

Connect

SCHOOL OF PUBLIC POLICY AND ADMINISTRATION

UNIVERSITY OF
DELAWARE

VOL. 3, NO 1 • 2011

THE CHANGING PUBLIC ROLE OF *Universities*

BETWEEN GLOBAL COMPETITION
AND ECONOMIC REALITIES,
HIGHER EDUCATION IS
RESHAPING TO MEET
THE DEMANDS AND CHALLENGES
OF THE 21ST CENTURY.

PLUS:

New Director for
Disaster Research

Islam Global Affairs:
A Panel Discussion

Increasing Awareness
on Elderly Abuse Issues

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From the Director

Welcome to our third annual news magazine! By now, many of you have probably heard that the College of Education and Public Policy has been reorganized, and the School of Urban Affairs and Public Policy and four of its affiliated centers have joined the College of Arts and Sciences (CAS) this January. In addition, the School changed its name from the School of Urban Affairs and Public Policy to the School of Public Policy and Administration (SPPA) to encompass its multiple programs. We are very grateful for the interest you have shown in the school and its centers and encourage you to remain involved as we move into a new phase of our history.

The College of Arts and Sciences provides a congenial home for SPPA academic programs, translational research and public service. Opportunities abound for the development of our undergraduate programs in Public Policy and Organizational and Community Leadership as well as other undergraduate initiatives under consideration. The move will enable closer collaboration with social science units in CAS, including Sociology/Criminal Justice, Political Science/International Relations, Anthropology, Communication, Black American Studies and Women’s Studies.

Resources available to the SPPA and the college will encourage new initiatives, such as establishing an even stronger presence in Washington, D.C. Our centers—the Center for Applied Demography and Survey Research; the Center for Community Research and Service; the Center for Historic Architecture and Design; and the Institute for Public Administration—will have broader opportunities to collaborate on research and service conducted by the Center for Drug and Alcohol Studies, the Center for Material Culture and the Center for Political Communication, all administered by CAS.

As many of you know, the school has extensive expertise in experiential and service learning, which will add value to the college’s programs. Moreover, the school’s affiliated centers provide great models for translational research—that is, bringing academic research to bear on societal problems—and will significantly expand CAS translational research capacity.

Our graduate programs will broaden the range of social science graduate programs in CAS and provide new opportunities for collaboration. In addition to the master of public administration and the master of arts and Ph.D. in urban affairs and public policy, we are offering new graduate programs—a master of arts in historic preservation and a master of science and a Ph.D. in disaster science and management.

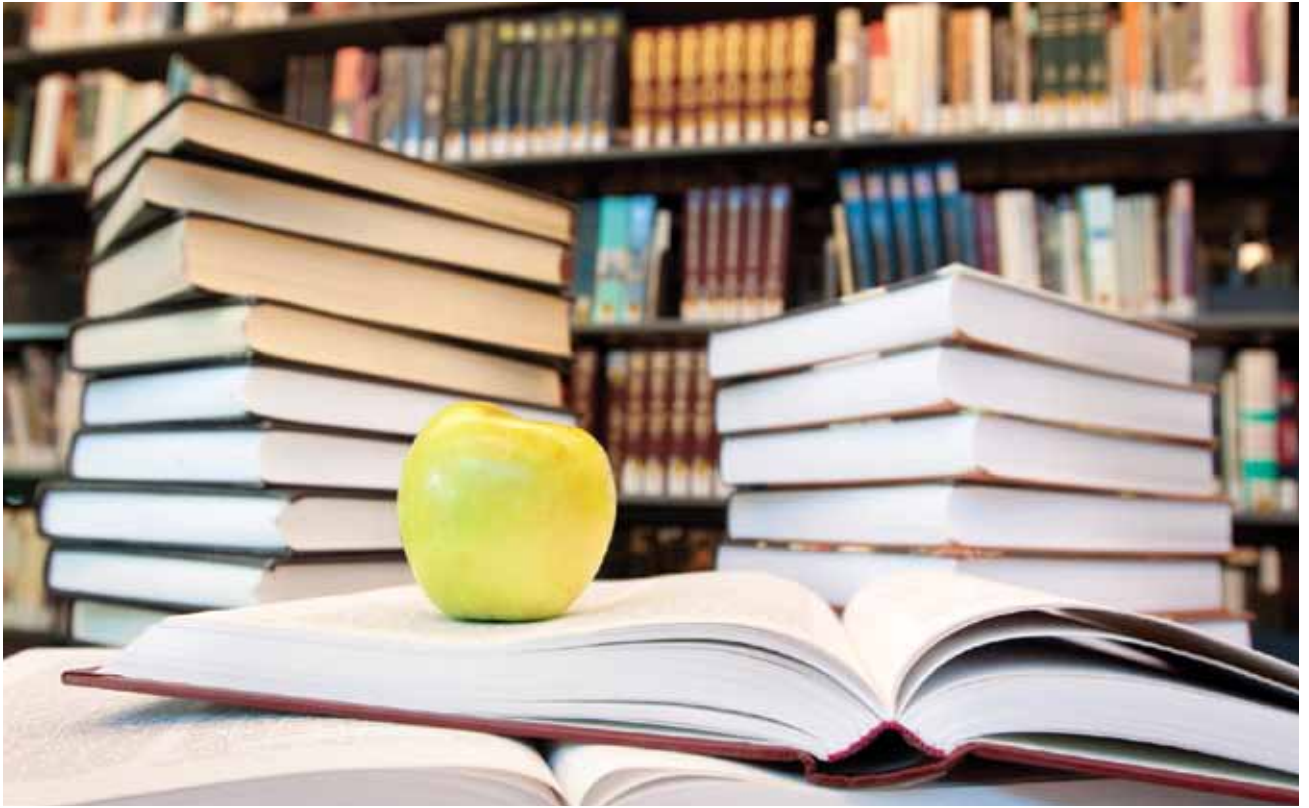
Please join me in welcoming our new opportunities and colleagues in the College of Arts and Sciences, and in celebrating our 50th anniversary in 2011. Feel free to contact me if you have questions. I look forward to seeing many of you at our next alumni event. Thank you for your continuous support.



With all best wishes,

Maria P. Aristigueta

Maria P. Aristigueta



THE CHANGING PUBLIC ROLE OF

BY DAN RICH

Universities

In 1961, the University of Delaware received Ford Foundation funding to establish one of the nation's first interdisciplinary centers focused on urban America. The School of Public Policy and Administration evolved from that investment and came to embody a vision of the public role of universities that was dominant during the late 20th century: universities should apply their expertise to address all of America's critical social and economic issues at all levels, from neighborhoods to the nation, and from the war on poverty to the Cold War. Now a global transformation in higher education is challenging that vision and redefining the public role of universities.

One driver of change is the new economics of higher education. In general, the costs of delivering higher education continue to rise at a rate that outpaces traditional sources of revenues and that breeds increased

competition for new opportunities. For public universities, state funding has been a declining fraction of the budget for decades. Even so, public demands have intensified to restrain increases in tuition and fees, and political capital now lies with those who promise to hold the line. Overall, universities are being pressured to demonstrate greater responsiveness on access, cost containment, and learning outcomes. Adding to the pressure, university endowments have been slashed by the recent economic downturn, thereby increasing the gap between costs and revenues.

For research universities, lagging tuition and state support has been balanced with increased federal funding. Federal funding is restricted to particular projects and doesn't pay for core operations. Nonetheless, the competition for federal dollars is fierce; private universities often come out on top and challenge the historical public/private distinction.

More than half the top federal-funded universities are private, led by Johns Hopkins, with \$1.3 billion in federal expenditures in 2006.

The community college system is the fastest growing component of U.S. higher education, competing directly for state and federal funding. President Obama has proposed investing \$12 billion to support enrollment of an additional 5 million community college students by 2020. While the cost of traditional models of higher education continues to rise, online, distance-learning technologies have spawned less expensive, profit-oriented alternatives. More institutions are competing for the same sources of revenue. More institutions also are competing for academically talented, tuition-paying students, and the projected decline in the size of the U.S. college-age pool means that competition will intensify.

