 2014, the Federal Communications Commission (FCC) enacted a policy that essentially reversed the agency's position on media ownership in local places. In short, the decision challenged the covert consolidation that has taken place over the last decade.

It ignited a heated policy debate, as media firms and broadcasters have brought lawsuits against the agency in an effort to reverse the decision. That policy shift, which has jeopardized billions of dollars in profits among media conglomerates, came about in large part in response to research conducted in the School of Public Policy & Administration (SPPA) at UD.

Associate Professor Danilo Yanich, director of the M.A. program in Urban Affairs & Public Policy, began researching media consolidation in 2008 through his work with the Local TV News Media Project in the Center for Community Research and Service. Since 2000, television stations in about half of the 210 media markets in the United States have entered into agreements in which one station effectively takes over some of the functions of another station in the same market. These service agreements (SAs) come in the form of shared services agreements (SSA), local marketing/management agreements (LMA), or local news sharing agreements (LNS). By any name, their purpose is achieving economies of scale in the operation of the stations. However, they also present serious complications related to the fundamental regulatory principles used by the FCC—diversity, competition, and localism.

Yanich investigated the issue of SAs after seeing a disturbing trend among media organizations. Through SAs, formerly competing stations and firms would consolidate their operations to bring advertising, management, and,



Dr. Yanich and graduate researchers David Karas and Allison Becker discuss their media content analysis.

Photo by Evan Krape

often, entire news operations under the control of a single entity—while bypassing FCC regulations related to ownership within markets. Frequently, these agreements resulted in newsrooms being combined, while some were shut down altogether. When Yanich first realized the potential problems posed by such consolidation, he approached the FCC with his concerns. He learned that the FCC had no research concerning consolidation through these service agreements.

“The only research they were citing was done by the media industry, and it was scientifically bankrupt,” Yanich said. The FCC had accepted, almost blindly, three claims made by the media industry regarding SAs—that the service agreements did not violate ownership rules; that they were in the public interest; and that there was no research that examined their effect. Only the third claim was accurate.

Yanich decided to tackle the third point by conducting his own research regarding the impact of the media industry's service agreements on local news and the implications such

arrangements had on the stations' capacity to meet the information needs of citizens. His research included an in-depth analysis of the actual content being produced by media firms operating within service agreements. It was conducted with the assistance of SPPA graduate students Paul Ruiz (M.A. '13), David Karas (M.A. '14 and Ph.D. candidate), and Allison Becker (M.A. '14), as well as undergraduate students from the UD Department of Communication.

Their research showed that the claims of the media industry that the SAs had no effect on news were demonstrably false. In fact, the economies of scale that the SAs were designed to produce had happened, but the effect was far from benign. Because stations had access to several platforms in the market, over three-quarters of the time, they simply used the same anchors, reporters, video, and scripts to present a story across the broadcasts. In short, citizens got only one view of an event. In some markets, the stations broadcast the exact same

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*FCC National Media Policy Shifts,
continued from page 3*

news program on two channels at the exact same time.

The difference in these simulcasts was the commercials. The stations sold the advertising spots to two different sets of advertisers. They bore the cost of production of the stories once, but they realized the revenue from them twice.

The media industry also claimed that SAs would result in more “enterprise” reporting in which the stations, freed from some competition in the market, would direct more resources to public issues. Yanich found, in fact, that the opposite was true.

The FCC’s recent policy shift, a full reversal of its previous stance on the legality and the effects of service agreements, attempts to halt and reverse the damaging effects noted in Yanich’s research. The decision has come four years after the agency was originally expected to rule on consolidation and service agreements in 2010.

of another station in the same market. To date, many stations have been using service agreements to sell well over 15 percent of advertising airtime among multiple stations in a given market. The new regulation also calls for existing service agreements to be dissolved within two years or be reviewed on a case-by-case basis that will determine if they can continue. The policy ruling has already had a major impact on the industry—the

agency. This has put billions of dollars in limbo in the industry. In this age of unlimited political ads, local markets consolidate to position themselves to best take advantage of the immense revenue that is then available to local stations. In essence, political ad spending represents a significant boon to media owners.

The SPPA research has filled a critical void. There were other media reform advocates—particularly Free Press and

the Law Center at Georgetown University—whose work also affected the FCC. However, each of the reformers cited Yanich’s research, as did the FCC when it issued the Notice of Proposed Rulemaking in May 2014.

“Danilo’s research was of major importance to me while I served as an FCC

commissioner, and since retiring from the Commission,” said Michael Copps, former FCC Chairman and special advisor for the Media and Democracy Reform Initiative of Common Cause, who spent ten years as a member of the FCC.

“The research that Dr. Yanich conducted on how media companies



Dr. Yanich and his graduate student researchers have fun in a playful photo pose, but note that you can see various versions of reality depending upon where you direct your gaze or the information you can access.

Photo by Evan Krape

National Association of Broadcasters sued the FCC in early May 2014 to force the agency to rescind the decision. More lawsuits will surely follow.

Media consolidation was a tsunami in 2013, as over \$10 billion was spent on mergers and acquisitions among local television stations. Media firms based

“The research that Dr. Yanich conducted on how media companies were taking over broadcast stations, without technically ‘owning’ them, documented abuses that needed to be addressed. The FCC is beginning to clamp down on these abuses, and I think Dr. Yanich’s work played an important role in all this.”

—Michael Copps, former FCC Chairman and special advisor for the Media and Democracy Reform Initiative of Common Cause

According to TV News Check, the March 2014 decision was reached by a 3–2 vote among the agency’s commissioners and states that television broadcasters generally may not create new agreements in which a station sells at least 15 percent of the advertising time

those purchases on the presumption that the FCC would continue to tacitly allow service agreements to be used to circumvent ownership rules. New FCC Chair Tom Wheeler called those agreements a “legal fiction,” and that signaled a complete about-face for the

were taking over broadcast stations, without technically ‘owning’ them, documented abuses that needed to be addressed,” Copps said. “The FCC is beginning to clamp down on these abuses, and I think Dr. Yanich’s work played an important role in all this.”

Maria Aristigueta to Become ASPA President in 2015

HARVEY WHITE

Dr. Maria Aristigueta will be installed as the president of the American Society for Public Administration (ASPA) on March 10, 2015 at the ASPA conference in Chicago, Ill. Dr. Aristigueta, the Charles P. Messick Professor of Public



Administration, has served as Director of the School of Public Policy & Administration for six years and is the first Delawarean elected to this position. Her election is the hallmark of what has been a distinguished record of academic,

professional, and public service, including appointments at the local, state, and federal levels of government. Her service to ASPA includes conference program co-chair, vice president, and leadership positions with several sections and programs.

The theme for Dr. Aristigueta's presidency is ASPA's role in strengthening democracy and public service values. A variety of initiatives will emanate from this theme to strengthen the ASPA connection with nongovernmental entities, improve the image of the public sector, promote greater recognition and support for the value of public service, grow the society's membership—particularly among young practitioners, scholars, and contractors—and enhance ASPA's memorandums of understanding throughout the world. She encourages SPPA alumni and friends to offer suggestions for program activities that advance the theme.

Dr. Aristigueta will convene ASPA's 2016 Annual Conference in Seattle, Washington which will focus on *New Traditions in Public Administration: Reflecting on Challenges, Harnessing*

Opportunities. The conference program will review adopted approaches in the field that embrace new traditions as opportunities for advancing the profession. SPPA alumni, colleagues, and friends are invited to attend the March 6–10, 2015 conference in Chicago at which Dr. Aristigueta will become ASPA President, and also plan to join her at the 2016 conference in Seattle.

Founded in 1939, ASPA is the largest and most prominent interdisciplinary professional association in public administration. Its diverse membership is made up of 8,000 faculty, practitioners, and students. ASPA's four core values are accountability and performance, professionalism, ethics, and social equity. ASPA also publishes *Public Administration Review (PAR)*, the field's premier journal, and offers a variety of programs and activities for students, young professionals, and experienced public servants. ASPA celebrated its 75th anniversary in 2014 and *PAR* will celebrate its 75th in 2015. More information can be found at www.aspanet.org

SPPA Hosts 2013 NECoPA Conference

JOHN MCNUTT

On two beautiful fall days in November, the fourth annual meeting of the Northeast Conference on Public Administration (NECoPA) was held at the Trabant University Center at the University of Delaware, sponsored by the School of Public Policy & Administration. The conference theme was *Public Administration in an Information Society: Opportunities, Threats, and Intriguing Possibilities*. The program brought together more than 200 faculty, students,

and practitioners from across the nation and throughout the world. International speakers came from a variety of nations including China, Korea, Japan, the Netherlands, the Czech Republic, South Africa, Nigeria, and Latvia. Domestic speakers came from across the United States and represented a number of disciplines and institutions. This was the largest conference to date for NECoPA.

"In the School of Public Policy & Administration, we pride ourselves with integrating academic excellence



Congressman John Carney meets with students at the NECoPA conference.

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*SPPA Hosts 2013 NECoPA Conference,
continued from page 5*

with professional experience, and we have done our best to offer a program that balances the interest of academics, practitioners and students,” said Maria Aristigueta, School of Public Policy & Administration director and president-elect of the American Society for Public Administration.

The opening keynote was presented by the Congressman John Carney, who reflected on his life in public service and how he sees the future of public affairs. His speech also outlined some of the challenges faced in creating policy at the federal level. Carney holds a University of Delaware MPA and represents Delaware in the House of



U.S. Representative John Carney addresses the NECoPA conference participants.

The second keynote was presented by Professor Richard Keevey from the Woodrow Wilson School at Princeton University. Keevey was OMB Director for the State of New Jersey, CFO of the Department of Housing and Urban Development, and Undersecretary of Defense for Financial Management.

Keevey’s talk examined the long-range financial challenges that face state government.

Thirty-four panel discussions and more than twenty posters covered a range of pressing public affairs topics including technology, health care, performance management, sustainability, social services, nonprofits, e-government, public

administration theory, knowledge development, open government, civic technology, and state government.

Presenters represented a combination of academics, practitioners, and students.

There were a number of distinctive presentations, including a special discussion of the Institute for Public Administration’s Legislative Fellows program. A networking reception held at the Deer Park Inn gave presenters and attendees the opportunity to meet and network.

This year’s NECoPA conference also featured and active social media presence that engaged users via Facebook, Twitter, and other tools. Attendees were also able to follow the conference with a downloadable app. “Our economy has become a global information economy where knowledge is what’s truly valuable,” said John McNutt, School of Public Policy & Administration professor and conference chair. “Technology has changed the way we make our livelihood and the way we live our lives, and this conference explores some of the ramifications of those changes.”



Adam Lipton, Ph.D., IO Planner for the US Army Reserves leads a breakout session for the conference.

Representatives. Prior to his service in the Congress, he was Lt. Governor of the State of Delaware.

NECoPA drew a wonderful group of international public affairs scholars and colleagues. Pictured left to right:

- Gedeon M. Mudacumura, Associate Professor of Public Administration, Department of Social & Behavioral Sciences, Cheyney University of Pennsylvania.
- Maria Aristigueta, Associate Director, School of Public Policy & Administration, University of Delaware and President Elect, American Society for Public Administration (ASPA)
- Marc Holzer, Founding Dean, School of Public Affairs and Administration, Rutgers
- Roseanne Mirabella, Chair of Department of Political Science and Public Affairs, Seton Hall University
- Costa Hofisi, faculty, North-West University in South Africa
- Chaya Jain, Associate Professor of Political Science, Public Administration and Economics, College of Humanities, Virginia State University
- David Mello, Professor in the School of Management Sciences at North-West University in South Africa



- Jeanne Marie Col, Associate Professor of Public Administration, John Jay College of Criminal Justice, City University of New York
- John Rowett, Basenose College, Oxford University Fellow and Founder CEO of the Mandela Rhodes Foundation

- Yacoub Abba Omar, Director of Operations, Mapungubwe Institute for Strategic Reflection (MISTRA)
- John McNutt, Professor, School of Public Policy & Administration, University of Delaware

Blue Hen Leadership Program: Community Fellows Program Engages Students with Nonprofit Partners

TONY MIDDLEBROOKS

Connecting resources for mutual benefit is one of the hallmarks of working with communities. This past year the Organizational and Community Leadership academic major and the Center for Community Research and Service partnered with the Blue Hen Leadership Program (BHLP), the co-curricular leadership development

stewardship and leadership. In this first year of Tier 3, 25 local nonprofits were invited to participate as partners for the students, and 18 of these invited organizations attended a summer interest meeting. Of those, 12 applied to be a part of the program and 8 were selected based on their application and description of a “wicked problem” that they needed help solving. Partnering agencies were Children and Families First, Community Collaborations International, Connecting Generations, Creative Vision Factory, Goodwill Industries of Delaware, Paws for People, Special Olympics of Delaware, and Yes U Can International.

