Dear Friends,

In his 1959 inaugural address, Governor Nelson A. Rockefeller called on New Yorkers to help him create a government that could impact lives. He condemned rhetoric without action when he said, “We cannot speak of the equality of men and nations unless we hold high the banner of social equality in our own communities. We cannot speak of the rule of law among nations of the world unless our own laws faithfully serve the needs and guard the rights of our own citizens. We cannot be impressively concerned with the needs of impoverished peoples in distant lands if our own citizens are left in want.”

Rockefeller College of Public Affairs & Policy, which was renamed in honor of the former governor in 1982, continues this tradition of action with purpose through exemplary teaching, innovative research, cutting-edge policy analysis, and public service. In this issue of our news magazine, we share the stories and experiences of Rockefeller alumni, students and faculty who are transforming lives at the local, state, national, and global levels. The common thread throughout all these articles is a commitment to improving lives, whether the focus is on Professor Matt Ingram’s work to halt the diffusion of violence in Mexico or Rockefeller alumna Christine Hmiel’s leadership to create a more vibrant, safe and diverse community for the people of Albany’s Sheridan Hollow neighborhood.

The scope of the College’s impact ranges broadly, from the Center for International Development’s efforts to improve the lives of women in Cote d’Ivoire to the essential training the National Center for Security & Preparedness provides for first responders from villages and towns across New York State. In the following pages you will read about faculty mentoring the next generation of leaders, alumni winning teaching awards, student interns expanding the capacity of nonprofit organizations, research centers using technology to improve government transparency and effectiveness, and faculty revolutionizing health policy through open data initiatives. Rockefeller College is not a place; it is a community of people who are having a tremendous impact.

I would like to personally invite you to join us for the College’s Annual Alumni Dinner and Awards Ceremony on Friday, May 16 at 6 p.m. at the New York State Museum in Albany, New York. The event is open to all. We will be honoring seven distinguished individuals for their achievements and contributions to public service. Last year, we had almost 250 attendees, including over 50 graduating students. Join us to hear stories of impact and meet the next generation of community leaders.

Enjoy the long-awaited spring season!

Wishing you all the best,

David L. Rousseau, Dean

A Message from the Dean
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"Mentoring is essential for the success of students," insists Rockefeller College Dean David Rousseau. "We're not just here to give them a degree and then they're off on their own. We're much more interested in the overall experience of the students and their career trajectory. That means mentoring becomes even more important." Mentoring takes several forms at Rockefeller, shifting shape as necessary to accommodate academic and program needs. Students and faculty participate in very focused and rewarding one-on-one mentorship arrangements, whether it's faculty-to-student or peer mentoring. Mentoring also can, and often does, happen through the workplace; a large number of Rockefeller students intern at the New York State Legislature, state agencies and nonprofits. Students frequently find a mentor — formal or informal — in a supportive supervisor or staff member at their placement site. The College’s Office of Internships and Career Programs works with students to set up meaningful experiential learning situations that offer opportunities for students to develop successful mentoring relationships. Rockefeller encourages its students to be career-conscious throughout the course of their internships. In addition, Dean Rousseau is trying to create more chances for students to interact with faculty and alumni, both inside and outside the classroom. Rockefeller’s Alumni in the Classroom program provides opportunities for undergraduate and graduate students to connect with alumni working in a career field of potential interest to them. Alumni having issue-area expertise are invited back to the classroom to speak to students — in person or virtually — in a related political science or public administration course. Alumni describe their own career paths and give students a sense of the skill set needed to land a job and be successful in that field. Students are encouraged to lend a hand on special college-wide events like the Annual Alumni-Student Jeopardy Challenge or the Alumni Awards.

Cover story photography by Paul Miller/UA Digital Media
Dinner and Ceremony. “It’s much easier to walk into a professor’s office if the two of you have chatted over pizza at an event and you’ve already made a connection,” says the dean.

Students in Rockefeller’s Master of Public Administration program have access to several different kinds of mentoring. “First, every student is assigned a faculty member who acts as a mentor, advocate and guide for their academic and professional development,” says R. Karl Rethemeyer, associate dean and chair of the department of public administration. “Through our internship program, every student is paired with an internship supervisor who helps the student learn the ropes in the professional world. Additionally, our faculty includes a large number of public service professors — senior professionals who also teach. We encourage students to reach out to these master practitioners who can often help them find jobs, understand the requirements of a career in the public sector, and develop the habits and skills necessary to be successful.”