More profound challenges are

“Ironically, the U.S. higher education industry is losing its global market position at the very time when global demand is increasing and the link between higher education and economic development is better recognized than ever before.”

unfolding internationally. U.S. higher education remains the envy of the world and a model to emulate; other nations are doing precisely that. China, India and other nations are investing in the rapid growth of their universities and already are greatly surpassing the U.S. in university graduates per annum. The changes in global higher education also pose a threat to U.S. leadership in science and technology, and thereby to long-term U.S. economic prosperity. Ironically, the U.S. higher education industry is losing its global market position at the very time when global demand is increasing and the link between higher education and economic development is better recognized than ever before. In sum, a global restructuring of the higher education industry is taking place that promises to be as wrenching as those experienced in the automobile and steel industries.

U.S. research universities have responded to these challenges with diverse strategies, but one general model has informed most strategies: the Entrepreneurial University. This model encourages universities to become more self-reliant, self-directed, and self-conscious of their identity and market position. The critical public role of entrepreneurial universities is to generate knowledge that leads to commercial applications and spurs economic growth. Embodied in this model is the expectation that research universities are engines of economic development that are essential for sustaining prosperity in the 21st century: strengthening the science and technology labor pool; incubating and jump-starting new businesses that attract investment and create jobs; and helping their city/state/nation gain leverage in the global marketplace. Pursuing the entrepreneurial model

requires a university to undertake an institutional makeover, adopting methods and practices from the private sector to transform an ossified and bloated academic organization into a streamlined and formidable global competitor.

The appeal of the Entrepreneurial University model has been overwhelming, backed by a self-sealing logic of economic imperative and inevitability. Universities are big businesses, and it is argued, they must succeed as such or they will not succeed at all; those that reject entrepreneurialism will lag and eventually decline. Becoming more entrepreneurial seems like a necessity rather than a choice.

The weakness of the Entrepreneurial University is that it is too narrow to serve as a comprehensive model for the successful global

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Kendra Joins SPPA and the Disaster Research Center SUE MCNEIL

Professor James Kendra joins the faculty at the School of Public Policy and Administration and will also assume the role of director of the Disaster Research Center (DRC) starting in January 2011. Additionally, he will play an active role in SPPA's graduate program in Disaster Science and Management.

Professor Kendra brings to SPPA and DRC an interdisciplinary background. A former merchant marine officer, Professor Kendra worked for nearly 1500 days at sea aboard a variety of vessels in

worldwide services. In 2000, he received a PhD in geography at Rutgers University, and from 2000-2003, spent three years at UD's DRC as a research coordinator. Since 2003, Professor Kendra has been a faculty member at the University of North Texas, where he also serves as program coordinator of the Emergency Administration and Planning Program in the Department of Public Administration.

Professor Kendra's research emphasizes human-environment interaction. He has published



extensively in the areas of risk, resilience, and organizational responses to disaster in archival journals such as *Journal of Homeland Security and Emergency Management*, *Journal of Emergency Management*, *Journal of Risk Research*, and *Disasters*.

2010 Around the World Study Abroad

AUDREY HELFMAN AND ANTHONY RASPA

Undergraduates in the School of Public Policy and Administration have had the unique opportunity to participate in study abroad programs that allow them to explore an array of societal problems from multiple perspectives.

In the winter of 2010, Professor Audrey Helfman took 16 undergraduate students enrolled in “Leadership Dynamics: The Impact of Culture on Leaders and the Leadership Process” and “Topics in Policy Analysis” to five countries in Asia and Africa. During the five-week program, students conducted comparative research on different policies in Cairo, Egypt; Addis Ababa, Ethiopia; Amman, Jordan; Delhi, India; and Bangkok, Thailand.

Several school alumni provided lectures and arranged meetings to help the students understand policy issues within their own countries. In Ethiopia, Aklilu Kidanu (PhD 1990) arranged a visit to the headquarters of the African Union, to a HIV/AIDS prevention organization, and to a school for children who are autistic. In Thailand, Peter DuPont (PhD 1998) provided insight into how cultural perspectives change the process by which an energy savings campaign is launched. In Jordan, Dima Qassim (MPA 2010), the teaching assistant for the study abroad program, arranged a half-day civic engagement policy forum for the students.

Anthony Raspa (Leadership, '12) one of the students that participated in the study abroad, shares his insight and recollections from the program. Anthony describes it as “one of the most incredible experiences” he has had and eagerly shows off his compilation of 500-plus photographs

to other students.

Anthony recalls: “It was a very insightful, interesting, and an entertaining way to observe the similarities and differences of each country.”

When asked about what he took away most from the study abroad, Anthony explains:

“They helped teach me to see the difference between the things I want and really need in my life. Also, some of the places we visited had ways of using the resources of their surroundings to improve their lives without destroying their environment.”

Aside from the coursework, the around-the-world program provided opportunities to visit some of the wonders of the world. Students visited the Egyptian pyramids and Sphinx of Giza in Egypt, the Great Temple of Petra in Jordan, the Taj Mahal in India, and the Thai Wat Arun Temple in Thailand. The students also traveled to the Dead Sea in Jordan, the River Kwai in Thailand, and the Nile River in Egypt to experience these famous landscapes.

During the 2011 winter session, Professor Anthony Middlebrooks led a study abroad with students to Stockholm, Sweden and



Anthony Raspa takes a moment to pose with members of the Caro Tribe in the Omo Valley in Ethiopia.



Students enjoy the cultural traditions of an Omo Valley tribe.

Barcelona, Spain, teaching his courses, “Leadership, Creativity, and Innovation” and “Topics in Leadership Dynamics: Leadership by Design.” Professor Audrey Helfman led another group of students to sites in Morocco and Egypt teaching her courses, “Leadership for the Common Good” and “Topics in Leadership Dynamics.”

Highlights from the Spring 2010 Public Administration Speaker Series

PROFESSOR WILLIAM JULIUS WILSON

LELAND WARE

On April 6, 2010, Harvard Professor William Julius Wilson presented a lecture to an audience of more than 500 attendees at the Trabant University Center. Wilson is the Lewis P. and Linda L. Geyser University Professor at Harvard University's John F. Kennedy School of Government, where he directs the Joblessness and Urban Poverty Research Program at the Malcolm Wiener Center for Social Policy. He is a past president of the American Sociological Association, a MacArthur Prize Fellow from 1987-92 and the recipient of the 1998 National Medal of Science. In 1996, *Time* magazine selected Wilson as one of America's 25 most influential people.

The title of Dr. Wilson's lecture, "The Declining Significance of Race: Revisited and Revised," alluded to his seminal 1980 book, *The Declining Significance of Race: Blacks and Changing American Institutions*. In the book Wilson argued that class and economic status are just as important as race in determining advancement opportunities for African Americans. Wilson's lecture drew heavily on analysis contained in his most recent book, *More than Just Race: Being Black and Poor in the Inner City*, which reflects the culmination of 30 years of research and experience in his field.

Professor Wilson explained that African Americans have made tremendous gains in the decades since the enactment of the Civil Rights laws of the 1960s. However, opportunities, resources and benefits are not evenly distributed across the urban landscape. Low-income African Americans who reside in segregated, inner-city neighborhoods live in areas where schools are inferior, crime rates

are higher, home values are lower, and many services are virtually unavailable. For them, race and class combine in ways that severely restrict opportunities for upward mobility.

Dr. Wilson is the author of numerous publications, including *The Declining Significance of Race*, winner of the American Sociological Association's Sydney Spivack Award; *The Truly Disadvantaged*, selected by the editors of the *New York Times Book Review* as one of the 16 best books of 1987, also received The Washington Monthly Annual Book Award and the Society for the Study of Social Problems' C. Wright Mills Award. Another book, *When Work Disappears: The World of the New Urban Poor*, was selected as one of the notable books of 1996 by the editors of the *New York Times Book Review* and received the Sidney Hillman Foundation Award.

Wilson's lecture was given in honor of Littleton and Jane Mitchell, Delawareans who were prominent in the Civil Rights Movement. A fellowship in their name is being established in the School of Public Policy and Administration to support graduate student research in civil rights and social justice as well as public education and outreach efforts such as the Wilson lecture. At this event, the University of Delaware



Professor William Julius Wilson of Harvard University

Library announced the receipt of the papers of Littleton P. Mitchell (1918-2009) and Jane Mitchell (1921-2004) as a gift of their son, Philip Vann Mitchell, who followed the wishes of his father.

Professor Leland Ware was the lead organizer of Wilson Lecture and he facilitated in bringing the Littleton and Jane Mitchell papers to the University of Delaware Library. Former Dean Michael Gamel McCormick generously supported this event, and Maura Ruffing, Elizabeth Chajes and Ellen Wise provided valuable assistance.