The students spent the fall semester learning about the social sector in general, and their nonprofit in particular. They were required to conduct interviews with the executive

director, board members, volunteers, staff, and clients. Site visits were made and 990s were studied. If appropriate

and possible, students attended a board meeting as well as an event or activity sponsored by their agency. Additional research was conducted by examining similar issues in like organizations around the country. Each team of students developed a detailed SWOT analysis of their agency, ending with a proposal that would be outlined and developed with action steps during the spring semester.

Examples of the problems students worked on included finding foster care for teenage girls; clarifying volunteer roles; clarifying focus on agency mission and strategic direction; sustaining the motivation of clients to stay engaged with a program; developing consistent short-term assessment in order to secure more grant funding; increasing web or social media presence resulting in poor program alumni base and loyalty; and clarifying expectations between agency and volunteers.

Students presented their innovative and viable solutions on April 23 at a dinner attended by representatives of each partnering agency. Formal, written proposals that summarized research and outlined action steps for the agency to implement were sent to the agencies at the end of the spring semester. BHLP Community Fellow participants recognize the personal and professional value and growth of engaging in project development and implementation. One student participant commented on their experience by saying, “in Tier 3 of BHLP we do real life projects, impacting real



Kelsey Edmond and Andrew Kuczmarski presenting their project at the People, Projects, and Partners lecture series.

program for undergraduate students to develop the Tier 3 program entitled the BHLP Community Fellows. In this program, students who have completed Tiers 1 and 2 in prior years were teamed with a local nonprofit organization to learn the structure, mission, finances, and operation of the agency. Students then designed a research-based proposal that benefits the agency through an innovative approach to its mission.

BHLP is a four-tiered, co-curricular leadership development program in its fourth year of operation under the University Student Centers department in the Division of Student Life. BHLP's Tier 3 focuses on innovation, community leadership, and engaged citizenship, and is open to all students who have completed Tier 2. Students in Tier 3 are BHLP Community Fellows, and learn what it means to be an engaged citizen by experiencing the connection between community



Blue Hen Leadership Tier 3 Community Fellows and their nonprofit community partners celebrate their successful presentations.

individuals and communities, rather than the simulated projects we do in class.” Another student remarked that, “BHLP has taught us initiative; rather than just doing problems, we are solving problems.”

SPPA Leads Early Childhood Policy Improvements

DANIEL RICH AND KELLY SHERRETZ

Early childhood is the critical period for investment in lifelong success. Ninety percent of brain development occurs by the age of five, and adult-child interactions literally “wire” a baby’s brain. Children who enter school ready to learn are more likely to succeed at every level of education, and more likely to go on to lead productive and satisfying lives. Yet, many children, especially those who are poor, enter school without the proficiencies needed to succeed. Over the past four years, policy initiatives at both the state and national levels have been directed at strengthening early childhood education and building the foundations for a comprehensive system that effectively serves all students.

Delaware has been a leader in this effort through significant changes in policies and programs since 2010. Additional investments—made by Governor Markell and the Delaware General Assembly—support quality improvement by early care and education providers and also increase payments for low-income families to access higher quality programs. Delaware was one of the first recipients of the federally-funded Early Learning Challenge Grants, receiving \$50 million to accelerate the improvement of its early childhood system, building on the designs developed within the state, and incorporating national best practices into all facets of early childhood services.

Faculty, professionals, and students from the School of Public Policy & Administration (SPPA), the Institute for Public Administration (IPA), and the Center for Applied Demography and Survey Research (CADSR) have played central roles in these efforts. Much of their work was in support of

the initiatives of the Delaware Early Childhood Council (ECC), which comprises nineteen representatives from all sectors appointed by the Governor, and is mandated by state law to recommend changes to improve early childhood policies, programs, practices,



From left: US Secretary of Education Arne Duncan, Senator Chris Coons, Daniel Rich.

standards, and financing. The council’s mission is to promote the development of a comprehensive and coordinated early childhood system, for children from birth to eight years of age, which provides the highest quality services and environment for Delaware’s children and their families.

Daniel Rich, University Professor of Public Policy, served as the chair of ECC from 2009 through 2013, working closely with IPA’s Ed Freel and Kelly Sherretz in the development of ECC’s statewide initiatives. In his role, Rich guided the development of the state’s early childhood policy agenda, including the reorganization of the ECC and the reformulation of state code to mandate responsibilities for the development of a comprehensive early childhood system to the

collaborating departments of Delaware state government. IPA’s Ed Freel, a member of ECC since 2009, has played a key leadership role in developing strategies to mobilize a broad coalition of supporters from all sectors for core early childhood goals. With funding obtained from a federal planning grant, Sherretz led a statewide needs assessment to determine availability of quality early childhood services, prepared policy briefs on key state policy choices, and helped develop the ECC website (<http://decc.delaware.gov>) as a resource for parents, providers, and advocates. With federal and state funding, CADSR’s Tibor Toth conducted the 2012 Early Childhood Workforce Study—a survey of early childhood providers about areas such as education level, benefits provided, and professional development. CADSR’s John Laznik was a major contributor to the needs assessment. All of these projects engaged other colleagues in IPA and CADSR, as well as graduate and undergraduate student researchers.

Beginning in 2012, Rich led the ECC’s year-long development of a




Daniel Rich addresses the attendees on April 15, 2013 who traveled to discuss *Sustaining Early Success—Delaware’s Strategic Plan for a Comprehensive Early Childhood System*.

new strategic plan to chart the path for accelerating improvement in the early childhood system. The planning

process was framed by the accomplishments since 2009, and sought to extend policy and funding recommendations through 2018. A statewide process of engagement solicited input from hundreds of



families, providers, advocates, and other stakeholders, in addition to early childhood experts and dozens of community partners. The crafting of the planning document was led by Kelly Sherretz of IPA and Julia Stone of

Stone Consulting, with graphic design from IPA's Mark Deshon. On April 15, 2013, U.S. Secretary of Education Arne Duncan traveled to Wilmington to be presented by Governor Markell with *Sustaining Early Success—Delaware's Strategic Plan for a Comprehensive Early Childhood System*, which describes the goals and strategies to create a truly comprehensive early childhood system in the First State by 2018. 

Dr. Harvey White Joins SPPA Faculty

MARIA ARISTIGUETA

The School of Public Policy & Administration is delighted to welcome Dr. Harvey White as a new member of the faculty. Dr. White has had a working relationship with SPPA for close to 20 years, and SPPA is thrilled to have him join the school on a permanent basis. Dr. White's work with SPPA began in 1995 when he served as the NASPAA Commission on Peer Review and Accreditation's Liaison to SPPA's MPA Program in its review for accreditation, which was achieved with distinction.

Since the introduction in 1995, Dr. White's connection with SPPA has continued to grow. During his tenure as Liaison, he became well acquainted with SPPA staff and their research interests, and has since served with them in various capacities in a number of renowned public policy organizations. Additionally, Dr. White has appointed numerous SPPA faculty members to national boards and committees during his time as President of the American Society for Public Administration (ASPA). Dr. White has also been featured as both a guest lecturer and keynote speaker on multiple occasions at the University of Delaware. Most recently, Dr. White served as a visiting scholar in SPPA over the 2013–14 academic year.

As of fall semester 2014, Dr. White has officially joined the Center for

Community Research and Service and the SPPA faculty as Professor of Practice, with a research specialization in health policy. He will be working on a variety of health policy initiatives, including spearheading a trans-disciplinary effort to establish a centralized research program dedicated to understanding minority health and the subsequent health disparities, and identifying the most effective ways to address them. This initiative is a collaborative endeavor by SPPA faculty, the Sociology department, and the College of Health and Sciences to enhance research efforts in health policy at the University of Delaware. Dr. White is uniquely qualified to lead such a program, having run a similar initiative at the University of South Alabama.


The addition of Dr. White to the SPPA faculty comes at an opportune time. UD's Medicaid Research Initiative, which focuses on identifying ways to make improvements to Delaware's Medicaid system, has recently been approved by both state and federal government, and Dr. White will be integral to the development of this program.



Furthermore, Dr. White also has an expertise in security and disaster management, talent management and development, sustainable development, people-centered development, environmental justice, and diversity and public service. His background

in these topics will undoubtedly make him an asset throughout SPPA's research and educational activities.

In addition to the many contributions that Dr. White will provide to SPPA's research initiatives, he will also play a pivotal role in the growing partnership between UD and African research institutions. As founder and first chair of the Consortium for International Management, Policy, Administration and Development, an organization which focuses on strengthening and promoting public sector leadership and sustainability in African countries, Dr. White is uniquely qualified to help foster this relationship.

Dr. White is a leading scholar in the public administration world and has an invaluable perspective on a number of critical public policy issues, making him a wonderful addition to SPPA community. 

Democracy Project – Washington Fellows has Third Successful Year

ED FREEL

In its third year, the Democracy Project of the Institute for Public Administration coordinated the 2014 Winter Session Washington Fellows Program—a six-credit course co-listed between public policy and political science and led by faculty member Ed Freel and MPA graduate student Jenna Bucsak. Eighteen students participated, and were predominantly a mix of political science and public policy majors who were selected in the spring of 2013. The students lived in two townhouses at 2nd and East Capital, in the heart of

The course was structured such that lectures were followed by field visits and discussions with practitioners involved in policy and decision-making in Washington. For example, following Professor Beglieter's lecture on the media, the students met with Paul Kane, one of the lead hill correspondents for the Washington Post and Dominic Montanero, then



"Yes, that is the White House behind us."



Students host Senator Carper for ice cream at the townhouse.

the Capital Hill area. For four weeks, the students lived, worked, and studied in the U.S. capital.

The program, integrating internship experiences and academics, focused on four Washington, D.C. power centers: the executive branch, the Congress, the judiciary, and the media. For each of these subject areas, UD professors traveled to D.C. and delivered lectures. The faculty members were Joe Pika, then Assistant Dean in the College of Arts and Sciences; Jason Mycoff, associated professor of political science; Dr. Leland Ware, Professor in the School of Public Policy & Administration; and Ralph Beglieter, Director of the Center for Political Communications.

Deputy Political Director for NBC News, both UD grads. The students also met with Emily Spain, Senator Carper's Communication's Director, to hear the elected officials' take on the media.

On their second night in Washington, the students had dinner with Chuck Lewis, a UD alumnus, former producer for Mike Wallace on 60 Minutes, and the founder of the Center for Public

Integrity. Among many topics, Chuck gave the students a glimpse into his new book, *935 Lies*, which came out

this past summer. The students also met with a member of the President's White House Affordable Care Team, a staff person from OMB, the Assistant Secretary for Policy of the Department of Transportation, and various congressional staff persons. The students also hosted Senator Carper at their townhouse for an evening discussion and, on another evening for dinner, two professional lobbyists.

The students also gained important first-hand experience at a variety of internships throughout the D.C. area. Nine of the students interned with members of congress including Senators Carper (3), Coons (2), and Connecticut Senator Murphy as well

as Congressmen Carney, Leonard, and Gerlach. Students also interned at the following sites: Association of State and Territorial Health Officials, American University Center for Investigative Reporting, the Association for Career and Technical Education, American Heart Association, Department of Homeland Security, New York Life



UD students settle in at the NBC National News Desk.

Government Affairs Office, State of Delaware D.C. Office, and the National Women's Law Center (2).