Getting the most out of a mentoring relationship
Dr. Tine Reimers, director of faculty and program development at the University at Albany, advises that, although mentoring situations may vary, there are best practices that can and should be applied. “Be absolutely open and honest at the beginning of the mentorship relationship,” says Dr. Reimers. “It’s important for both the mentor and the mentee to establish clear expectations as they begin the process. A good mentor listens and doesn’t rely solely on his or her own knowledge, but is willing to investigate new areas of help and resources to find the answer to a question. A mentor needs to be listening, needs to be hearing, and asking what the mentee needs right now. A good mentee is proactive, has a plan, has five questions ready to go for every meeting they’re having with their mentor, and is strategic and planful about the order of topics. If both sides are prepared, everybody’s going to do a better job and learn more. Mentoring when left to chance often doesn’t happen at all.”

Mentoring is a critical component of the Center for Women in Government & Civil Society’s (CWGCS) Fellowship on Women and Public Policy program at Rockefeller College. The fellowship is part of CWGCS’s intensive leadership development program for women, designed to maximize the skills and contributions of women in public service.

Fellows come from diverse backgrounds, interests, disciplines, and countries. “All have a central goal of becoming public service leaders, ready to take on the toughest challenges of the 21st century,” says CWGCS Director Dina Refki. In addition to completing nine credits of policy coursework and participating in a rigorous cocurricular program that consists of professional development workshops, community service and fellowship group sessions, fellows serve six months in positions within a state agency, a statewide advocacy organization or the office of a New York State Senate or Assembly member.

During that time, fellows are matched with mentors with whom they regularly discuss the challenges they face in their fellowship journey, clarify career pathways and explore the dos and don’ts of managing one’s reputation. They also have opportunities to meet with women who have achieved significant success in their careers and who are willing to share their success stories. All mentors promote connections for their mentees, open doors and provide insights gained through their own work experience. “We explicitly emphasize to our mentors that one of their roles is to connect fellows to the movers and shakers in Albany. Today’s job market is a different landscape from that of yesterday. You can’t rely on credentials alone anymore. Gone are the days where you just send a résumé to an employer and expect to land a job. You must have a reputation for trustworthiness and competency, which is really the building block of a career. In other words, you must know people, build connections and root yourself in the community,” stresses Dina Refki.

Paying It Forward
Although the purpose of the mentorship program is to position fellows for success in their search for careers in public policy, Dr. Refki points out that mentors benefit every bit as much as their mentees and derive a special satisfaction from the relationship. “Our mentors are successful professionals, many of whom were CWGCS fellows themselves once. They want to give back. Mentoring is a way of making a contribution and paying it forward,” she says.

Earlier this year, at a reception welcoming the CWGCS fellows, New York State Assemblywoman Patricia Fahey reminded attendees about the power of mentoring. Dean David Rousseau recalls, “She told fellows to reach for the stars, but with one hand so you can pull someone up with the other. It struck me as the perfect way to sum up the spirit of mentorship.”

Read further for three stories of mentoring at Rockefeller College.
Tina Chang began her studies at Rockefeller College hoping to become a law enforcement officer. The California native and UCLA grad was completing her master’s at UAlbany’s School of Criminal Justice when Rockefeller came calling with an offer of a T-STEFP fellowship. T-STEFP, Training for Security and Terrorism Professionals, was a new initiative at Rockefeller sponsored by the U.S. Department of Homeland Security (DHS) and administered by the College in partnership with the New York State Division of Homeland Security and Emergency Services (DHSES). The fellowship presented an opportunity to work side-by-side with faculty engaged in critical security and terrorism research. It also offered fellows the chance to gain real-world work experience inside DHSES. To Tina, it was the next step on the path to her dream job. She was right, but in a slightly roundabout way.

“My fellowship included a research requirement,” says Tina. “At orientation, the professors introduced themselves and talked about the work they were doing. They told us we could pick the research we found most interesting. After Kathleen described her project, I thought, ‘I definitely want to do that.’”

Kathleen Deloughery, assistant professor in the department of public administration and policy, was getting ready to begin work on a “very data-heavy” study she had been impatiently postponing since her days as a grad student at Ohio State. “My advisor at the time told me, “Great idea, but wait on it. You don’t have time to do it now,” recalls Kathleen. An economist with a keen interest in terrorism issues, Kathleen wanted to explore the factors that increased the likelihood of an attack against U.S. interests abroad. To do so would require collecting and comparing extensive data across multiple dimensions about both the U.S. and the locations where attacks occurred. “That’s where Tina came in,” says Kathleen. “She did a great deal of work compiling and organizing data. We met about once a week for me to give her projects to work on and set goals.”