MESSICK FELLOW, PROFESSOR WALTER BROADNAX

JEFFREY RAFFEL

Walter Broadnax, Distinguished Professor of Public Administration at the Maxwell School of Citizenship and Public Affairs at Syracuse University, was the School's Messick Fellow this spring. Dr. Broadnax has had a long and distinguished career in public administration, public policy, and leadership. He has served as president of Clark Atlanta University, dean of the School of Public Affairs at American University, and on the faculties of the University of Maryland and the JFK School of Government at Harvard. He also served as deputy secretary and chief operating officer of the U.S. Department of Health and Human Services and special advisor to the Vice President.

Linked to the Charles P. Messick Chair of Public Administration, each year the School of Public Policy and Administration selects a Messick Fellow to spend a good part of a week with the School and University. This honor is made to highly distinguished scholars and researchers in the field of public administration. Fellows typically come for 3 to 5 days during the latter part of the spring semester. This year Dr. Walter Broadnax joined us from March 14-17, 2010. Past Messick Fellows include: Jim Perry of Indiana University, John Taylor from Glasgow Caledonian in Scotland, Geert Boukaert from Catholic University in Belgium, and Lueder Bach from Germany.

Dr. Broadnax's visit included an informal meeting with the school faculty, an informal lunch with students, presentations in undergraduate and graduate classes, a presentation in the Contemporary Issues in Public Administration speaker series, and course on "Leadership Skills for the 21st Century Public Administrator." His visit culminated in a presentation to the School community, including students, faculty, staff, and alumni on "Leadership Challenges for the President: A World of Opportunities and Hazards" on March 17, 2010.

During his presentation, Professor Broadnax began by pointing out that the President has little directive power. For example, he proposes his budget but Congress decides what to fund and not fund. According to Dr. Broadnax, Barack Obama's election was based in large part on the premise that "people had found someone to lead them—a person who wanted to use the power of government to improve people's lives." So what happened one year later? Professor Broadnax laid out the many challenges President Obama faced from health care reform and the financial/banking crisis, to wars in Iraq and Afghanistan, to nuclear threat from Iran, and to trying to change the way things are done (or not done) in Washington.

Professor Broadnax addressed the topic on President Obama's very ambitious agenda that stalled. "Once people realize that change means change, things often become difficult." He cited the latest book by Harvard Business School Professor John Kotter, *A Sense of Urgency* (Harvard Business Press, 2008) that change often fails because leaders do not "create a high enough sense of urgency among people to set the stage for making a challenging leap into some new direction." According to Dr. Broadnax, President Obama cannot tread water and although people may agree that we must move, there is no agreement on which way. While making his formal presentation, Professor Broadnax shared several fascinating personal anecdotes with the audience about power and politics.

Messick Professor Jeff Raffel welcomes nominations for future Messick Fellows.



Professor Walter Broadnax of Syracuse University

The New Visions for Public Affairs Hosts First Research Symposium KERRIN WOLF

On April 30, 2010, the New Visions for Public Affairs (NVPA) hosted its first Research Symposium. Started in 2008, the NVPA is an internet-based, student-managed journal that publishes professional-quality research papers written by graduate students. The staff of the NVPA, led by Monique Liston, developed the symposium as a way to promote the diverse research conducted by SPPA students.

The symposium featured speaker, Dr. Meredith Newman, chair of the Department of Public Administration at Florida International University and president of the American

Society for Public Administration. Dr. Newman's lecture provided valuable insight into the world of academia publishing for the many SPPA graduate students and faculty in attendance.

Among those in SPPA who presented their work at the symposium were PhD students Kerrin Wolf, with "Moving Away from Zero: The Current State of Zero Tolerance Policies in American Public Schools;" Cara Robinson with "Labor Unions, Corporations and Right-to-Work Laws: Impacts on the American Economy;" and Todd O'Boyle with "The Mobility Commons: An Application of Network Neutrality

to the Common-Pool Resource of Mobility." MA student Clair Beck presented her research titled, "High Speed Rail in the United States: The Current Debates and Practices." Graduate students involved in the study-abroad trips to Romania and the Netherlands also made presentations regarding the research they conducted on topics such as education and planning.

The articles presented in the symposium, including an additional one by Maggie Norris, MPA, entitled, "Virtual Activism: Educating, Engaging and Empowering Women," can be found in NVPA's second issue. Please visit <http://www.sppa.udel.edu/nvpa/issues>.

Economic Benefits of the Delaware Brownfields Program Measured in 10-Year Study

The Center for Applied Demography and Survey Research (CADSR) conducted a 10-year study on the economic significance to the state and community for restoring brownfields properties. The CADSR study shows that every dollar spent by the Delaware Department of Natural Resources and Environmental Control's (DNREC) Brownfields Program returns almost \$17.50 on the state's initial investment.

Brownfields are former industrial and commercial sites that are inactive and on which redevelopment is hindered by potential environmental contamination. Abandoned brownfields result in becoming a financial problem on the state and taxpayers, and end up as an economical, environmental and legal burden. The Wilmington Riverfront is an example of a successfully restored brownfield site, where restaurants, the Chase Center, the Delaware Children's Museum, and Blue Rocks Stadium now stand.

The study, completed in 2008, examined 119 brownfields sites throughout Delaware, with 90 percent of brownfields located in New Castle County. It indicated that the redevelopment created almost 700 jobs and added \$394 million to the state's gross domestic product, along with increasing personal income and wages for Delawareans. In 2008, there was an increase of \$105 million in disposable income due to the site cleanup and construction endeavors. Also, during the decade on which the study focused, the total assessed value of brownfield properties in New Castle County – where 90 percent of the state's brownfields exist – increased by more than \$455 million. Sussex County brownfield properties rose more than \$15 million in assessed value during the same time.

In addition to economic benefits, the study also found rising societal value through the brownfields program, which is instrumental in supporting non-profit redevelopment projects,

including churches, community centers, parks and open space along with inclusionary housing for people with low to moderate incomes.

The Brownfields Assistance Program, supported by the Delaware Strategic Fund, provides matching grants to owners and developers to encourage the redevelopment of brownfields. In collaboration with DNREC, the Delaware Economic Development Office has awarded nine projects through the Brownfield Assistance Program since the beginning of fiscal year 2009.

To date, 135 properties have been certified in Delaware, with more than 60 of these sites in the middle stages of cleanup and redevelopment. Additionally, 98 percent of all certified brownfield sites are redeveloped in existing urban and suburban areas of the state's strategic spending plan, which targets investment to reduce and rebuild urban centers.

DNREC Public Affairs Office

Islam Global Affairs:

PANEL DISCUSSION “MUSLIM WOMEN LAWYERS”

DIMA QASSIM AND SARA CHEHAB

There are millions of Muslim women who lead thriving professional careers along with successful family lives. These women, like many others, have their own struggles when it comes to matters pertaining to their faith. To understand and explore the challenges these women face, through a deeper look at their lives and careers, a highly accomplished panel of female Muslim lawyers met at the University of Delaware on March 24, 2010. The panel was a part of Dr. Muqtedar Khan's course, “Islam in Global Affairs,” and it was entitled “Muslim Women Lawyers.” It brought three prominent Muslim women to discuss the complexities of their personal-public lives and how they constructed their identity as a Muslim woman.

Those who participated in the panel discussion included: Mrs. Hina Haq, a deputy attorney general of the Department of Justice in the state of Delaware; Mrs. Asma Uddin, editor-in-chief of Altmuslimah.com, and an attorney for the Becket Fund for Religious Liberty; and Mrs. Rafia Zakaria, attorney and board member of Amnesty International USA.

One topic discussed was the presence of Islam, which is more apparent on the personal level and can coincide with issues of visibility and invisibility. Are Muslim women who choose to wear hijab more visible and subsequently, more prone to discrimination? Some echo the belief that a hijabi woman can actually undergo positive discrimination, especially if she is successful. By breaking the stereotype of being invisible, passive, and confined to the home, a successful hijabi woman can prove to others that she can be as educated and ambitious as any other woman. Whether to wear the hijab or not is an example of the struggle

between wanting to be identified as a Muslim without being limited by a constricted identity and image.

As the panelists spoke about their work, they documented that the discrimination, abuse, and domestic violence their clients face encompass all women regardless of religion. The panelists stated that women of all religious and ethnic backgrounds face similar problems and possess similar aspirations. Panelists shared personal stories reflecting issues that impact society as a whole. For instance, when Haq spoke of the many domestic violence cases she dealt with in Delaware and the hesitance and fear that women of all religions face when reporting a case, it became clear that there were more similarities than differences to be taken from women's experiences.