After two rather mild winters, the 2014 D.C. group experienced one of the harshest winter weather seasons in recent memory. Multiple snows and single digit temperatures challenged the

group, but it also provided some of the students one of their more memorable D.C. experiences. On a snowy day when most of D.C. was closed, the students discovered that the Supreme Court would be open for business. A number of the students braved the elements and went in to hear arguments in the

case of *McCullen et al. v. Coakley of Massachusetts et al.*

As the students unloaded themselves and their luggage from their return bus in Newark, they took with them many memories, new friendships and a deeper appreciation for our nation's capital. ¶

Spring Guest Lecture Series Offers Insights from Experts

ED FREEL

The annual Contemporary Spring Lecture Series provides an opportunity for SPPA students to hear from an eclectic group of speakers addressing a wide range of public policy issues. The 2014 series was a for-credit course for 34 SPPA graduate and undergraduate students; it was also open to the broader SPPA and UD communities.

Dr. Harvey White, a visiting professor from University of Pittsburgh in 2013 and a recently hired UD professor, as well as and the former national president of ASPA, opened the series with a discussion of community disaster preparedness. He discussed his experiences in the City of Mobile during Hurricane Katrina and speculated on the preparedness of the state of Delaware to manage a similar crisis.

Newark native and UD alumnus Chuck Lewis delivered the second lecture. Mr. Lewis, an internationally-renowned investigative reporter, founder of the Center for Public Integrity, and director of the "Investigative Workshop" at American University, focused on the crises in federal contracting. He also discussed his new book, *935 Lies: The Future of Truth and the Decline of America's Moral Integrity*, which was released this past June.

Richard Keevey, former budget director for two different New Jersey governors and a federal budget official at

a variety of federal organizations, offered an engaging discussion of the budget challenges facing state governments across the country. He closed by offering a list of potential reforms that states should consider based on his work on a national task force studying state budget practices.

The midway point of the series featured Delaware's senior senator, Senator Tom Carper. The senator's initial remarks focused on issues facing the Senate Committee on Homeland Security and Government Affairs including postal reform, cyber security, and data fraud.

Following his opening remarks, Senator Carper, in town hall mode, took questions on a wide range of issues.

Senator Carper was followed by a lecture from Delaware's Secretary of Children, Youth, and Families, Jennifer Ranji, who once served as Carper's Deputy Legal Counsel. Secretary Ranji discussed the State of Delaware's

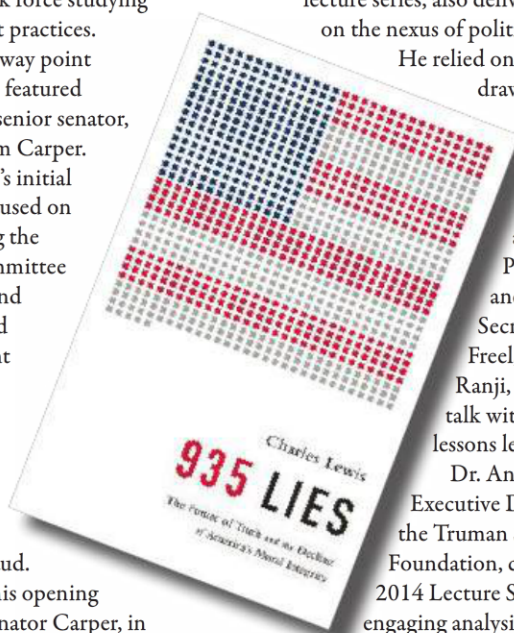
early education initiatives, which have received national recognition. She ended her lecture by offering the students a series of lessons she has learned in her various leadership roles.

Ed Freel, the coordinator of the lecture series, also delivered a lecture on the nexus of politics and policy.

He relied on two case studies drawn from his

experience as a federal program director in the administration of President Carter and as Delaware's Secretary of State. Freel, like Secretary Ranji, also ended his talk with a series of lessons learned.

Dr. Andrew Rich, Executive Director of the Truman Scholarship Foundation, concluded the 2014 Lecture Series with an engaging analysis of the future of civic engagement and the millennials. Dr. Rich's lecture provided the opportunity for the students to contemplate their future roles as they reflected on the issues and lessons offered throughout the 2014 series. ¶



SPPA Graduate Publishes Historical Record

ALLISON BECKER

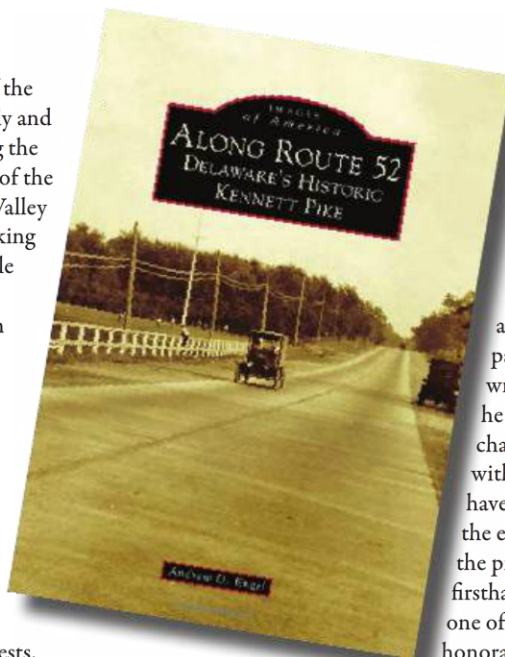
Recent School of Public Policy & Administration graduate, Andrew Engel, published his first book—a historical account of the growth of Delaware’s Kennett Pike. *Along Route 52: Delaware’s Historic Kennett Pike* is one of many books in Arcadia Publishing’s “Images Across America” series, which depicts local history through pictures of historic sites across the country.

Along Route 52: Delaware’s Historic Kennett Pike illustrates the transformation of Kennett Pike from a dirt road to a modern-day route used for commerce and trade. The idea for writing the book stems from Andrew’s lifelong interest in history. From a very young age, Andrew had a growing curiosity about the world around him. Greatly influenced by what he has learned from his grandfather, he chose to embark on a career path that focuses on studying history.

Andrew began his career as an historian in 2010, when he first started working for Hagley Museum and Library. First as an intern, then as a project specialist, and now as an archive specialist, Andrew has worked for Hagley in some capacity for the past four and a half years while simultaneously earning both his undergraduate and graduate degrees from the University of Delaware. Hagley Museum and Library specializes in preserving

the history of the DuPont family and characterizing the development of the Brandywine Valley area, thus making it an invaluable source for Andrew when writing his recent book.

Andrew took the initiative to begin writing *Along Route 52* based upon his own research interests. After some preliminary research, he sent a proposal to Arcadia Publishing.



Across America” series, which, as it happens, Andrew frequently read as a child.

When asked about his favorite part of the writing process, he cited having the chance to interact with people who have witnessed the evolution of the pike. Hearing firsthand accounts, one of which was from honorary mayor of Centreville, Edward

Frederick, enriched Andrew’s book with both information and pictures. These firsthand accounts added a personal element to the research, rather than just a technical one.

The writing process for *Along Route 52* was a vigorous one, which, as Andrew phrased it, “required a lot of devotion and motivation.” In addition to writing, Andrew worked four days a week and attended classes as a full-time master’s degree student. While this certainly made for an arduous undertaking, Andrew credits SPPA for helping him hone both the writing and research skills he used in publishing *Along Route 52*. In 2014, Andrew completed a Master of Arts in Urban Affairs and Public Policy with a concentration in Historic Preservation and Nonprofit Administration.

Andrew plans to continue working at Hagley and hopes to pen another history book in the future, one with a bit more scholarly analysis.

Copies of *Along Route 52: Delaware’s Historic Kennett Pike* can be purchased at Janseen’s Market, Barnes and Noble, Walgreens, and on both Arcadia Publishing’s and Amazon’s websites. 📖



Author and SPPA alumnus Andrew Engel signs a copy of his book for a fan at an event at Janssen’s Market in Greenville, DE. Printed with permission of Janssen’s Market.

Arcadia accepted the proposal as a welcomed addition to the “Images

Organizational and Community Leadership Seniors Team with Newark Mayor and Jefferson Awards FOR PUBLIC SERVICE TO PROMOTE YOUTH SERVICE

KAREN STEIN

The leadership program's capstone course, LEAD490, provides an opportunity for Organizational and Community Leadership (OCL) seniors to prove not only what they know, but prove that they know what to do with that knowledge—and to do so in a very public forum. In spring 2014, the class worked with Newark Mayor Polly Sierer and the Christina School District Superintendent, Dr. Freeman Williams, to promote the Jefferson Awards for Public Service's LEAD 360 Challenge.



Mayor Sierer and Superintendent Williams pose with capstone students.

The LEAD 360 Challenge, launched nationally by the Jefferson Awards four years ago, recognizes outstanding youth service projects that help make communities better places. Young people ages 5–25 are encouraged to enter their projects into the LEAD 360 Challenge to be recognized at the local level and to compete for national recognition. Mayors' offices in various cities typically sponsor the challenge.

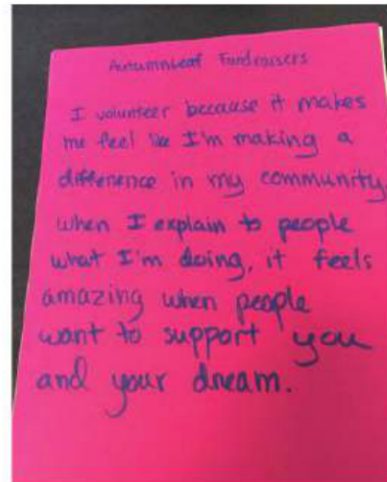
Newly elected in Newark, Mayor Sierer hoped to increase youth engagement with community service in the area, but had not previously worked with the LEAD 360 Challenge. A long-standing working relationship between Jefferson National Director Michele

Fidance and Associate Professor Karen Stein led to the formulation of a new opportunity for OCL capstone students to put their leadership education into practice by acting as the Mayor's "point people" in all aspects of the challenge. This meant identifying individuals and groups engaged in community service, recruiting them to the challenge, and hosting a recognition event for the participants. The students' goals were to double the number of last year's participants and to elevate the recognition event, formerly held at a

City Council evening meeting, by transforming it into a Leadership Summit and Mayor's Awards Ceremony.

Working closely with Superintendent Williams, the class actively engaged

teachers and principals in the Christina School District in promoting the challenge to their students and raising excitement about the summit event. Visiting youth organizations all around Newark, the capstone students succeeded in almost tripling the number of LEAD 360 Challenge participants. But they did not stop there. New to the challenge, the capstone students designed and implemented a leadership summit, designed to increase leadership skills



This poster was made by a student as part of a workshop activity, prompted by the question "why do you serve?"

and potential, for all participants. Since the challenge participants ranged from elementary to college-age students, the summit design called for great creativity to keep everyone engaged and inspired. At the recognition ceremony, Mayor Sierer announced that the City of Newark's 83 projects engaged 21,812

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Student participants and capstone students work together on workshop activities.



Capstone students pose with the Jefferson Awards banner.


Organizational and Community Leadership, continued from page 13

volunteers, impacted 180,886 lives, and contributed 48,854 service hours.

When all was said and done, the collaboration between the mayor, the Jefferson Awards, and the capstone class was overwhelmingly successful. Mayor Sierer said, "I am thrilled to be a part of such a prestigious initiative and to see the work being done by so many of our youth to make the city and the surrounding area a better place. I especially enjoyed working with the Lead490 capstone class this semester."

Katie Miller, a senior student in Lead490, said, "as college seniors we

have been inspired by the hard work and the initiatives of public service that the youth in our community have taken on. We were excited to facilitate the growth of these young individuals through the activities and workshop our class prepared for the leadership summit and recognitions ceremony."

Sam Beard, President and Co-Founder of the Jefferson Awards stated, "this is the fourth year of the Lead360 Challenge, and I am happy to see the additional impact that the University of Delaware Lead490 class has made to this year's challenge in the City of Newark. Our goal is to inspire students to lead in service. Once again, Delaware and our youth have distinguished themselves by these great projects." 