“We’d talk about the project but we’d chat about other things, too,” says Tina. “Kathleen was very supportive and patient. Even if she had criticism for me, she’d spin it in a positive way making sure to emphasize what I was doing well in addition to what needed improvement.”

In fall 2013, after much coaching and encouragement from Kathleen, and a practice run before a friendly audience at Rockefeller, Tina presented the project’s initial findings at two academic conferences in Washington, D.C. — the Association for Public Policy & Management Conference (APPM) and the International Security Studies Section of the International Studies Association Conference (ISSS-ISAC). “I’ve gotten really great feedback on Tina’s presentations,” says Kathleen. “After she presented at APPM, our discussant — who is a program manager at DHS — took Tina and me out to lunch and made a point to tell me how impressed he was with her. He also gave her some great career advice. So the project was a good experience for Tina in many ways. It fulfilled her research requirement and it provided her with important networking opportunities.”

“She really does look out for me,” says Tina of her mentor. “When we went to the D.C. conferences she always made sure I was part of the conversation. Kathleen’s very generous. She’s letting me coauthor the final paper. That’s part of her mentorship. She’s saying, ‘This is your first step in the academic world.'”

Tina’s next step just may be to Washington, D.C. and her dream job. Working with Kathleen has changed her mind about the type of work she ultimately wants to do. “Shocked and thrilled” is how Tina described her reaction when six weeks before graduation she received an offer to work as a program analyst for the federal government. She credits Rockefeller and professors like Kathleen Deloughery with making it all possible.

“Tina is an incredibly hard worker. She prepares for things like no other,” says Kathleen. “She’ll be extremely successful at whatever she does. I think we’ll stay in touch after Tina graduates and the relationship will evolve however it needs to. If it’s just to chat about things from time to time, that’s fine. If she needs to come to me for advice, I’ll always be willing.”
Kalin Delehanty Scott is getting a top-notch education on two fronts. On the academic side, she’s pursuing her graduate degree in Rockefeller College’s highly respected Master of Public Administration program studying under a stellar group of scholars. In her professional life, she’s a key member of a team at the New York State Department of Health (DOH) that is tasked with the challenging job of redesigning the state’s Medicaid program. At DOH, she has a dedicated and inspiring mentor who is a recognized expert in his field, Jason Helgerson, director of New York’s $54 billion Medicaid program that provides vital health care services to 5.5 million New Yorkers. You could say that everywhere Kalin turns, she learns.

Kalin and Jason began their association in 2011 when, as Governor Andrew M. Cuomo took office, Jason came aboard as executive director of the governor’s Medicaid Redesign Team (MRT), leading the effort to transform the program by bringing down costs and improving outcomes for Medicaid members. Jason tapped Kalin, who had already been working at DOH for three years, to be the team’s project manager.

“We have more than 230 projects,” says Kalin. “I work with the leads across the organization, following up on implementation, troubleshooting, resolving issues, coordinating activity, and doing status briefings. Over the last couple years, I’ve worked on the state’s Medicaid waiver. The job is exciting, occasionally overwhelming, and always an education.” According to Jason, Kalin handles it all beautifully. “She’s like a utility infielder you can insert into the lineup in multiple ways,” he says.

“At the beginning, I think Jason believed in me more than I believed in me,” Kalin recalls. “He was always available for questions and to come up with ideas for how we could get things done. I’ve enjoyed learning about good management from him.” Kalin is also getting a veritable master class in the behemoth that is Medicaid. “I’ve learned a lot about how the program operates, how financing works, how policies are developed, how complicated it is to make changes, and how necessary transparency and thoroughness are as we engage with stakeholders.”

Jason takes his mentoring role seriously, identifying opportunities for Kalin, directing her talents and forging connections for her. “Kalin is smart, works hard, is results-focused and professional. She writes extremely well; that’s hugely valuable. I can get Kalin involved in situations where she can learn and grow and, in essence, build her résumé. I think management is the next step for her,” notes Jason, who strongly encouraged Kalin to pursue her MPA at Rockefeller. “I have a master’s degree in public policy; graduate school helped me develop skills that are extremely important in getting to higher levels in the workplace. I tried to do whatever I could to allow Kalin to adjust her work schedule to make going to school a little easier for her to do because I think the fact that she’s doing it is fantastic,” says Jason.