Researching the interactions of Muslim women with Western legal systems is something that Zakaria is focused on. During her research in the United States and Canada, she found that there are several identity related complexities associated with Muslims prosecuted under Western legal system. They must choose between resolving cases under Sharia law or under the legal system in place in the Western country. This poses a pressing identity conflict: Am I a Muslim first or American/Canadian first? In an effort to solve this problem in an innovative way, Rafia tries to introduce Sharia law into courtroom proceedings whenever it is favorable for her client. For example, when a Muslim couple files for divorce in an American court, Rafia tries to bring in prenuptial agreements signed under Sharia law to try and give her client more support. This gives Canadian and American Muslims the choice of being both Muslim and citizens without having to favor one identity over the other.



Dima Qassim

The significant lesson that these women conveyed is how successful, inspiring, and accomplished Muslim women in the United States can be. They demonstrate that believing and practicing Muslim women are not all marginalized or oppressed as some media outlets portray them to be. Their personal journeys are a commentary on how Muslim women in America are appropriating Islam with a meaningful and purposeful Muslim identity. They also show that it is acceptable and possible to question and explore one's religion without losing faith.

The panel discussion facilitated this kind of dialogue and made inter-civilizational understanding more personal, more intimate, and more inspiring. This session was the product of a partnership between the Islamic Studies Program of Delaware and Circle of Hands, a philanthropic organization in Delaware started and run by another accomplished Muslim woman, Dr. Sheerin Javed.

Dima Qassim is a 2010 graduate of the MPA program.

Original content published in its entirety on Altmuslimah.com

Paul Solano selected to participate in Salzburg Global Seminar

TRACEY BRYANT

Paul Solano, associate professor in the School of Public Policy and Administration participated in “Reforming Health Care: Maintaining Social Solidarity and Quality in the Face of Economic, Health, and Social Challenges,” at The Salzburg Global Seminar, Nov. 7th through the 12th, 2010.

The Salzburg Global Seminar is a non-governmental organization that challenges present and future leaders to solve issues of global concern. Attendees met for intensive, week-long discussions of major international issues at the Schloss Leopoldskron, a rococo palace in Salzburg, Austria, that was the inspiration for a number of settings in the film *The Sound of Music*.

“Since I am a health economist and public finance specialist, these sessions have contributed an international perspective to both my teaching/curriculum and research

roles within the University,” says Solano, who is director of the Health Services Policy Research Group in the University’s Center for Community Research and Service. Solano also is a participant in the Delaware Health Sciences Alliance, a collaboration of UD, Christiana Care Health System, Nemours, and Thomas Jefferson University, focused on the improvement of health and health services for all Delawareans.

Solano says he learned more about how other governments have provided access to health care, the financing mechanisms they employ and how health outcomes of countries are affected by their health care system.

UD has been a participant



Professor Paul Solano

since 1977, when Arno Loessner, associate professor emeritus of the School of Public Policy and Administration, became the first faculty member to attend the Salzburg Global Seminar. Since then, more than 60 UD faculty have been selected to attend, and many have been invited back to lead programs.

Founded in 1947 by three Harvard alumni and chartered in the United States, the Salzburg Global Seminar convenes imaginative thinkers from different cultures and institutions, organizes problem-solving initiatives, supports leadership development, and engages opinion-makers through active communication networks, all in partnership with leading institutions from around the world and across different sectors of society.

Spring Break in Seoul Offers Students an Opportunity to Analyze Policy Management

JONATHAN JUSTICE

It was a great opportunity for six students from the MA and MPA programs to be immersed in South Korean policy management. Laura Black, Graceanna Enzinger, Bolanle Ogunmakin, Danielle Reeves, Lucretia Taylor, and Xiaofei “Faye” Yu spent their spring break in intensive instructional programming sessions as part of a special course titled “Policy Management in Seoul,” led by faculty member, Jonathan Justice. The course examined the management reforms and new services that Seoul has implemented as part of its initiative to

become a leading global city.

Students gathered information about Korean history, politics and culture. They also had the chance to study Seoul’s public policy and practices on issues such as transportation management and infrastructure, urban design and redevelopment, environment, and housing. Other topics covered included public finance, social welfare programs, the dasan 120 call center (similar to New York’s City 311 system), the “women-friendly Seoul” program, personnel

reform, e-government and citizen-participation initiatives.

The trip was sponsored by the Seoul Metropolitan Government (SMG) and under the leadership of Mayor Se-hoon Oh. It was planned and organized by Director Jae Ryong Yoo and Project Manager Jiyon Shin of the SMG’s Competitiveness Policy Division. Dr. Seok-Hwi Song of the University of Seoul (UOS) managed the academic program, which included lectures, briefings and site visits presented by municipal officials and academic experts. Students and faculty

MPA Students Present their Research in Warsaw Conference

ARNO LOESSNER

University of Delaware School of Public Policy and Administration graduate students Robert Coons and Sarah Logrieco were invited to participate in a session entitled “Study Abroad for Graduate Students: Combining Teaching and Research in a Cross Cultural Course in Public Administration and Public Policy” at the 18th NISPAcee (Network of Institutes and Schools of Public Administration in Central and Eastern Europe) annual conference held in Warsaw in mid-May.

The invitation to the Warsaw conference in May was an unexpected outcome of their January 2010 trip to Romania, as part of the SPPA cross-cultural course in public administration and public policy.

The research was conducted with public administration graduate students studying at Babes-Bolyai University in Cluj-Napoca, Romania.

Coons, accompanied by Romanian student Andreaa Andries, presented research on “Emergency Management in Romania” and Logrieco, accompanied by Diana Pop, presented a paper on “Prevalent Issues in Romania: Public School Management and the Progress of Regional Decentralization.”

During their January stay in Cluj-Napoca, Coons, Logrieco and five other SPPA students worked in teams with Romanian graduate students, conducting interviews, collecting data and meeting with local and national government leaders as well as nonprofit, education and media leaders.

Research topics included public education, public health, opportunities for economic and social development of minorities (especially the Roma population), disaster response, freedom of information,



From left to right: Diana Pop, Sarah Logrieco, Andreaa Andries, and Robert Coons

anticorruption measures, and the interrelationship of public transportation and air quality.

The resulting research papers were initially presented at a forum on Jan. 21 in Romania that was preceded by a press conference at which student participants were interviewed by Romanian print and broadcast media.

Logrieco received her master’s degree in public administration (MPA) in 2010 and now works with Uncommon Schools in Newark, N.J. Coons, who has been working in the Institute for Public Administration, expects to receive the MPA degree in 2011.

The UD delegation on the University of Seoul campus (L to R): Jonathan Justice, Laura Black, Lucretia Taylor, Xiaofei “Faye” Yu, Danielle Reeves, Graceanna Enzinger, Bolanle Ogunmakin.

from Florida International University, University of Central Florida, Cornell University, and UOS also participated in the weeklong trip. This trip provided the basis for an exchange between the universities to coordinate similar programs in the future.

Our graduate students enjoyed the exceptional hospitality including a 20-course banquet, courtesy of the SMG. After five jam-packed days of instructional programming (and nights of exploring this 24-hour city of 10.5 million inhabitants), our hosts took us for a day of sightseeing before returning home.



Transit-Oriented Development:

IDENTIFICATION OF OPTIMAL CHARACTERISTICS IN DELAWARE

EDWARD J. O'DONNELL, AICP
& THEODORE A. PATTERSON

The Institute for Public Administration's Ed O'Donnell and Ted Patterson have been working with the Delaware Center for Transportation to create a preliminary framework for evaluation of potential transit-oriented development (TOD) sites in Delaware and applying that framework to selected locations throughout Delaware.

The report provides public officials and Delawareans with a roadmap for TOD implementation and success in the 21st century. The project examines six key sites: Newark Train Station, Churchman's Crossing Train Station, Wilmington Train Station, Dover DART Bus Hub, Claymont Train Station, and potential Edgemoor Train Station.

The Newark Train Station is an at-capacity station that will have the potential to grow in the future as a result of the University of Delaware's development of the former Chrysler industrial site.

UD's mixed-use, high density redevelopment plans currently include a provision for TOD at the Newark Train Station in the future. Bicycle facilities for students need to be enhanced at the station to better connect different transportation modes in the station area.