SPPA Transparency and Open Government Research Has Local and National Implications

JOHN MCNUTT

Many Americans lack confidence in their government. They feel that government resists their involvement and that secrecy masks incompetence, corruption, and cronyism. The movement toward open government is an effective tool for dealing with these concerns and promoting a more effective public service. Several UD researchers, all headquartered in the School of Public Policy & Administration, are conducting research on how transparency and open government programs are working—nationally and right here in Delaware.

Professors Jonathan Justice and John McNutt conducted a national evaluation of the impact of social capital and e-government on fiscal transparency. They found support for a relationship between higher-quality implementation and lower state levels of social capital, more traditionalistic political cultures, greater perceptions of official corruption, and larger populations, but not higher


levels of e-government. Their work was published in the journal *Public Integrity* after being presented at the First Global Conference on Transparency Research.

School faculty have also examined transparency in Delaware. Professors John McNutt, Jonathan Justice, and Deborah Auger and Doctoral Candidate David Carter conducted a study of the use of transparency resources by a set of politically active nonprofits. Their study, which was presented at the 2013 ARNOVA Conference, found that these nonprofits made very little use of this information. They also discovered that many were unaware that these resources even existed. "Even if information is available, it does not support the cause of open government if it isn't provided in a way that citizens can use it," said study coauthor Jonathan Justice.

In addition to their empirical work, SPPA faculty members have been involved in a number of efforts to refine measurement of open government

efforts. A recent paper by Professors Nina David, Jonathan Justice, and John McNutt created an approach to measuring transparency in smart cities. This paper will be published in an upcoming book on smart cities.

Future efforts, including several additional studies and possibly a small conference to discuss the research, are centered on the interface between open government and the emerging world of civic technology. "We want this to happen," said Professor John McNutt. This effort also aligns with the school's strengths in performance management. For example, the GPRA under the new modernization act requires greater transparency.

"This is exciting, cutting edge work on an important issue," said SPPA Director Maria Aristigueta. "Our school has a 50 year tradition of excellence and leadership in Public Administration—this new work will help us keep our edge in the new millennium." 

Learning to Lead Across Disciplines: The Design Process Practicum

TONY MIDDLEBROOKS

What do leadership students have in common with students studying art or landscape design? In terms of their areas of research, the answer is: not much. This lack of overlap is what makes for such a rich learning context in the interdisciplinary course Design Process Practicum (DPP). Cross-listed between Organizational and Community Leadership, the Department of Art, and the Landscape Design and Horticulture program in Plant and Soil Sciences, the course is taught by professors from all three disciplines: Dr. Tony Middlebrooks; Jon Cox, MFA; and Dr. Jules Bruck.

The DPP course represents one of the few cutting-edge undergraduate courses at UD that brings distinct disciplines together to purposefully expose students to competing and complementary strengths, perspectives, knowledge, and ways of working. As the need to address complex social problems

“The best thing about this class was that you learned not just how to work with a group, but how to do so in a real project—one that was not contrived in the classroom but a real project with real people, real problems, and real results.”

—Student in the Design Process Practicum class

creativity and the ability to communicate across disciplines. This course works to develop both of those capacities.

Design Process Practicum, as the name implies, is highly interactive and externally engaged. The three targeted disciplines each bring specific ideas about, and approaches to, design as an innovation process. While the overall learning objective is greater innovation, the focus is a deeper, more comprehensive and multidisciplinary

installation, and coordination of a 24-square-foot educational exhibit for the Philadelphia International Flower Show. Over the show's 10-day run, more than a quarter of a million people attend, providing a very real-world audience for which the students design. This year's exhibit focused on the ecological restoration of the Brandywine River, specifically on efforts to restore the American Shad in the river through the removal of dams and installation of fish ladders. This strong design and theme resulted in the award for Best Social Message by the flower show judges. More information can be found on the website designed by course students at <http://udelflowershow.weebly.com/>.

For the second half of the course, students formed small cross-disciplinary groups. Each group was paired with a local nonprofit organization and tasked with again creating a 24-square-foot educational exhibit—this time, however, the exhibit would focus on the educational message of their real-world nonprofit partner. Partners this year included Duffy's Hope—a Wilmington-based service provider for at-risk youth, the Amazon Center for Environmental Education and Research Foundation, and Connections Inc. Sturmfels Youth Center—a residential alternative to detention for teens arrested but not



The students' award-winning display at the Philadelphia Flower Show.

continues to increase, there is a growing understanding that the most valuable skills students will bring include both

understanding of the design process.

The first half of the course engaged the students in the design, construction,

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Three SPPA Students Selected as Plastino Scholars

The prestigious Plastino Scholars program was established in 2007 by a gift from UD alumnus David Plastino to enable selected undergraduates to pursue self-designed, off-campus learning projects

that reflect their passion and that make a difference in their lives and in the lives of others. This is a highly competitive program, and only a handful of undergraduate students from across the university are selected each year. In the

last two years, three SPPA students have been selected for this prestigious award: Alexandra Davis, Jocelyn Moore, and Mark Rucci.

Alexandra Davis

Alexandra Davis, a 2013 Plastino Scholar, is now in the 4+1 accelerated program through which she is earning a B.A. in Public Policy—with a double major in international relations—and an M.A. in Urban Affairs and Public Policy in five years. Allie used her Plastino scholarship to study underprivileged, marginalized communities and entrepreneurship in South Africa. There she worked closely with a nonprofit and a renowned think tank, the Mapungubwe Institute for Strategic Reflection (MISTRA), under the guidance of SPPA alumnus Dr. Sibusiso Nkomo, chairman of the board of MISTRA. At the dinner held to honor



Plastino Scholars, Allie said, “No other traditional study abroad or internship of

the sort would be as transformative and educational an experience.” Last summer, Allie served as a member of the UD team that hosted the first cohort of the U.S. Department of State’s Washington Fellows: Young African Leaders program. This year, Allie has been named UD’s inaugural Littleton and Jane Mitchell Fellow for Civil Rights and Social Justice, working with Professor Leland Ware on a comparison of civil rights issues in the U.S. and South Africa. She plans to return to South Africa to conduct research for her M.A. thesis on economic and community development in Soweto in the country’s townships.

Jocelyn Moore



Jocelyn Moore, a 2014 Plastino Scholar, is currently a senior studying Organizational and Community Leadership and working toward a certificate in French Language and an

area of interest in Human Trafficking Policy. The title of her Plastino experience was “How the Gears Turn: A behind the scenes look at anti-human trafficking organizations,” and it allowed her to work with three different anti-trafficking nonprofits over the course of the summer. Jocelyn first learned about the true realities of human trafficking, a crime that has more than 29.8 million victims worldwide, during the winter session of her freshman year. Feeling deeply convicted to take action, she founded, and is the president of, the UD campus chapter of the International Justice Mission (IJM at UD). Each organization that Jocelyn visited during summer 2014 specialized in a different area of anti-trafficking: the Girls Educational and Mentoring Services

(GEMS) in New York City is a national leader and trailblazer in victim care; the Chicago Alliance Against Sexual Exploitation (CAASE) in Chicago provided an inside look into policy and prevention; and the International Justice Mission (IJM) based in Washington, D.C. taught Jocelyn about advocacy and grass roots organizing. During her stay at each organization (three weeks at GEMS, three weeks at CAASE, and one very busy day at IJM), Jocelyn was essentially a part of the team—working on assigned projects, going on trips with the staff, attending meetings on Capitol Hill, and even leading a lesson given to survivors. She truly felt it a privilege to be working next to staff members who are so passionate, and survivors who are so resilient. Jocelyn intends (indeed,

has already begun) to implement through IJM at UD a lot of the theories and practices that she observed and participated in over the summer. For example, the advocacy tools that she picked up at IJM will be monumental in

moving forward IJM at UD's Fair Trade Initiative: a campaign to make UD a Fair Trade University. She also hopes to use all that she has learned to better guide her career choices following her undergraduate career. However, most

importantly, Jocelyn is excited to be able to use the stories from her Plastino experience as another tool to spread awareness about human trafficking.

Mark Rucci

Mark Rucci, a 2014 Plastino Scholar, is now in the 4+1 accelerated program through which he is earning a B.A. in Public Policy and an MPA degree in five years. For his Plastino work, Mark created the School Nutritional Awareness Consortium—a group of faculty, staff, students, and parents that is strategizing policy initiatives to offer public school students free breakfast and lunch and healthier meal options in school. He spent his summer conducting research in five different school districts throughout the country that are part of a program that funds two free meals for

students. He visited Illinois, Georgia, West Virginia, Ohio, and Massachusetts to collect data, talk to administrators, and interview families. He will use his research to create a similar program with the superintendent of the Wildwood, N.J., school district, his home school district, where more than 46 percent of students are living in poverty. Mark's graduate research focuses on education policy in low-income communities. This year, Mark is serving as a graduate research assistant in the Institute for Public Administration and has been selected to be a 2015 Legislative Fellow. 🔦



Learning to Lead across Disciplines, continued from page 15

yet tried for offenses. The winning design between the groups will serve as the foundation for next year's DPP Philadelphia Flower Show exhibit.



Concept plan for Duffy's Hope educational exhibit.

As part of their design process, students were tasked with acquiring a deep understanding of their user (both

their client nonprofit and the Flower Show attendees); engaging divergent thinking to generate ideas; completing a site inventory; developing numerous drafts of functional diagrams; and ultimately producing an 8-minute pitch that included a detailed plan, 3-D model or prototype, and additional visual displays. Students also learned project management, team communication, and leadership, which built their confidence for engaging other disciplines and the community. As one student noted, "The best thing about this class was that you learned not just how to work with a group, but how to do so in a real project—one that was not contrived in the classroom but a real project with real people, real problems, and real results."



Practicum students and faculty display their exhibit designs at the Second Annual Social Innovation Contest. From left: David Planagan, Charlotte Talis, Dr. Tony Middlebrooks, Paige Gugerty, and Erin Lynch.

That is the kind of real educational experiences the Design Process Practicum is intended to deliver, and the kind of real impact that the instructors hope the students will make in the future.

Generous funding for developing the second year of this course was provided by a grant from the Center for Teaching and Assessment of Learning at the University of Delaware. 🔦

Disaster Research Center Celebrates 50th Anniversary

CAROLINE PALMER

The Disaster Research Center (DRC) celebrated its 50th anniversary this year with a two-day workshop. The workshop, “Taking Stock and Taking Action: Disaster Research and the Challenges Ahead,” was held at Clayton Hall from April 30 through May 2 and culminated in a celebratory barbeque at the Courtyard Marriott on Saturday, May 3. Many of DRC’s earliest pioneers, including Russell Dynes—one of the founding directors of DRC and professor emeritus of sociology at UD—and leading disaster researchers, practitioners, and academics in the field participated in the workshop and anniversary events.

Founded in 1963, DRC was the first center of its kind devoted to the social scientific study of disasters; and researchers quickly tackled surprisingly challenging questions such as how does one even define “disaster”—a question



Dr. Russell Dynes, Disaster Research Center founding director and a pioneer in the field, speaks at the May 1 workshop. At right is James Kendra, the current director of DRC.

that is still debated today. Since its founding, the center’s researchers have helped to establish much of the basis of the field of disaster research, conducting over 700 field studies in the U.S. and around the world in communities affected by disaster.

“This is a relatively young field, and it’s still evolving,” Havidán Rodríguez said in his address to workshop attendees.



Dr. Kendra receives the Governor’s proclamation from State Senator Bethany Hall-long with Dr. Aristigueta.

Rodríguez is provost and vice president for academic affairs at University of Texas-Pan American, and previously served as DRC director for seven years while deputy provost at University of Delaware. “The scholarly impact of the researchers at DRC is amazing,” he added.

Recent work at DRC includes developing improvements to warning systems, studies of improvisation focused largely on the aftermath and emergency response to 9/11, field studies following Hurricane Katrina and the tornado in Moore, Okla., and recently-inaugurated NSF-funded Hazards Science and Engineering Education for Sustainability projects on evacuations and warning.