An interesting opportunity arose for Kalin at Rockefeller because of her experience at DOH. Professor David Andersen invited her to work with the faculty team in planning his MPA first-year capstone course that utilizes ReThink Health, a simulation model that enables communities to test innovative ideas for reshaping and redesigning their health care systems. “I’ve been giving updates in each class regarding the Medicaid redesign,” says Kalin. “Jason spoke in the first class. The students have very insightful questions and comments. It’s been very rewarding.”

Jason’s presentation to David Andersen’s class earned rave reviews. “I enjoy interacting with students,” says Jason. “I believe my role as a public servant includes talking to and hopefully inspiring the next generation to do this work. Right now in terms of public policy, health care is one of the most exciting areas — with Medicaid reform, the Affordable Care Act and transformation of health care delivery. There are amazingly talented people in government and I want to encourage smart, motivated students to join in.” Spoken like a true mentor.
Don’t even think about scheduling an appointment with Professor David Andersen on Thursday morning from 11 to noon (Eastern Time, that is). He has a very important standing meeting with at least six or seven other people, and they’ve come a very long distance to speak with him. “There are certain things that just get blocked into my calendar,” says Andersen. “This is one of those things.”

“This” is the Thursday Morning Group (TMG for short), a tight-knit circle of friends and trusted colleagues who refuse to let three continents and six time zones get in the way of a weekly online confab where they catch up on each other’s news, share a few laughs, perhaps engage in a little friendly ribbing, and knock around some heady topics like system dynamics modeling, simulation techniques and group decision-making. Andersen reserves this sacred hour for conversation and consultation with current and former colleagues who over the years have become dear friends and trusted mentors to one another.

Luis Luna-Reyes is a professor in the business school at Universidad de las Américas in Puebla, Mexico. Laura Black and husband Don Greer are partners in Greer Black Company, a research and consulting corporation in Bozeman, Montana. Laura is also an associate professor in the Jake Jabs College of Business & Entrepreneurship at Montana State University. Nici Zimmermann is a junior professor at the University of Siegen, Germany who has been doing research on organizational change in the New York Stock Exchange. Michael Degan is working on water resource planning with the Army Corps of Engineers in Washington, D.C. Three of Andersen’s current University at Albany colleagues are on board as well: Professor Emeritus George Richardson from the department of public administration; Rod MacDonald, director of the Initiative for System Dynamics in the Public Sector; and Eliot Rich, associate professor at the School of Business. Two former students of David Andersen’s, whom he mentored while they were completing their degrees at UAlbany, are faithful TMG participants and “now valued colleagues,” he says. Hyunjung Kim, PhD ’09 is an assistant professor in the department of management at Chico State in Northern California. Navid Ghafferzadegan, PhD ’11 is an assistant professor at Virginia Tech in the department of industrial and systems engineering. Oh, and as David Andersen is quick to point out, there’s also a good chance Krys Stave, an associate professor at UNLV’s School of Environmental and Public Affairs, will jump on the line from Ethiopia where she’s working on a Fulbright. “Krys is very loyal,” says Andersen. “She’s been known to pull her car over and Skype in from a remote back road location while she’s traveling. It’s always interesting to hear what she’s up to.”

TMG is a spin-off of the Rockefeller College Public Administration Department’s long-running brown bag lunch series which, since its inception in 1981, has had many names — including the Decision & Policy Sciences Brown Bag Lunch (DAPS) and the Thursday Policy Lunch — but only one purpose. For the last 30 years, TPOL, as it’s known on campus these days, has been bringing together junior and senior scholars who want to support each other’s research. “The Thursday Morning Group is mostly made up of alums of that group, people who over the years have gotten to know and trust each other and who’ve had good experiences working together while they were here in Albany. Some were students; some were visiting scholars. Now they’re scattered all around the world,” says Andersen, “but they still want to stay in touch.”
The Thursday Morning Group got its start four or five years ago when Andersen was on sabbatical in Mexico and the friends began to experiment with remote meetings. First they Skyped, but these days they use GoToMeeting. They also share an online dropbox where they exchange slides and other research materials. Someone has even put up a Zotero citation database so they can stay up-to-date on each other’s work. Navid is the group moderator this semester. His job is to schedule group members who want to speak about their research or seek input or feedback about a project. He also convenes the meetings.