The Churchman's Crossing Train Station is surrounded by a mix of commercial, residential, and recreational land uses that are not directly connected to or adjacent to the station. Progress is required to make the Churchman's station a destination in and of itself. This can be accomplished through a community-based station area planning process. Multi-modal pathway connections to nearby

Conceptual site plan for the 1743 Holdings, LLC, a wholly owned subsidiary of the University of Delaware (formerly known as the Newark Chrysler Assembly Plant site)

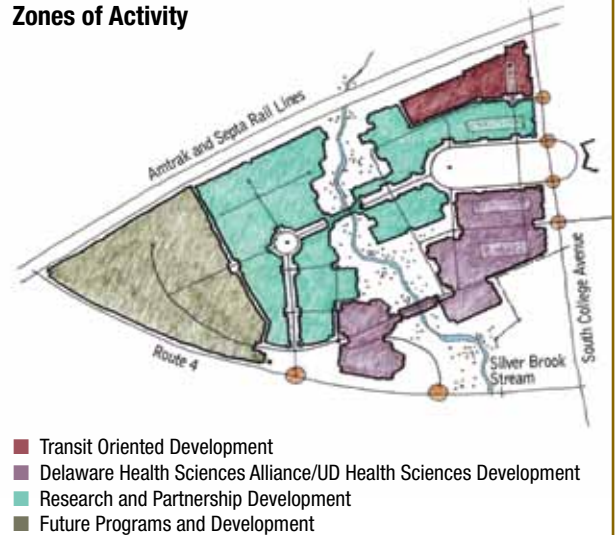
residential developments would also enhance the station's TOD potential in the future.

The Wilmington Train Station exists within a de facto TOD area. Office, residential, recreation, and commercial land uses can all be found within walking distance of the station. Currently the station is being remodeled to prepare for demand in the 21st century given its location in a high-density, urban setting. A key to enhancing the Wilmington site is improving pedestrian access and bicycle facilities in the station area.

The Dover DART Bus Hub is currently being moved westward toward the rail line extending south through Dover—setting up the long-term potential for down state commuter rail service. The bus hub is located in downtown Dover, a mixed-use environment with a street grid pattern, sidewalks, and close proximity to jobs. Low and moderate income residents also live in close proximity to the TOD area thus raising the stakes for affordable transportation choices as Dover grows in the future.

The Claymont Train Station parking lots are filled with over

Chrysler Site Development Concept Zones of Activity



Evaluation Parameters

- ✓ Transit ridership, existence of a high capacity/high volume transit station (rail, bus, BRT, metro, street car, etc.)
- ✓ Adequate Zoning
- ✓ Congruence with State, Regional, and Local Land Use Plans
- ✓ Public Support
- ✓ Public-Private Partnerships
- ✓ Fully Integrated Transportation System

400 cars daily. With the station in need of further capacity expansion, development projects like Darley Green, a mixed-use project, necessitate further connecting the station to downtown Claymont and enhancing almost non-existent pedestrian and bicycle access leading to the station.

The feasibility of air rights over I-495 should be examined to explore potential for public-private partnerships for building over the highway.

The potential Edgemoor Train Station located at Merchant's Square was studied by WILMAPCO in 2003, but given current budget constraints at varying levels of government, the prospects of station redevelopment are remote. Site redevelopment of the Merchant's Square Plaza is necessary to provide an adequate job and business anchor for the largely residential station area.

20 Years of the Nonprofit Management Certificate Course

JENNIFER PRICE

Founded in 1990 by associate professor Dr. Karen Curtis, the Nonprofit Management Certificate Course (NPMCC) has serviced over 300 nonprofit professionals. Offered by the Center for Community Research and Service (CCRS), the NPMCC graduated its 20th class in May 2010. The graduating class of 2010 was made up of representatives from animal welfare, behavioral health, the arts, child advocacy, housing, and community development who will use their coursework and increased skill set to benefit their organizations. Despite the tough economic times for nonprofits, the course sold-out very quickly —“thus reiterating the importance of comprehensive nonprofit leadership training,” says Carolyn Petrak, the CCRS training coordinator.

The 16-week Nonprofit Management Certificate Course provides managers with a firm understanding of the concepts and principles of professional management and the knowledge of problem-solving tools and techniques needed for success in the nonprofit field. The NPMCC covers a wide-range of interrelated subject matters and uses an integrated approach that enables nonprofit managers to learn and experiment with the practical applications of management. The topics include organizational assessment and planning, volunteer management, and technology. Instructors for the course include regional professionals and UD faculty who are experts in their respective fields.



The May 2010 graduating class of the Nonprofit Management Certificate course

According to one of the students, Lynn Fahey of Brandywine Counseling, Inc., a longstanding Delaware health service nonprofit, what impressed her the most in taking the course are the connections she made both with the instructors and her fellow classmates. As she explains, “the potential for collaborative relationships is limitless.” Lynn’s classmate, Fred Traute of First State RC&D Emergency Housing Repair in Dover, was making the transition from volunteer to executive director. He felt the curriculum was crucial for this transition to be successful. Fred said that he “found topics such as Strategic versus Operational Planning and Financial Oversight to be of great use,” and went on to say that

he is already utilizing the tools and knowledge gained from this course on a daily basis.

The course is offered each year during the spring semester and registration begins in the fall. For the past 20 years, feedback from students has proven to be valuable as it has helped shape the continuous development of the NPMCC. Since 2005, course materials and assignments have been on-line, and the program continues to evolve to keep up with the needs of the nonprofit community. For more information about the NPMCC or the Center for Community Research and Service, visit the Center website at <http://www.ccrs.udel.edu> or contact Carolyn Petrak at (302) 573-4475.

Preservation Comes of Age

DAVID AMES, CHANDRA REEDY, & REBECCA SHEPPARD

Historic preservation achieved major milestones in the School of Public Policy and Administration and the Center for Historic Architecture and Design (CHAD) this past academic year. In 2009, CHAD celebrated its quarter of a century mark. A new master degree and certificate program in historic preservation were approved in 2010, and CHAD made plans to launch field schools in Montana and China-Tibet.

The Center for Historic Architecture and Design celebrated its 25th anniversary. CHAD grew out of a crisis on Delaware's historic landscape in the 1980s in which much of the state's surviving rich cultural and architectural heritage was increasingly threatened by rapid suburbanization and urban revitalization. Established by Professors David Ames and Bernard Herman, and later joined by Dr. Rebecca Sheppard, CHAD's first priority was to document Delaware's threatened historic resources.

CHAD's research agenda was to understand the evolution of the historic built environment and translate that into effective preservation policy and practices. Its educational goal was to provide a graduate education in historic



CHAD students Catherine Morrissey, Leah Kacanda, Beth Durbin, Melissa Archer, Allison Olsen, Jim Gosney, Elizabeth Peebles, and CHAD Associate Director Rebecca Sheppard on the steps of Union Mill in central Maryland after documenting the property's homestead, grist mill, miller's house, bark house, and bridge for the Maryland Historical Trust in October 2009.

preservation and to meld that education with application by involving student in preservation projects.

Since its inception in 1984, CHAD's graduates have established an impressive record of professional achievement at local, state and national levels.

New Master's and Certificate Programs in Historic Preservation starting Fall 2011

Building on the success of the historic preservation concentration, the faculty of the Center of Historic Architecture and Design proposed new master's and certificate programs in historic preservation. Professor Chandra Reedy who joined CHAD's faculty in 2005, brought a critical international dimension to both CHAD and the proposals. Both programs were approved by the Board of Trustees and scheduled to start in fall 2011.

A two-year program, master of art in historic preservation (MAHP), consists of 39 semester credit hours giving students the knowledge and skills in historic preservation theory, methods, and practice. Students will also benefit from the association with the University's strong graduate programs in museum studies, material culture studies, regional and urban planning, and non-profit leadership.

The graduate certificate in Historic Preservation is made up of the four core courses of the MAHP. Intended for those who might be considering a career in historic preservation, for students in related programs wishing to expand their portfolio of skills, and for professionals seeking to update their knowledge of the current state of the field, the certificate program can be completed in three semesters, separately or in conjunction with another degree. Credits earned in the



The Kramer-McGovern-Strasburger, Commercial Block in Virginia City, Montana, was one of the historic resources documented by CHAD staff and students for the Montana Historical Commission in August 2009.