At the anniversary workshop, more than 100 participants joined DRC in scoping out research directives that build new theory, explore new methods, and foster new synthesis and integration of ideas that can be useful in creating more adaptive risk management institutions. Twenty-eight speakers, representing six countries and a multitude of states throughout the U.S., facilitated nineteen working sessions that engaged workshop participants in discussion about particular disasters or disaster themes and their implications for research and further refinement of practice. In addition, speakers presented in three plenary sessions: the history of disaster research, how to convert disaster science into effective public policy, and critical ideas generated in the workshop and the work ahead. As was discussed in detail in all presentations at the workshop, disaster research is inherently interdisciplinary nature, beginning first with a social science focus and expanding to include engineering and the physical sciences. With disaster science and emergency management continuing to evolve, the humanities seem to be emerging next within the field with the study of science, technology, and society as “the next frontier” in disaster research.



A panel of experts discuss the history of disaster research. From left: Thomas Drabek, professor emeritus at the University of Denver and was the first graduate student hired by the DRC in 1963; Havidán Rodríguez of the University of Texas-Pan American; Dennis Wenger of the NSF; and Tricia Wachtendorf, associate DRC director.

The Brandywine-Christina Healthy Watershed Fund: Clean Water is Good Business

GERALD KAUFFMAN

The Nature Conservancy (TNC) and University of Delaware are partnering on a William Penn Foundation supported initiative to develop an innovative water fund (a new business model) based on investment in watershed services (IWS) principles. The fund would incentivize beneficiaries of the resource to restore the Brandywine-Christina watershed in Delaware and Pennsylvania to fishable, swimmable, and potable status by 2025. Declining federal, state, and local funding inhibits watershed restoration efforts, and the interstate nature of the

based National Pollutant Discharge Elimination System (NPDES) MS4 permits. The 2006 Brandywine-Christina TMDL mandates reductions in bacteria by 58–93 percent, sediment by 16–70 percent, and nitrogen and phosphorus by up to 75 percent. Watershed funding options suffer from regulatory and political challenges as local governments in Pennsylvania are municipal-based and are county-based in Delaware.

The Brandywine/Christina watershed in Delaware and Pennsylvania is a significant ecological and economic

resource that annually: (1) contributes \$1.5 billion in economic activity from water quality, water supply, fish/wildlife, recreation, agriculture, forests, and public parks benefits; (2) provides \$0.9 billion in ecosystem goods and services with

a net present value (NPV) of \$29.5 billion over 100 years; and (3) directly/indirectly supports over 100,000 jobs with \$4 billion in annual wages. A benefit-cost analysis would indicate that it is worth the investment to protect and restore this invaluable resource.

As part of the William Penn Foundation clustered watershed initiative, UD and TNC are conducting a pilot study to research and develop a new business model to restore the Brandywine/Christina basin and, if successful, translate the findings to other watersheds in the Delaware Basin

and across the U.S. A benchmarking survey of watersheds nationwide is underway to establish a sustainable watershed-based financing strategy to raise funds on an equitable basis and pay for watershed restoration projects. For nearly two decades, the Christina Basin Clean Water Partnership has funded restoration projects by piecing together grants from year to year. This lack of continuous financing has hampered progress in restoring the Brandywine Christina watershed. A dependable, annual funding stream would allow for strategic budgeting of watershed restoration projects to meet fishable and swimmable goals by 2025.

The pilot study is designed to recommend and develop feasible options whereby stakeholders, such as water suppliers and wastewater dischargers, may pool funds to invest upstream to reduce pollutant loads. Preliminary estimates indicate that an investment in the watershed services fund based on pollutant trading could reduce nitrogen loads by 50 percent and save over \$1 million per year. Water suppliers may determine that it is more cost effective to invest in upstream watershed restoration rather than pay for multi-million dollar filtration plants. Wastewater and stormwater dischargers that hold NPDES permits in Delaware and Pennsylvania may find it less expensive to invest upstream in conservation projects instead of costly retrofitting. Downstream users (water utilities, municipalities, and wastewater dischargers) would benefit and upstream landowners would receive revenue to conserve farms and forests. Improved water quality will provide economic benefits in terms of increased gross domestic product and growth in water-related jobs and wages. Hence, this initiative is designed to prove our hypothesis that clean water is good business! 🌊



The crew from SPPA enjoys the Christina River in Wilmington from the deck of the Kalmars Nyckel. From left to right: Nancy Parker (Artesian Water Co.), Jerry Kauffman, Martha Narvaez, Andrew Homsey, Jerome Lewis, and Julia O'Hanlon.

watershed makes it difficult to prioritize and distribute funding on a long term basis. Therefore, a long term, sustainable funding stream is needed to invest in watershed restoration projects to meet the fishable and swimmable goals of the Clean Water Act within a generation.

Through the Clean Water Act, the EPA requires that more than 60 local governments with 600,000 residents in Delaware and Pennsylvania restore Brandywine-Christina streams to fishable/swimmable goals through watershed-based Total Maximum Daily Loads (TMDLs) and municipal-

Delaware College Application Month

LISA MORELAND AND TAYLOR HAWK

The Delaware Department of Education's Higher Education Office (DHEO) has partnered with the School of Public Policy & Administration's Institute for Public Administration (IPA) and the state's public high schools to help seniors navigate the college admissions and financial aid processes. Special focus is placed on assisting low-income students and those who would be the first in their families to attend college.

Combined with the typical stressors students face, the college search and application process can be overwhelming—even more so for low-income or first-generation students. And the stakes are high—especially as the economy becomes more globally and technologically complex. U.S. Census data indicate that by 2020, 59 percent of all Delaware jobs will require some type of postsecondary training. Recent studies show that college graduates have greater job opportunities, a lower unemployment rate, and earn approximately \$30,000 more per year than those who do not pursue higher education. The census data also indicate that only 37.6 percent of Delaware's working-age adults have completed an

to apply to at least one postsecondary institution. Part of the American Council on Education's American College Application Campaign (ACAC), Delaware CAM started in 2012 with two pilot schools—Lake Forest and Smyrna High Schools. The program reported resounding success; students appreciated being given time during school to work on applications—time they didn't have to take away from homework, extracurricular activities, and part-time jobs. For 2013, the program was expanded to a month and the number of participating schools increased tenfold.

Shana Payne (M.A. '02), DHEO director, highlighted the value of the initiative, "College Application Month provided a strong foundation for our state's efforts to support students in the transition from high school to college. It's an opportunity to send a message to students that the entire state supports their education journey and wants them to be successful." Led by Lisa

Moreland (policy scientist) and Kelly Sherretz (associate policy scientist), IPA's project team included Louis Hirsh (former UD admissions director), Sarah Pragg (policy specialist), graduate research assistants Christopher Kelly, Alexandra Leach, Jessica Mitchell, and Saran Singh; and undergraduate researchers Elizabeth Gibson and Taylor Hawk.

In the weeks leading up to Delaware CAM 2013, school administrators, staff, and students created a college-going atmosphere—hosting door-decorating contests and college t-shirt days. Each school selected one College Application



SPPA MPA student Jessica Mitchell helps a high school student understand the steps in the college application process.

Week during the month-long event to provide students with time and assistance in completing college applications in computer labs. School staff and volunteers from the education community worked with students, encouraging them, answering questions, and guiding them through the various stages of the application process—from choosing the right college fit and major to applying for their Free Application for Federal Student Aid (FAFSA) personal identification numbers, the first step in the financial aid process.

At the end of each school's College Application Week, students were surveyed about the program. From the survey responses, 2,749 students applied to college by submitting approximately 3,236 applications. Out of those students, 744 would be the first in their families to attend college, and 140 would not have applied without the support and encouragement they received through Delaware CAM. A student at William Penn High School commented, "It really changed my views about college, because before I did this I was not really sure about going to college."

Volunteer participation was an essential ingredient in the event's success. With help from the schools and the Delaware Higher Education Office, IPA's project team recruited more than 200 volunteers—representing 47



Banners from local universities and colleges help students see some of the potential institutions to which they can apply.

associate's, bachelor's or graduate degree.

Delaware College Application Month (CAM), one component of the DHEO-IPA partnership, aims to provide every high school senior the opportunity



U.S. Senator Chris Coons helps a high school senior with completing a college application online.

organizational units including state agencies, colleges and universities, businesses, community organizations, and nonprofits. These individuals volunteered their time to ensure that each student was given the hands-on support needed to complete at least one application. According to program co-manager Lisa Moreland, “Engaging volunteers was mutually beneficial and meaningful; students interacted with leaders in business, education, and the community who provided invaluable support and guidance. In turn, volunteers learned about the schools’ college-readiness efforts and were able to help students navigate the obstacles they sometimes encounter during the college application process.” The American College Application Campaign (ACAC), the national initiative of the American Council on Education, recognized IPA’s project team for its innovative volunteer recruitment, management, and training at its national convening in June 2014 and in its revised program manual.

In addition to providing volunteers, some of the region’s colleges and universities contributed in other ways. Delaware Technical Community College, Wilmington University, and University of Maryland Eastern Shore, covered application fees for students applying during Delaware College Application Month. This assistance was invaluable as the application fee can be one of the first barriers to applying to college for some students.

Several state officials demonstrated their support for Delaware CAM by visiting and volunteering at schools. Governor Jack Markell proclaimed November as Delaware College Application Month and visited Newark High School, his alma mater, to assist

students while they filled out applications. U.S. Senator Chris Coons met with students at Mount Pleasant High School and reflected on his experience in a blog post stressing the importance of higher education, “Unemployment amongst those with a college education was dramatically

lower. Lifetime earnings are also dramatically higher if you have a college education—individuals with a bachelor’s degree earn on average more than \$1 million more throughout their careers than those with only a high school degree.”



U.S. Congressman John Carney speaks to high school students about applying for college.

U.S. Congressman John Carney and Delaware Secretary of Education Mark Murphy also supported Delaware CAM by volunteering at Dickinson High School. Congressman Carney highlighted the success of the program in a press release, “A lot of students, particularly those who could be the first in their family to go to college, need an extra push to find the school or training opportunity that’s best for them. That’s what College Application Month is all about. I hope it continues to grow in Delaware and that every high school will participate in the near future.”


In the months following Delaware CAM, IPA’s project team continued to work with DOE on other ways to improve college accessibility and keep the excitement flowing. These efforts included developing the DelawareGoesToCollege.org website

to provide resources to schools, students, and their families; hosting a Facebook contest for students to design a “Delaware Goes to College” logo for backpacks distributed in conjunction with National Decision Day on May 1 to celebrate the success of all Delaware seniors who received acceptances into postsecondary programs; helping school staff and students understand and navigate the financial aid process; celebrating students’ college acceptances; and helping students overcome other obstacles they sometimes encounter such as the “summer melt.”

Summer melt happens when students, particularly from low-income families, “melt away” between their high school graduation and their

college or university’s fall semester. According to recent statistics, only three out of ten Delaware ninth graders will make it to their second year of college. IPA’s project team developed a “Ten Steps to Prepare for College” checklist for DOE to help students prepare for their freshman year. The checklist reminds students to submit high school transcripts and other outstanding application

materials, check the status of financial aid and important deadlines, register for orientation, take placement exams, review college policies on health insurance and necessary medical forms, and confirm move-in dates. Kelly Sherretz, co-manager of the project says, “The tips provided in the checklist will help students arrive on campus ready to succeed and persist through graduation.”

In the fall of 2014, all of the state’s district and charter high schools participated in Delaware CAM. To learn more about volunteering during Delaware CAM, please visit <http://delawaregoestocollege.org/sign-volunteer>. To like us on Facebook, visit www.facebook.com/DelawareGoesToCollege and follow @DEGoesToCollege on Twitter at www.twitter.com/DEGoesToCollege. 

IPA Publishes Two Curbside Intercity Bus Industry Reports

MARCIA SCOTT

“Bolt for a Buck!” This slogan for BoltBus, a leader in the new curbside intercity bus industry, epitomizes the hype behind the low-cost, yield-management pricing strategy that appeals to cost-conscious travelers. A combination of cheap fares, yield-management pricing, convenient point-to-point travel, on-board WiFi, and modern marketing has contributed to the appeal and popularity of the new curbside intercity bus industry. This mode of travel is especially popular among the millennial generation, who own fewer cars and drive less than their predecessors. With over seven million passengers in 2011, and 7.5 percent growth between 2011 and 2012, the industry represents the fastest growing mode of transportation in the United States—outpacing air and rail.