At left, CHAD students (Catherine Morrissey, Leah Kacanda, Jim Gosney, Beth Durbin, Laura Gumkowski, Laura Schmidt, Carolyn Barry, Melissa Archer, Elizabeth Peebles, and Allison Olsen) and CHAD Associate Director Rebecca Sheppard gather in front of Mount Pleasant in Fairmount Park, Philadelphia, January 2010. Below, CHAD student Heather Boyd draws the interior framing of a 19th century granary/corncrib on the Refuge Farm in southern New Castle County, Delaware.

At right, CHAD Students Jim Gosney, Allison Olsen, Weifeng Mao, and Riley Hollenbaugh discuss a group of photographs during a course on architectural photography, April 2010.

certificate program can be applied toward the MAHP degree.

Field-based and Global Education

During the past year, CHAD faculty members have been exploring ways to provide students with exposure to a wider variety of architectural resources and built environments. Teams of students have been sent to both Montana and Wisconsin to conduct architectural documentation of early mining towns, in partnerships with the Vernacular Architecture Forum and the Montana Historical Commission. Currently, CHAD is working on developing relationships with the Sichuan Institute for Sichuan Provincial Cultural Relics and Archeology Research Institute in Chengdu, the Palace Museum in Beijing, and the Montana Historical Commission to create field schools in architectural documentation in China and Montana. These field schools will offer students the opportunity to enhance their skills in documentation while exploring landscapes and cultures with very different histories.



Above, CHAD Director David Ames and Professor Chandra Reedy lead a group of Chinese visitors from the Palace Museum in Beijing and the Sichuan Provincial Cultural Relics and Archeology Research (Chengdu) on a tour of the University of Delaware campus, May 2010.

Broadband Infrastructure Project

DRIVES ECONOMIC DEVELOPMENT IN DELAWARE

MARK DESHON

Regional economic prosperity depends in large part upon the provision of infrastructure. Roads, sewers, and drinking water systems have long been critical pieces in the economic development puzzle. Broadband infrastructure is emerging as a necessity for regions seeking to compete in a knowledge-based economy. It affords high-speed connections to the internet and provides businesses, governments, and households with access to a host of time-saving, educational, and commercially valuable applications made possible by the rapid transfer of data.

On December 16, 2009, the National Telecommunications and Infrastructure Administration (NTIA) awarded the Delaware Department of Technology & Information (DTI) approximately \$1.5 million for broadband data-collection, mapping, and planning activities, as part of a national broadband data initiative.

Having submitted a proposal at the request of DTI to assist the state with these activities, the Institute for Public Administration (IPA) received an award of \$36,848 for work on the first of two main broadband project components over a five-year timeframe—broadband mapping. An anticipated grant for the second component—broadband planning—could be in excess of \$330,000 and was still in the process of being negotiated with the state as this article was written. Douglas Tuttle, IPA policy scientist, is the principal investigator and leads a project team of eight IPA staff and two PhD students. The project builds off preliminary broadband work done by IPA in Sussex County over the past two years.

"This is an exciting project,"

said Tuttle. "In terms of economic importance, the development of a national broadband-access system today has been likened to the creation of the interstate highway network during the mid-20th century. It is clearly evident how little of our state is directly served by the interstate highway system, and the same sort of regionalization of access need not exist with respect to broadband infrastructure."

The initial sub-project, which was to be completed in the first year of funding, consisted of collecting and compiling data from schools, local governments, public safety organizations, higher-education institutions, and community-support

the third sub-project—"to create and facilitate...local technology planning teams." This task builds on the partnering strengths that IPA brings to the table and will engage the local government, small business, and agricultural sectors to identify (1) issues affecting the deployment and full use of broadband, (2) sector-specific best practices, and (3) potential projects for expanding the use and deployment of broadband within these sectors.

The final sub-project—the engagement of broadband stakeholders—will facilitate enhanced public and policymaker understanding of the current state of broadband in Delaware. This will include a policy

"...the development of a national broadband-access system today has been likened to the creation of the interstate highway network."

organizations. The task involved identifying Delaware's "community anchor institutions" (CAI), preparing the appropriate inventory instrument, conducting inventories with follow-up as necessary to determine the state of broadband service and use at these facilities, and compiling the CAI data in the format required for submission to NTIA.

Beginning shortly after the data-collection sub-project, the planning portion of the project starts with the second sub-project. Making use of the data collected, IPA will develop a statewide, GIS-based broadband planning tool, which would include information about broadband use and demand, as well as priority locations for investment, based on areas of low deployment, low use, and high need.

Broadband Data Improvement Act authorization is the impetus for

report, brochure, and policy forum convened by IPA, followed by a forum summary report.

The lack of broadband availability is only part of the challenge in Delaware, because even in places where broadband is available, not everyone subscribes. According to the Commerce Department's national figures, only 3.6 percent said they do not subscribe because it is not available where they live.

"Much like a high-speed roadway, access to broadband can be impeded by barriers that are income-based as well as geographic," said Tuttle. "That's why our project starts with an inventory of the characteristics of broadband services currently available to key community-service institutions, and follows up with a variety of opportunities for public engagement in the discussion of broadband policy."

IPA Launches “Toolkit for a Healthy Delaware”

MARK DESHON

The Institute for Public Administration (IPA) at the University of Delaware has launched the website “Toolkit for a Healthy Delaware: Bringing Communities and Health Together” (www.ipa.udel.edu/healthyDEtoolkit).

This online healthy-communities toolkit was created with Delaware local governments in mind. The toolkit is based on IPA’s Healthy Communities: A Resource Guide for Delaware Municipalities, originally published both in hard copy and as an online document, and is intended to help local government officials foster a culture of wellness within their communities. The toolkit provides Delaware municipalities with easy access to information on improving the built environment, enhancing community design, and developing public policies and plans to support active-living initiatives.

In its initial phase, the website provides expanded content to the Resource Guide and will grow as the need for additional local government technical assistance is identified. IPA is developing web-based assessment tools to help local governments evaluate the walkability of their communities and the extent to which a municipal comprehensive plan supports community livability. Once developed and uploaded, the assessment tools, supplementary resources, and links to other partner sites will further enhance the use and value of the “Toolkit for a Healthy Delaware” to local governments.

Promoting active living means more than just building sidewalks, trails, recreation facilities, and walkable infrastructure within



www.ipa.udel.edu/healthyDEtoolkit

Delaware towns and cities. Communities need help developing public policies and plans that encourage “smart growth” and walkability. Cultivating strategic partnerships is an important element in developing such plans and leveraging funds to support programs, activities, and events that promote the use of recreational facilities and multimodal (walkable/bikeable) infrastructure.

Developing content for “Toolkit for a Healthy Delaware” was a cooperative venture among associate policy scientist Marcia Scott, assistant policy scientist Julia O’Hanlon, consultant Jacqueline Scott (MHP ’09), and IPA graduate research assistants Allison Calkins and Natalie Rosenberg. Jacqueline Scott and assistant policy scientist Mark Deshon designed the website, which includes activity-oriented and scenic Delaware photographs. The toolkit logo was designed by Jaynell Stoneman. The production and design of the website was made possible by funding from the Delaware Division of Public Health, under the general supervision of associate professor Eric Jacobson, the project’s principal investigator.

The Changing Public Role of Universities

continued from page 4

university. Most academic leaders agree that there is and ought to be much more to universities than their strivings for competitive advantage and economic success. Successful universities respect the academic bottom line, investing in the broad, long-term scholarly and creative assets that make universities distinctive educational institutions and that underpin their capacity to generate and disseminate new knowledge. Successful universities also recognize the limits of self-reliance and respect their interdependence with the communities they serve. Recognizing this, the nation’s land-grant universities proposed an updated model of the land-grant philosophy for the 21st century under the label the Engaged University: an institution that involves the full campus community in addressing the challenges of our times and that fosters partnerships that bridge the campus and the community.

In principle, there is no necessary conflict between the Engaged University and the Entrepreneurial University, and some would argue that they must be reconciled. In practice, lasting reconciliation is not easy to achieve. The true test of the public role of U.S. universities in the 21st century will be to demonstrate how to construct a sustainable balance; how to continuously enhance the larger mission of higher education while responding to diverse public needs and also adapting strategically to the global transformation underway. The University of Delaware is positioned to do just that, and the School of Public Policy and Administration is a key asset in accomplishing that lasting balance of outcomes.

Dan Rich is University Professor of Public Policy in the School of Public Policy and Administration and previously served as provost and dean at the University of Delaware. This article is adapted from a lecture to School alumni and friends in November 2009.

Master's student Erin McVey and IPA assistant policy scientist Martha Corrozi Narvaez pause a few minutes to allow American shad fry to acclimate to the water temperature before releasing them.



Water Resources Agency Receives Funding to Restore Shad in White Clay Creek

MARTHA CORROZI NARVAEZ

The Water Resources Agency (WRA), a unit of the University of Delaware's Institute for Public Administration (IPA), received \$39,978 in funding from the National Fish and Wildlife Foundation to assess the feasibility of restoring fish passage and habitat to the National Wild and Scenic White Clay Creek Watershed. IPA Assistant Policy Scientist Martha Corrozi Narvaez was the principal investigator and worked on the project with IPA Associate Policy Scientist Andrew Homsey, WRA Director Jerry Kauffman, and SUAPP graduate students, Erin McVey, Sarah Chatterson, and Stacey Mack.

The project, which began in March 2009 and ran through June 2010, was one of 17 projects being undertaken by a number of regional organizations that are striving to improve the environment of the Delaware Estuary. The long-term goal of this project is to restore shad and migratory-fish passage and habitat, increase spawning areas, and benefit the resident fish in the 107-sq.-mi. watershed.

Once in abundance, the American

shad have been in decline due to over-fishing, degradation of riverine habitat quality, dam construction, and pollution. Water quality has improved over the past decades as the result of the Clean Water Act, making the White Clay Creek promising for a shad fishery. Shad spawn in freshwater streams and migrate to the ocean to mature, which takes five years. Matured shad then instinctively return to the tidal creeks of their birth in an attempt to reach spawning grounds. Low dams built centuries ago for mill hydropower have obstructed the path, and removal of these obsolete dams is designed to reopen 13 miles of White Clay Creek habitat to American shad for the first time in a century.

This WRA project team surveyed White Clay Creek to determine the hydraulic, environmental, historic, and economic feasibility of removing seven dams along the creek between I-95 and Pennsylvania (north of the UD campus). The team researched the fish population and in conjunction with the state's Department of Natural Resources and Environmental

Control (DNREC), conducted fish-abundance surveys along tidal and freshwater portions of White Clay Creek. The best option for fish passage was identified at each dam surveyed. The project incorporated an education and outreach component using an applied experience to educate students, teachers, and the public about the history, problems/decline, and life cycle of American shad while teaching math and science concepts through the balance of water conditions and temperature.

With the efforts of collaborators, final recommendations have been provided to the White Clay Creek Watershed Management Committee, the National Park Service Wild and Scenic Program, and DNREC in order to guide implementation.

WRA plans to file grant applications to carry out the implementation phase of this shad-restoration project. This project served as an expansion of the Brandywine Shad Restoration effort. Further research will be done in partnership with Christina Basin watershed-restoration efforts.

Two Respected School Faculty Members Retire

JEFF RAFFEL

Professors Kathryn Denhardt and Robert Wilson have retired from the School of Public Policy and Administration. Both professors are known for their ability to engage students, albeit in quite different ways.

Bob Wilson began in what was then called the Division of Urban Affairs in 1968. An award-winning sociologist, Wilson developed a style of working with graduate student research assistants on funded projects. In 1996, he established and began directing the Health Services Policy Research Group, and was a recipient of numerous large, federally-funded grants on topics related to drug and alcohol abuse, gambling, and social indicators. Dr. Wilson's research had an impact on state and federal policy and programs and also funded and trained many students for successful research careers in government as well as social science consulting firms. As Professor Wilson recently commented, "The essence of my job at the School was the provision of applied research delivered in a professional manner and was accomplished mainly by my students under intensive supervision. This was often a painful learning experience requiring a prolonged effort, but nearly always resulted in an excellent research product, a satisfied client, and a student who was well prepared for employment in a professional research environment."

Professor Wilson taught many courses over his tenure in the School. Most recently, he taught Public Management Statistics, introducing a statistics lab that helped students to move from the theory of statistics to using it on real data. He received his doctorate in sociology and demography from Temple University, and in 2000, he received a Masters in Science degree in epidemiology from Erasmus University in the Netherlands.

Dr. Wilson officially retired in

2009. He now shares his time between his homes in Wilmington and Rehoboth Beach, Delaware.

Kathy Denhardt engaged students through her civic engagement activities and course work. In recent years she co-taught a course in "Civic Engagement" with Professor Raheemah Jabbar-Bey, involving students in projects in the City of Wilmington, working with small, community-based nonprofits. This past summer, Professors Denhardt and Jabbar-Bey taught a class on Leadership and Civic Engagement to two cohorts of international undergraduate students from around the globe including the Middle East, South America, Africa, Asia, and the Caribbean. The course was sponsored by a U.S. State Department grant awarded to UD's English Language Institute. They engaged and partnered with 7 different nonprofit, community organizations in order to provide experiential opportunities for the students.

Professor Denhardt worked for many years co-teaching the MPA foundation class, "Human Resources Management," with professors Leland Ware, Douglas Tuttle, and James Flynn. She played a significant role in many of the curriculum changes and program efforts in the School, and most recently served on the committee that implemented the revisions to the MPA curriculum.

Professor Denhardt worked in the Center for Community Research and Service since 2004 and before that, she was affiliated with the Institute for Public Administration.



Kathryn Denhardt



Robert Wilson

She led numerous grants and contracts working with nonprofits, schools, government and community based organizations. Her civic engagement work has involved both teaching and facilitating the efforts of organizations to engage their stakeholders in new and empowering ways. Her strong interest in promoting the highest standards of ethics in public service organizations led to her involvement on the New Castle County Ethics Commission and working with local governments around the US. She also applied her expertise at

the national level by holding ethics leadership roles in the American Society for Public Administration, and on the international level with the United Nations' Organisation for Economic and Co-operation and Development.

Dr. Denhardt has expressed numerous times how she loved her time at the University of Delaware. "SPPA provided me with the unique opportunity to expand the learning environment for students well beyond the classroom. I was able to design entire courses around the involvement of students in community-based projects. This approach created a much richer learning experience for the students, and also contributed directly to the communities the University of Delaware serves. For me it was the perfect blend of teaching, research and public service, and it made every day a stimulating and rewarding challenge."

Kathy Denhardt retired in 2010, with plans to move back to her hometown of Dodge City, Kansas.

Raising Public Awareness on Elderly Abuse Issues

SHARON MERRIMAN-NAI

Elder abuse has devastating and even life-threatening consequences. Recent research suggests that 11 percent of all seniors may be affected, but only one in six cases is reported. With the aging of the Baby Boomers, coupled with increased life expectancy, the problem could reach critical mass in coming years. Through the Clearinghouse on Abuse and Neglect of the Elderly (CANE), a grantee of the National Center on Elder Abuse (NCEA), the University of Delaware has been at the forefront of national efforts to address this pernicious problem since 1986.

UD's role in elder abuse prevention and awareness began when Dr. Karen Stein (associate professor and director of the Center for Teaching and Learning) and her mentor, the late Dr. Suzanne Steinmetz, received federal funding for a demonstration project to identify and index existing elder abuse literature. CANE became an archive of research and scholarly literature that has supported the work of practitioners seeking to promote effective standards, researchers studying all aspects of elder mistreatment, and policy makers drafting strategic responses. Since that time, CANE, now affiliated with the Center for Community Research and Service, is the world's largest database of elder abuse literature and is freely accessible online for use by professionals and the public alike.

In 2007, CANE's role increased dramatically when it received funding to co-manage NCEA and head up its national public awareness initiatives. Project director Sharon Merriman-Nai supervises NCEA communications with the assistance of CCRS graduates students who annotate research and report on federal legislative updates and state news in the monthly E-News.

"Raising awareness of elder abuse has proven to be a difficult challenge



for decades. We don't like to think about getting older or becoming vulnerable," said Dr. Stein, project supervisor "so it is important to see the issue as one of personal relevance, one that we all have a stake in addressing."

One of the more challenging and prominent initiatives has been the release of the NCEA Elder Abuse Information Piece, a 15-second video featuring actor William Mapother best known for the role of Dr. Ethan Rom in the hit television series, *Lost*. UD produced the clip in 2009, which was based on a series of PSAs that were co-created with the State of Kentucky Cabinet for Health and Family Services. The elder abuse message was released nationally in May of 2009 and appeared on more than 700 screens in major metropolitan areas throughout the US. This marked the first time that a single, unified message regarding elder abuse was echoed nationally. Due to the success of the initial run, NCEA decided to place the message in select theaters again in the spring of 2010. The message is the cornerstone of the NCEA Join Us in the Fight Against Elder Abuse campaign.