The Institute for Public Administration (IPA) has released two reports that focus on transportation policy issues related to the unprecedented growth of the industry. Published in August 2013, *Curbside Intercity Bus Industry:*

Transportation Opportunities and Challenges highlights issues stemming from the deregulation of the industry, its unprecedented growth, and its fragmented regulatory environment.

Curbside intercity buses are characterized as those that generally do not operate from bus terminals, arriving and departing from designated curb locations along city streets. The industry began in the late 1990s when

Chinese immigrants began offering low-cost service between major Chinatown neighborhoods in the Northeast Corridor (NEC). Low fares began to attract new riders, and other major bus companies began to capitalize on the success of Chinatown carriers’ model. Today, the industry can be divided into two main categories—Chinatown (non-corporate) operators and corporate carriers like BoltBus, Megabus, and DC2NY.

Along with the growth of the industry came major transportation policy problems. Loading and alighting of passengers on busy streets has created curbside management issues for cities. High-profile accidents have also heightened concern for safe motorcoach operations. In 2011, eight serious motorcoach crashes resulted in 28 occupant fatalities. Unethical operators have blemished the industry by operating unsafely to cut costs, changing identities to evade enforcement, and using brokers

to sell tickets for travel on buses with questionable safety records. Despite the passage of the Commercial Motor Vehicle Safety Act of 2012, within Moving Ahead for Progress in the 21st Century (MAP-21) legislation, IPA’s report highlights significant challenges and opportunities that need to be addressed to sustain the growth and resiliency of the

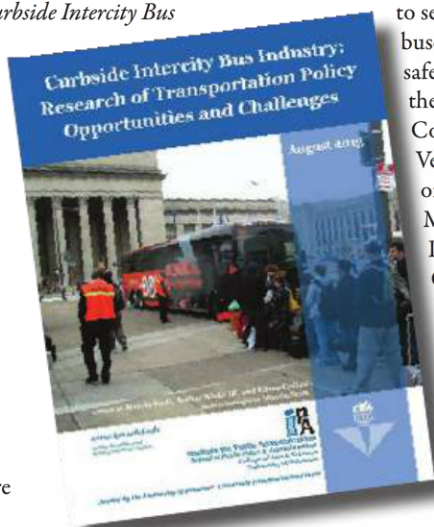
industry. Effectiveness of policies and regulations are dependent upon sufficient federal funding and resources, multi-jurisdictional coordination, effective enforcement of safety



regulations, and consumer outreach and education.

Follow-up on several topics of research was suggested, including the need to plan for and invest in intermodal transportation facilities that serve and facilitate connections among all modes of transportation. A November 2013 publication by IPA, *Intermodal Transportation Facilities: Research of Viable Attributes and Potential to Integrate Curbside Intercity Buses*, explores this topic. While barriers to intermodalism exist, report findings suggest that development and investment in intermodal facilities—that include curbside intercity buses—will promote a more integrated and sustainable transportation system.

The University of Delaware’s University Transportation Center (UD-UTC), which focuses on resiliency of transportation corridors, supported IPA’s research. IPA Policy Scientist Marcia Scott led the research endeavor, authored both reports, and presented findings at Session 834, “Intercity Buses from the Heartland to the Big City,” at the Transportation Research Board’s 93rd Annual Meeting in Washington, D.C. in January 2014. Other research team members and co-authors include former UD-UTC Fellows Arthur Wicks (MPA ’12) and Eileen Collins (M.A. ’13), and former IPA Graduate Public Administration Fellow Christopher Kelly (MPA ’14). Both reports may be downloaded from IPA’s website at: www.ipa.udel.edu/publications/transportation.html.



Center for Community Research and Service Launches the Urban Policy Fellows Program

SHARON MERRIMAN-NAI

Decades of collaboration with the City of Wilmington reached new heights in September 2013 when the Center for Community Research and Service (CCRS) formalized an innovative partnership through the Urban Policy Fellows (UPF) program. Professor Raheemah Jabbar-Bey designed the UPF program and found a receptive audience in both City Council and the Office of the Mayor. The initiative offers exemplary students the rewarding, but challenging, experience of working in local government to share in the development of policy that addresses the needs of community members. During this inaugural year, CCRS placed graduate research assistants with the Wilmington City Council and the freshly minted Mayor's Office of Neighborhood Development. According to all involved, the program has been a resounding success.

For David Karas, an M.A. student and journalist who entered SPPA's doctoral program in the fall, the experience has opened his eyes not only to the inner workings of City government, but to a host of career opportunities he had never considered. As a fellow, David conducted research on a broad spectrum of policy issues at the request of Council President Theopolis K. Gregory, Sr. and other council members. Among other responsibilities, he investigated potential improvements to the City's Responsible Contractor Ordinance, analyzed consultant reports to city departments and operations, and coordinated research efforts on assessment appeals impacting city properties. A particularly interesting phase of the fellowship occurred during the spring, when he attended all departmental budget hearings and conducted research on budgetary issues on behalf of the council and staff.



In this frame from an interview, Urban Policy Fellow and SPPA graduate student David Karas discusses his work with the City of Wilmington.

Speaking of the experience, David Karas said, "the opportunity to work with the Wilmington City Council has been a transformative academic and professional experience, and it has exposed me to aspects of governance and policy I had not been involved in before."

Jason Bourke (M.A. '14, and entering Ph.D. candidate), Allison Rosenberg (M.A. '14), and Kelly Smith (MPA '14) served in the Mayor's Office of Neighborhood Development. Mayor Dennis P. Williams, who assumed office in 2013, created the office, which focuses on empowering residents and fostering collaboration between community groups and the city government. Fellows played a vital role in assisting Director Ivey Ibrahim in laying the foundation of this innovative program. Throughout the year, fellows met with civic associations, neighborhood planning councils, community leaders, and other stakeholders to identify priorities and develop strategies to meet pressing needs. Their efforts culminated in a series of Community Cluster meetings (four per quarter) to address public

safety, foster community organizing and development, and provide information on navigating and obtaining city resources and services relative to neighborhood improvement. The next round of meetings continues in July.

UPF epitomizes The Delaware Model, a hallmark of the educational philosophy of SPPA that weds classroom scholarship with real world, professional experiences that impact both people and places. For CCRS Director Dr. Steve Peuquet and Professor Raheemah Jabbar-Bey, UPF is the culmination of years of CCRS's engagement in urban development and community revitalization efforts, such as the center's most recent Blueprint Communities project. The UPF program institutionalizes the longstanding collaboration between CCRS and the City of Wilmington.

For Professor Jabbar-Bey, it has been extremely gratifying to see the degree to which various city government representatives have come to respect, appreciate, and rely upon the contributions of the Urban Fellows. As a

continued on page 29

KIDS COUNT in Delaware Uses Data to Encourage Policy Change for Low Income Working Families

KIMBERLY LOWMAN

KIDS COUNT in Delaware provides high-quality data about the well-being of children, youth, and their families for the purpose of effecting positive changes in policies, priorities, and programs. A part of the Center for Community Research and Service, and one of 53 similar projects throughout the United States funded by the Annie E. Casey Foundation, KIDS COUNT in Delaware has produced data on the state's children and families for over nineteen years.

In a new series of local data snapshots, KIDS COUNT in Delaware examines how the Earned Income Tax Credit (EITC) affects families across Delaware.

The EITC is one of the nation's most effective anti-poverty programs for working families. The federal program enjoys bipartisan support for its impact on low-income working individuals and the economy. It can only be claimed by people who earn income through work and is structured to encourage people to work more hours. In 2012, approximately 6.5 million people—over half of them children—were lifted out of poverty due to the federal credit. Delaware has roughly 70,000 local individuals and families who claim the EITC on their federal tax returns each year.

The data snapshots examine characteristics of Delaware residents who receive the tax credit. Many

military families benefit from the EITC and returning veterans rely on it to supplement their wages as they make their way back into the civilian workforce. Additionally, the credit

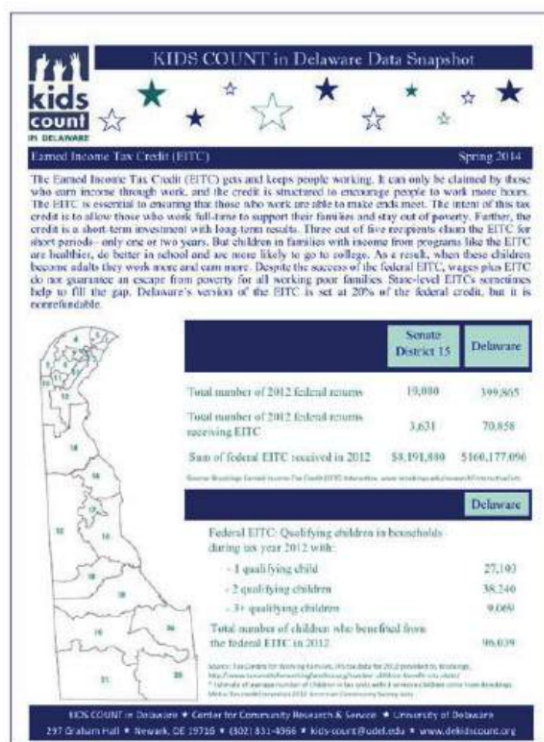
one or two years. Children in families with extra income from programs similar to the EITC are healthier, do better in school, and are more likely to pursue higher education. As a result, earning potential for these children increases throughout their lifetime, benefiting us all.

The EITC is also an effective boost for Delaware's local economy. Last year, those who claimed the credit received an average refund of \$2,244. This translates to a \$163 million return to Delaware families. Research shows that low-income families tend to spend all of their income to make ends meet, and they tend to spend it locally.

Despite the success of the federal EITC, it does not guarantee an escape from poverty for all families. Some states implement their own EITCs as a way to fill the federal program's gap. Delaware's state version of the EITC is set at 20 percent of the federal credit. Unfortunately, it is nonrefundable. This means that Delaware's EITC can only be used to

offset income tax liability. Thus, it does not benefit workers with little to no liability. For these workers, sales and property taxes are usually more burdensome but not offset by the credit. A refundable Delaware credit

structure that would allow for a refund would expand upon the success of the federal EITC, give low-income working families greater financial security, and benefit the local community.



The EITC is also an effective boost for Delaware's local economy. Last year, those who claimed the credit received an average refund of \$2,244. This translates to a \$163 million return to Delaware families.

benefits low-income working mothers in the state. Further, the EITC is a short-term investment with long-term results. Three out of five recipients claim the EITC for short periods—only

Urban Studies, Spatial Planning, and Stroopwafels

STUDENTS SPEND SPRING BREAK STUDYING IN THE NETHERLANDS

KATRINA COWART AND DAVID KARAS

A group of fifteen graduate students—with representatives of SPPA academic programs in urban affairs and public policy, public administration, historic preservation, and disaster science and management—joined Dr. Steven Peuquet, associate professor and director of the Center for Community Research and Service, for a weeklong study abroad experience in the Netherlands during their 2014 spring break.

Unlike many study abroad experiences, the students were also accompanied by four professionals hailing from a variety of Delaware-based private and nonprofit agencies with backgrounds in affordable housing, development, banking, and law.

"I'm a strong believer in experiential learning, whether it's here in Delaware, in some other state, or in some other nation," said Peuquet when discussing the purpose behind the course. "Students, professionals, and faculty learn a lot by seeing things first hand, by meeting and interacting with people from different places and cultures, and by actually applying their knowledge and skills in different settings. A lot of learning happens in the classroom, but a lot of learning also happens outside the classroom."

It was Peuquet's tenth visit to the Netherlands, where he also served as a visiting professor at the Institute for Housing and Urban Development in Rotterdam in 1999.

The experience included a packed schedule of walking tours, museum visits, and special briefings from leaders in the nonprofit



The students tour Enkhuizen and learn of the town's history and architecture.

and public sectors, who spoke on topics that included urban and regional planning, historic preservation, public-private partnerships, flood mitigation, and housing policy.