"Although efforts to raise awareness are longstanding, these efforts have been fragmented and patchwork. Our mission is to broadcast a consistent theme, that everyone can be affected by elder abuse, and everyone has a responsibility to work to prevent it," commented Dr. Stein. To learn more about the issue, visit the NCEA online at: www.ncea.aoa.gov or CANE online at: www.cane.udel.edu.

Scholarships and Awards Available to SPPA Students

Henry R. Folsom Award

Peter A. Larson Prize

Pauline E. Loessner Memorial Award

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

Career Enhancement Option Scholarship Program

Milton & Mary Edelstein Scholarship for Public & Community Service

Mark A. Haskell Award

Helfman Collaboration Award

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

Middlebrooks Global Insight Award

Morrison Innovation Award

James H. Sills, Jr. Scholarship

School of Public Policy and Administration Excellence in Water Resources Scholarship

Stein Social Responsibility Award

Vernon C. Svatos Memorial Award for Excellence in GIS

United Alumni of Urban Affairs Student Award

George & Renee Raffel Endowed Fund for Academic Excellence & Opportunity

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Michael Fortner

An '02 Master of Public Administration alumnus of the School of Public Policy and Administration, Michael Fortner has been active building a career as a city planner, serving on community development boards and writing his first book.

As an MPA student, Michael worked with the Institute for Public Administration. It was a result of this opportunity and his summer internship that Michael secured a position as the City of Newark planner. He continued his education after receiving a MPA by becoming a member of the American Institute of Certified Planners.

Michael's current job as a city planner is multifaceted and challenging. He has to be knowledgeable about the many components of planning, including housing, community development, land use, urban design, transportation, economic development, and GIS/Map making. Being responsible for about 30,000 residents, Michael's focuses on administering the City of

Newark's Community Development Block Grant program, which assists households earning significantly below the area median income. He also oversees the City's Revenue Sharing Program, which funds some of the local nonprofits that provide benefits for Newark residents. Currently, Michael is involved with the Newark Bicycle Committee; the Newark Transit Subcommittee; the Wilmington Area Planning Council's Technical Advisory Committee; and the Delaware Chapter of the National Association of Housing and Rehabilitation Officials.

In December 2009, Michael released his first book titled, *Greetings from Jungleland*, published by Lulu. The book is a memoir based on the two and half years he lived in Togo, West Africa, as a Peace Corps volunteer. Filled with heart and humor, the memoir is an account of the then twenty-four year old Michael's journey of living and working in a small, remote village named Komlakopé. With the help of a close knit group of friends, Mama



Whoopie, Sankoney and Komlan, Michael overcame cultural barriers and obtained life experiences that still resonate with him to this day. Michael describes the village as "Mayberry in Africa, with a variety of people, including peasant farmers, voo-doo priests, village chiefs, expats, missionaries, gendarms, public servants, monkeys, and goats."

Greetings from the Jungleland is available at Lulu.com and Amazon.com. All royalties from the sales of the book will go to Friends of Togo, an organization of returned Peace Corps volunteers that funds community development projects like the ones described in the book.

Samantha Cleaver

During her time at SPPA, Samantha Cleaver (MPA '05) worked on serving children with special needs. As a graduate student, she researched and wrote reports on school site selection and helped manage a summer camp program for children with disabilities.

After graduating with an MPA and with a focus on children and family services, Samantha joined the Washington, DC Teaching Fellows as a special education teacher. During her two-years in DC, she taught elementary school students with various disabilities and wrote about the experience of being a first-year alternatively trained teacher for *The Washington Post Magazine* and *Education Week*. After finishing her work with the Teaching Fellows, Samantha continued writing. She researched and wrote articles about

special education and other public administration topics for *Scholastic's Administrator Magazine*, *Planning Magazine*, *The Chicago Tribune*, and other publications.

Now, living in her original hometown of Chicago, Samantha is back in the classroom, teaching elementary special education (grades K-5) at a charter school in the city that serves a primarily Hispanic community. Using an inclusion and resource room model, Samantha teaches students with learning disabilities, behavioral and emotional disorders, and developmental delays. One of her most recent accomplishments included proposing and implementing a new model for School Based Problem Solving (a way to identify students who should be evaluated for special education



services) in grades 5 and 6. The project incorporated everything from researching a proposal to collecting and monitoring data to collaborating with other teachers to assess the validity of the data monitoring tools and procedures used. Samantha spends her summers traveling and volunteering; she has volunteered at schools for children with special needs in Quito, Ecuador and Cusco, Peru.

Marc H. Balizer

Back when Marc Balizer was an undergraduate at the University of Delaware, he was actively involved with many organizations throughout campus. A 1997 graduate of the Leadership and Consumer Economics major, Marc was Vice President of the Consumer Economics Club during his sophomore year. During his senior year, Marc served as the 1997 Class President and participated in the first group of UD Student Spirit Ambassadors. While representing the University of Delaware, Marc worked in the White House during the Clinton Administration in Washington D.C. He even met his future wife, Heather (B.S. Communication, 1993) during his time at UD.

After graduation, Marc returned to his native New York to start

his career in finance. He began to work for BlackRock Inc. in 1998, in what was then a small boutique asset management company. It has since grown to become one of the world's preeminent asset management firms and a premier provider of global investment management, risk management and advisory services to institutional, intermediary and individual investors. As of June 30, 2010, BlackRock Solutions provides services for more than US\$9 trillion in securities and derivatives across its clients, many of whom are among the largest and most sophisticated financial institutions in the world.

Today, Marc is the Director of the company's Solutions Relationship Management group. As a Relationship Manager, Marc leads a team that provides his clients' with



solutions that meet their business needs. The experiences acquired as a student of the Leadership and Consumer Economics major has benefited Marc throughout his career, and he applies those lessons when assisting his clients.

Outside of his professional life, Marc Balizer with his wife, Heather, and their twin sons, Jacob and Sam, resides in Jericho, New York. In addition, he is involved in various community activities such as raising awareness and funds for cancer research and Schneider's Children's Hospital.

Celebrating 50 Years of Academic Excellence and Public Service

SCHOOL PLANS ALUMNI SOCIAL AND FUNDRAISER MARCH 23, 2011

AL FRANKEL

Change is in the air. The role of public universities are changing, the School has begun a new chapter in its life by being welcomed to the College of Arts and Sciences and we are celebrating a milestone anniversary with a new name, the School of Public Policy and Administration.

It seems fitting that in this year marking the 50th anniversary of the School's initial Ford Foundation grant, we embrace changes that make us stronger and continue the work begun in 1961. In support of our nation's land-grant system of higher education, the University of Delaware became the fourth U.S. urban extension program to receive a Ford Foundation grant, recognizing a societal shift from largely rural populations to an increasingly more urbanized society.

From these humble but significant beginnings, an innovative, dynamic and interdisciplinary academic program was born.

As we begin a year of change and recognition for past accomplishments, we also face many challenges that will not permit us to rest on our laurels. The School promotes an atmosphere of success where making a difference is embraced by our alumni each and every day. As part of a year-long celebration of our 50th anniversary and the many contributions of our accomplished alumni, the School of Public Policy and Administration is proud to announce the Friends of Public Policy and Administration Winter Social and Scholarship Fundraiser.

The United Alumni of Urban Affairs (UAUA), the Urban Affairs

Student Association (UASA), the Delaware Association of Public Administrators (DAPA), and the School of Public Policy and Administration in collaboration with the owners of Catherine Rooneys, have scheduled a cocktail social (cash bar) and scholarship fundraiser for Friends of the School at Catherine Rooney's restaurant, 102 East Main Street in Newark, on Wed., March 23 from 6-9pm. A silent and live auction, appearances by special friends and alumni, as well as fun activities and live music are planned. Come out and spend the evening with friends and faculty and show your support for the School and its programs. All proceeds will be donated to the School of Public Policy and Administration tuition scholarship fund. For ticket information and details, visit www.sppa.udel.edu.

The school's legacy as a public institution continues to foster responsible, effective, and socially concerned scholars and professionals. This evening is a tribute to your educational heritage and promotes future scholars and leaders. We hope you make plans to attend the March 23rd celebration.



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