While based in the Leidseplein neighborhood of Amsterdam for the duration of the trip, the cohort took day trips to various Dutch cities.

Travis Olson, an M.A. student studying historic preservation, commented that, "From a historic preservation standpoint, it was great

in which historic structures are used in these different cities."

Aside from the academic briefings and exploration, participants had ample opportunities to explore on their own, visiting other cities, and even other countries such as Belgium and Germany. They

also enjoyed Dutch snacks and dishes, including stroopwafel: a waffle made from two thin layers of dough, with a layer of syrup in between.

Anthony Cario reflected on his experience being immersed in the local culture during the trip, "Some of my favorite moments included sharing conversation over local food and beverages with the Dutch citizens and fellow travelers."

"We can learn a lot from the Dutch," said MPA student Jessica Mitchell.

"Being equipped with the first-hand experiences and relevant knowledge from this trip as we move forward in our careers is something that we can bring to our personal and professional lives for years to come."

Reflecting on the trip, Dr. Peuquet said that he hopes that the participants enjoyed the exposure to a culture different from their own.

"I hope that they were fascinated with what they saw in the Netherlands, that they enjoyed interacting with the people they met, and that the trip will entice them to travel to more faraway places in the future where they can gain new and different perspectives that will help them be effective leaders," he said. 🏡



Study abroad group poses at the Hague (Den Haag)—the seat of government in the Netherlands.

to have the opportunity to contrast Amsterdam, Enkhuizen, Rotterdam, and the Hague, and also to examine the ways

future where they can gain new and different perspectives that will help them be effective leaders," he said. 🏡

Building Relationships in South Africa

LELAND WARE

In February 2014, a group of UD professors traveled to South Africa. Professor Leland Ware took part in the trip to promote SPPA's relationship with the Mapungubwe Institute for Strategic Reflection (MISTRA), an independent institute that researches the strategic challenges facing South Africa. It was founded by a group of South Africans with experience in research, academia, policy-making, and governance that saw the need to create a platform of engagement around key challenges for South Africa.

Professor Sibusiso Vil-Nkomo, Chair of MISTRA, received his Ph.D. from SPPA in 1985. His wife, Renosi Mokate, is a distinguished economist and received her Ph.D. from SPPA in 1986. In recent years, SPPA has been working with MISTRA to develop research linkages, faculty and student exchanges, and other academic and professional activities.

Professor Ware was accompanied on the trip by his wife, Dr. Melva Ware, who has worked for many years on a range of student development activities. They arrived in Johannesburg on Sunday, February 16, 2014. On Monday, they spent the day in Pretoria at the Agricultural Research Council, the principal agricultural research institution in South Africa. The entire group of representatives from UD attended this event including Ajay Prasad, Doug Buttry, and Jack Gelb (of UD's Department of Agriculture).

On Tuesday, February 18, Professor Ware was a panelist in a roundtable hosted by University of Pretoria's Center for the Advancement of Scholarship and MISTRA and organized by Professor



Dr. Leland Ware participates in a roundtable discussion at the University of Pretoria. Left to right: Leland Ware, Sibusiso Vil-Nkomo, Sello Hatang (CEO of the Nelson Mandela foundation), Professor Dilip Menon (from the University of Witwatersrand).

Vil-Nkomo. The topic of the roundtable was "A Conversation on Madiba, MLK Jr. and Gandhi: A Humanitarian Approach to Service Delivery." The other panelists were Sello Hatang, CEO

The group traveled to Cape Town on February 19, and the next day, Professor Ware presented to a group of graduate students and professors at the University of Cape Town (UCT). Professor Karen

Smith, a lecturer at UCT, organized the event. The topic of the lecture was "Colorism: Intra and Cross-racial Color Discrimination," which was the topic of Ware's most recent academic publication.

On February 21, Professor Ware presented to a group of students and professors at the University of the Western Cape (which was originally established as a "Coloured University" in the 1960s during the apartheid era) on "Affirmative Action

In Higher Education." The event was organized and hosted by Professor Gregory Ruiters.

The group returned to Pretoria on February 22, and the next day toured several historic sites in the area, led by Vil-Nkomo and Mokate. On the 24th, Ware visited the National School of Government in Pretoria, which provides training to public employees in South Africa.

Sibusiso Vil-Nkomo and Renosi Mokate's generosity and hospitality made the visit an unparalleled experience for the UD group. MISTRA officials' experience as leaders in South Africa and their connections to the African National Congress provide opportunities

to develop valuable academic and professional relationships that would not be otherwise available.

MISTRA (The Mapungubwe Institute for Strategic Reflection) was founded by a group of South Africans with experience in research, academia, policy-making, and governance that saw the need to create a platform of engagement around key challenges for South Africa.

of the Nelson Mandela foundation and Professor Dilip Menon from the University of Witwatersrand.

My Winter in Transylvania

DAVID KARAS

It is a frigid January day in Cluj-Napoca, Romania, and I am standing at the head of a narrow conference room with some 25 youthful faces staring back at me, waiting for class to begin. The topic of the lecture is “Gathering News,” and the agenda for the course meeting is nearly as ambitious as the topic itself.



In the hours that followed, my undergraduate journalism students engaged in a wide-ranging discussion about reporters and news organizations, touching upon topics like ethical constraints and technological innovations—all while oscillating between the pleasure of pure media theory and the harsh reality that is the news industry in countries like Romania.

After participating in a research trip to Romania in the winter of 2013, I was invited back to the College of Political, Administrative, and Communication Sciences at Babes-Bolyai University to spend the month of January 2014 teaching in their journalism program and working with students pursuing their various degrees.

Central to my role there was creating and teaching an “Introduction to Reporting” course for the first-year journalism students in the English track of the program, a class that included

several intensive course meetings and a number of assignments geared toward introducing the students to the responsibilities of, and the challenges facing, professional journalists.

Through a series of lectures, group activities, and assignments, we investigated the theoretical roles of journalism throughout history—both

through the traditional, western-rooted theories, as well as some realities of the mass media climate in Romania—and discussed some of the practical barriers journalists across the globe face on a daily basis.

The class was my first exposure to teaching at the college level, and provided me with valuable exposure to aspects of planning a course and seeing it through—from writing the syllabus to grading final projects.

My stay in Romania also allowed me the chance to continue my research on the nation’s developing press system—the basis of the master’s thesis that I defended in April. I continued a series of interviews I began the prior year, speaking with elected officials, governmental employees, and journalists

representing a range of offices and organizations in the city of Cluj-Napoca and the greater Cluj County region.

The results of those semi-structured interviews, 18 in all, informed the final product of my thesis—“(C) OVERT CONTROLS: Evaluating Media Systems in Post-Authoritarian Democracies”—which used Romania’s media industry as a case study of press development and performance in former Soviet Union regimes. It is my hope to continue this research as I matriculate into the doctoral program in Urban Affairs and Public Policy.

Admittedly, Romania does not necessarily top the list of popular destinations for Americans to visit in the winter months—especially since the average January temperature in Cluj hovers just over 26 degrees Fahrenheit—but my experience living in the Transylvania region of the country proved to be a valuable experience that far surpassed the images of tenacious vampires and drab castles that are typically evoked by the area’s name.

I very much appreciate the support of SPPA, as well as Babes-Bolyai



David Karas is interviewed by a Romanian student about his work as a journalist.

University, for providing the support to make this experience possible. 🇷🇴

2014 School of Public Policy & Administration Scholarships, Awards and Recipients

SPPA proudly offers scholarship support to all matriculated graduate students. We provide a 50 percent tuition scholarship to graduate students who work at least 20 hours per week in the public or nonprofit sectors.

Undergraduate Awards

Distinguished Leadership Award

Paige Gugerty

Barnekov Excellence in Public Policy Award

Kristin Fretzand

Barnekov Service Learning Award

Kelsey Schultz

Leadership Collaboration Award

Colleen Kelly

Leadership Global Insight Award

Alex Bahary

Leadership Innovation Award

Kelsey Edmond

Leadership Social Responsibility Award

Andrew Ziegler

Highest GPA Awards

Freshman: Sarah Davidson-Catalano

Sophomore: Bradley Dreibelbis

Junior: Sarah Jacobson

Senior: Keryn Arnold

Summer Public Policy Fellow Recognition of Student

Paige Gugerty

Students of Promise Awards

Alana Dolgin

Bradley Dreibelbis

Olivia Curzi

Erin Lynch

Gregory Masso

Jocelyn Moore

Nina Price



Some of the spring 2014 graduate award winners. Pictured are, front row: Serita Moss and Allison Becker; middle row: David Karas, Jessica Mitchell and Victor Rendon; back row: Adria Buchanan, Eileen Specht and Jason Bourke.

Graduate Awards

Alumni of Public Policy & Administration Student Award

Jenna Bucsak

Brooke Gessner

Milton & Mary Edelstein Scholarship for Public & Community Service

Victor Rendon

Henry R. Folsom Award

Nathan Roby

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

Eileen Specht

Mark A. Haskell Award

Rachel Beatty

Peter A. Larson Prize

David Karas

Pauline E. Loessner Memorial Award

Jason Bourke

Jessica Mitchell

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

Kimberly Clark

Pi Alpha Alpha

Amanda Brown

Jenna Bucsak

Brooke Gessner

Chris Kelly

Leann Moore

Caroline Palmer

Kelly Smith

George & Renee Raffel Endowed Fund for Academic Excellence & Opportunity

Allison Becker

Serita Moss

School Director's Citation

Jason Bourke

Amanda Brown

Caitlin DelCollo

James Goetschius

David Karas

Caroline Palmer

Gabrielle Vicari

James H. Sills, Jr. Scholarship

Adria Buchanan

Student Association of Policy & Administration (SAPA) Award

Allison Becker

Jessica Mitchell

Water Resources Scholarship (MS-WSP)

Joseph Brown

David L. Ames Retires

BECKY SHEPPARD

After 35 years at the University of Delaware, Professor David L. Ames will retire at the end of the 2014–2015 academic year. David has been a senior scholar and academic leader at the University of Delaware in many capacities, having served as dean of the then College of Urban Affairs and Public Policy from 1979–1990, co-founder and director of the Center for Historic Architecture and Design, and director of the M.A. in Historic Preservation program.

David began his career as a cultural geographer working as an urban planner. He then went on to teach urban studies and planning at Virginia Commonwealth University, rising to associate dean, before moving to the University of Delaware to take on the leadership of the College of Urban Affairs and Public Policy. As dean he helped strengthen programs of applied research and public service and supported the expansion of graduate programs in public administration as well as urban affairs and public policy. He also became interested in historic



preservation and large-format photography, co-founding the Center for Historic Architecture and Engineering (later Design) with Bernie Herman in 1984. Ames was instrumental in establishing the original concentration in preservation as

part of the M.A. in Urban Affairs and Public Policy, and in 2010 the M.A. in Historic Preservation, teaching courses in geography, urban planning, historic preservation, land use, and sustainability.

In addition to his role in urban affairs, Ames also played critical roles in other programs across campus, including material culture and geography, serving on the Executive Committee for the Winterthur Program in American Material Culture for many years. Ames directed the Center for Historic Architecture and Design for 30 years, conducting project work in preservation planning that supported many graduate students, and becoming nationally known for his large format

photographs. In the last decade his work focused primarily in the field of scenic and historic byways, including writing a nomination for a Delaware Underground Railroad Historic Byway and developing policies for protecting Delaware's viewsheds from negative visual intrusions.

His commitment to the field of preservation has extended to public service as well, as he has served multiple terms with the Board of Trustees for the Vernacular Architecture Forum and Preservation Delaware. He is co-author of *Evaluating America's Historic Suburbs* for the National Register of Historic Places and has a book forthcoming from the University of Delaware Press, *Design & Historic Preservation*. A professional photographer, he has photographed hundreds of Delaware's historic resources for the Historic American Building Survey, including farm complexes, coastal fortifications, urban town houses, and commercial and industrial buildings.

Dr. Ames' contributions to the preservation field, SPPA community, and the University of Delaware are numerous and substantial. He will be missed as a colleague and collaborator, and the SPPA faculty and staff wish him a wonderful retirement.

CCRS Launches Urban Policy Fellows Program, continued from page 23

Wilmingtonian, SPPA faculty member, and CCRS affiliate, she was well aware of the tremendous resource capacity that policy fellows could provide for the city. However, it was crucial in establishing the program to demonstrate that as fellows, UD students would not serve as interns, but would instead substantially contribute to policy research, analysis, and development. As the year unfolded, this became evident in

both offices. According to Jason Bourke, fellows in the Office of Neighborhood Development conducted policy research, interacted with a broad range of stakeholders, helped to build civic capacity, wrote how-to manuals for civic associations, and worked cooperatively with experts in crime prevention to educate the community about the latest strategies and techniques.

Professor Jabbar-Bey notes, "providing Wilmington branches of government with Urban Policy Fellows who are capable of researching,

analyzing, and developing policy briefs on critical issues facing the city at any one time is a service CCRS has wanted to provide and looks forward to institutionalizing."

CCRS placed three Urban Policy Fellows in the Office of Neighborhood Development and the City Council in 2014–2015, and looks forward to expanding the program in other departments, and in other regions, in years to come.

Faculty & Staff Transitions

Audrey Helfman

Audrey Helfman, SPPA associate professor, has been an inspiring colleague for over 26 years. She taught in the former consumer economics undergraduate program that was transformed into Organizational and Community Leadership program and was the first undergraduate program in SPPA. In this regard, she was the founder of the organizational community leadership major as well as a champion of study abroad programs. She has been instrumental in organizing many unique study abroad programs, teaching leadership dynamics in countries like Vietnam, Laos, Egypt, and Morocco. She was the first faculty



member at the University to sponsor a round-the-world study abroad experience spanning from the Middle East to the Asian peninsula. Under her guidance as program coordinator, the leadership program has impacted campus life, particularly through the change projects in LEAD100. Such projects have included developing GPS tracking for the university's bus system, dorm room

member at the University to sponsor a round-the-world study abroad experience spanning from the Middle East to the

furniture recycling, and demonstrating random acts of kindness around campus. Today there are 150 students enrolled as leadership majors and another 100 in the minor. Currently, Dr. Helfman is exploring Southeast Asia while on retirement sabbatical. While visiting Singapore, she has been searching for future study abroad opportunities, as she continues with her passion to have students learn about other cultures. Next winter, though retired, Dr. Helfman will lead a study abroad with the University through Thailand and Laos. Her contributions to both SPPA and the University have been not only numerous, but exemplary.

Paul Solano

An economist by training, Dr. Solano was an associate professor in SPPA, teaching quantitative courses in cost benefit analysis, taxation, and statistics for over 35 years. As director of the Health Services Policy Research Group in the Center for Community Research and Service, Dr. Solano was the principal

investigator on numerous projects with the state and federal governments and nonprofits in the areas of health economics, public finance, and fiscal analysis. Dr. Solano was also on several boards and committees, including sitting on the City of Wilmington Economic and Financial Advisory Council and chairing the Institutional Review Board.

Dr. Solano plans to focus on other interests in his retirement, which include furniture building, painting, travel, and kayaking, as well as continuing to write and consult in the health economics field. The SPPA community thanks Paul for his service and wishes him all the best in his retirement.

Douglas F. Tuttle

After 42 years of working to better the lives of Delawareans, Professor Doug Tuttle retired in August 2014. In addition to serving as a SPPA faculty member and Internship Coordinator, Doug strived to improve campus safety strategies and local government leadership across the state.

As a policy scientist for the Institute for Public Administration, Doug developed the Academy for Excellence

in Local Government Leadership and ran the Municipal Clerks Certificate Training Program. Doug also researched ways to improve access to transportation



in Delaware, including paratransit and taxi services.

A former police officer, Doug began his career at UD in the Department of Public Safety and led the department from 1985–1997. Doug also served as a city council member for Newark from 2006–2014.

We wish this long-time public servant a retirement measured in island time and full of sailing weather. 🚤

Faculty & Staff Transitions

James Kendra

Congratulations to Dr. James Kendra, now a professor in SPPA while continuing to serve as director of the Disaster Research Center. His research interests and courses focus on individual and organizational responses to risk, improvisation and creativity during

crisis, post-disaster shelter and housing, and planning for behavioral health services. Projects have included



research on the reestablishment of New York City's emergency operations center after 9/11, a major study of the waterborne evacuation of Manhattan on 9/11, research on the social impacts of the Indian Ocean tsunami, and research on the organization of disaster behavioral health services.

Troy D. Mix

Troy D. Mix has returned to the professional staff of the Institute for Public Administration to support regional development efforts after having previously worked with IPA for five years on a range of land use planning and economic development projects. Troy's education includes an undergraduate degree in Political Science from the

University of Pittsburgh, MPA from the University of Delaware, and doctoral study at the University of Illinois at Urbana-Champaign. He has membership in the American Institute of Certified Planners and cultivated interests in regional development, worked on an Appalachian Regional Commission-funded research project on economic diversity, instructed courses in GIS



and regional analysis, and is completing his doctoral dissertation focused on the economic development roles of universities.

Leland Ware

Leland Ware has graciously stepped up to serve as SPPA's interim director,



while Maria Aristigueta has transitioned to serving as SPPA associate director and president-elect of ASPA. Dr. Ware is also the Louis L. Redding Professor and professor for the study of law and public policy at SPPA. Dr. Ware has been

with the University of Delaware since 2000, and the entire SPPA community is grateful for his continued service and willingness to lead. 🔑

SPPA is proud to announce that we have raised sufficient funds to establish the **SPPA Alumni Graduate Student Empowerment Fund**.

This fund will provide stipend support to graduate students in financial need.

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2013–2014 Publications

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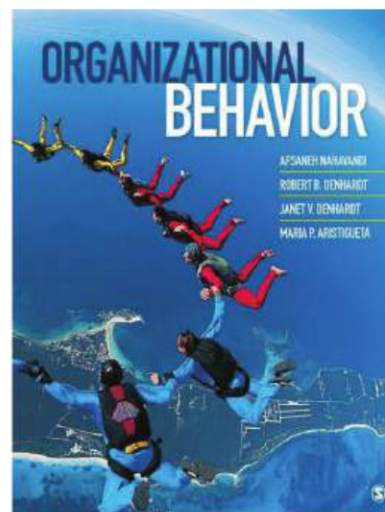
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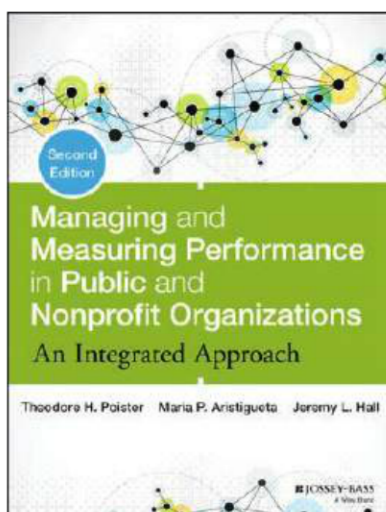
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Justice, J.B. Contributing Editor for Budget and Finance, *Encyclopedia of Public Administration and Public Policy* (3rd ed.).

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Angela Gladwell


Angela Gladwell ('98 M.A.) is currently director of the Office of Environmental Planning and Historic Preservation (OEHP) at the Federal Emergency Management Agency (FEMA) in Washington, D.C. Angela has over 15 years of experience in environmental planning in the context of emergency management decision making. OEHP manages and oversees FEMA's compliance with federal environmental planning and historic preservation laws and executive orders, which is required when FEMA takes actions or provides funding to communities. Angela has been instrumental in significantly maturing this FEMA function and establishing and developing OEHP as an office (2008). OEHP plays a key role in helping to inform FEMA decision-making across the spectrum

of their programs, and has contributed to national dialogues such as the role of natural resources and climate change in disaster resiliency as well as the community-based importance of historic and cultural resources during disaster preparedness, mitigation, response, and recovery. Most recently, Angela



and her team led the development and implementation of a "Unified Federal Review" process across 13 federal departments and agencies; this process applies a consistent compliance approach to inter-agency disaster recovery efforts, as required by the Sandy Recovery Improvement Act (2013).

Angela has received a number of awards and recognition for her work, including the DHS Environmental Achievement Award (2005), the University of Delaware Presidential Citation for Outstanding Achievement (2005), and a FEMA Administrator Award for Outstanding Survivor Services (2011).

Angela currently resides in Manassas, Va., with her husband and two children, where she is active with both the Boy and Girl Scouts of America. 

Andrew Haines

Andrew S. Haines ('03 MPA) is the deputy city manager for the City of Newark, Del. He rejoined the City of Newark in January 2013 after spending five years as the township manager for Hatfield Township in Pennsylvania. As the appointed township manager, he held the chief administrative officer role for the organization, overseeing finances, planning, land development, public safety, public works, and other essential community services. Haines has committed the early portion of his professional career to local government, both in Pennsylvania and Delaware, focused on operational efficiencies, employment labor relations, and technology strategic planning. Opportunities in both organizations


and communities have afforded him the chance to achieve numerous union negotiations, personnel succession planning, and sustain public services during difficult economic challenges.

In addition to an initial term of employment with the City of Newark, Haines also worked as a staff member to the Delaware Economic Development Office during Governor Ruth Ann Minner's administration. His commitment to public and constituent services was further enhanced during this time spent in Dover, providing broader experience in governmental operations.

Haines was a participant in the 20th Anniversary class of the Institute for Public Administration's Legislative Fellows program during his graduate career, and today holds in high



regard the Fellows program and the opportunity it affords students at the University of Delaware.

Haines resides in Delaware with his wife, Stefanie and their two children. 

Courtney Mogavero

Courtney Mogavero ('12 B.S.) is currently a university programs coordinator at Google. She joined Google in June of 2014 and helps manage university recruiting and outreach strategy across ten different



universities. In her role, Courtney is involved in efforts to encourage and empower technical students to pursue opportunities at Google, and works cross-functionally with various teams at Google to develop strategy and process improvements within her organization. From strategy meetings one day to presenting in front of hundreds of students the next, every day is different and exciting for Courtney.

Following graduation from the Organizational and Community Leadership program, Courtney worked as a Human Resources & Recruiting Coordinator at Mindspark Inc. where she developed an affinity for recruitment and the interpersonal aspects of Human Resources. While working at Mindspark, Courtney was responsible for full-

lifecycle recruitment, coordinating interviews for senior recruiters, and managing payroll for the entire company.

At Google, Courtney has brought with her the values and lessons of the leadership major by taking an innovative problem solving approach, constantly seeking ways to create a better workflow, and creating improvements wherever and whenever she can. In addition, she felt instantly at home working in cross-functional teams while in her role, and was able to step up into leadership roles when it was required on certain projects.

Currently, Courtney resides in Manhattan where she works out of the Google New York offices. 🔑

Mark D. Stevens

Mark Stevens (MPA '09) currently serves as Administrative Officer (AO) at the National Institutes of Health (NIH), a part of the U.S. Department of Health and Human Services. Stevens has extensive experience in federal financial management, human resources, travel, procurement, and general administration supporting the work of NIH scientists and researchers. Stevens began his federal service career when he worked as a James Webb Budget Fellow at the Smithsonian Institution in 2008.

Upon completing graduate studies in the MPA program in 2009, Stevens was selected to work as a budget analyst at the National Eye Institute (NEI) through the NIH Administrative Fellows Program. In this role, Stevens



completed a two-year administrative fellowship assignment formulating and executing NEI's \$72 million intramural research program. This position required skills and competencies in the federal budget process, data

gathering and analysis, financial management, communication, and process management. In 2013, Mark was promoted to the position of Lead AO at the National Cancer Institute where he supervised a team of administrative staff supporting the Division of Extramural Activities.

In 2014, Stevens received his Doctor of Public Administration (DPA) degree from the University of Baltimore. His strong interests in the leadership and management of federal agencies led to his appointment as an adjunct professor at the American University, where he teaches Managing Human Capital Assets. Mark currently resides in the Washington, D.C., area. 🔑

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