“We usually start every meeting by asking the speaker, ‘What do you want out of this? In other words, how can we be helpful to you?’” explains Andersen. “We have formal and informal rules so that it’s an orderly and productive discussion. No one’s allowed to be a smart aleck or hot dog or ask questions that show how smart they are. You always have to be alert to what the speaker wants and you always have to be helpful. People can come to the meeting and say, ‘I’ve been thinking about this idea but I don’t know if it’s going to work,’ and they know no one’s going to stomp on them. It’s always safe.”

What Andersen and his friends have so artfully crafted is a peer-mentoring network. “It’s probably the best kind of mentoring that there is,” says Tine Reimers, director of faculty and program development for the University at Albany. “It’s based on mutual interests and a level of peership and respect that has been gained over time and that allows a non-hierarchical way of exchanging ideas. That is extremely powerful because you don’t fear ulterior motives on any front, whether you’re the senior or the junior person. You’re just exchanging useful ideas with one another because you have found that person helpful in the past. If you can find people like that in your life, you’re a lucky person.”

Andersen points to another key element that distinguishes the Thursday Morning Group from most research groups. “If I’m in a work group, I’m trying to make myself more productive, but I think that everyone in this group cares about having everyone succeed,” he says. “All of us can point to projects on our résumés that started right here in the Thursday Morning Group. Discussions have led to grants. There have been very successful collaborations with concrete results. For instance, Nici and Laura are developing a paper together. We watched their friendship grow through their contact. Now, Laura is working with Nici over in Germany for a year and they’re doing great stuff. I enjoy staying this intensely connected with people that I like very much. In addition, from a professional point of view, it’s arguably the most productive hour I spend every week because I’m looking for interesting problems to work on. I’m looking for interesting partners to work with. I’m looking for publication outlets. Every week I come into a forum with people that I’ve learned to deeply trust over the years and they open up and say, ‘Here’s an interesting problem I’m working on, here’s a dataset, here’s a funding source, here’s a paper, and I’m looking for partners.’ And I can do the same, and people will jump in and I’ll get help with things that I’m working on. I think Rockefeller College and UAlbany have developed a reputation for being the kind of place where collaborative work thrives and I’m very proud of that.”
ALUMNUS PROFILE

FAITH IN THE FUTURE

Q&A with

David Van Slyke, PhD ’99

David Van Slyke received his PhD in Public Administration and Policy from Rockefeller College in 1999. Today, he holds the Louis A. Bantle Chair in Business and Government Policy and is a professor of public administration and international affairs at the Maxwell School of Citizenship and Public Affairs at Syracuse University. “David is one of the brightest scholars in the field,” says R. Karl Rethemeyer, associate dean and chair of Rockefeller’s Department of Public Administration and Policy. “We are proud to count him among our most esteemed alumni.”
Q: How did your earlier work in the private, public and nonprofit sectors influence your decision to enter academia and how does it come into play in the classroom?

A: It shaped my desire to both do research and teach about management. My father always said that there is much to be learned from every organizational and managerial experience. I took that mindset into all my work experiences and was able to think about what worked, what didn’t, and why. In the classroom, I don’t share one war story after another, but students appreciate that I worked outside of academia, that I can illustrate a concept with real-world examples and help them understand what might be driving some decisions and actions. I can also relate to students’ job search anxieties and help them think through goals, preferences, incentives, opportunities, and trade-offs.

Q: What are some highlights of your career thus far?

A: Winning the Birkhead-Burkhead Professor of Teaching Excellence Award at the Maxwell School was a wonderful moment. Being in a department that really values teaching has been very rewarding. Another would be that in a new federal government rules and requirements circular issued by the United States Office of Management and Budget on government contracting, only two academic publications were referenced and one of those was an article I wrote with my colleagues Trevor Brown and Matt Potoski. Last, but certainly not least, is being a tenured, full professor at the Maxwell School.

Q: How did Rockefeller prepare you for the work you do today?

A: I had a number of strong, committed professors. The interdisciplinarity of the faculty was an absolute strength in terms of developing an analytical mindset focused on questioning approaches, contexts, existing models, frameworks, and practices. Having professors from across the social sciences, I came to appreciate the value of theory for understanding events, phenomena and actions. My professors instilled in me the value of a mixed-methods approach — using the most appropriate research design, data collection and empirical strategy for the question being investigated. I’d like to think their wisdom paid off in some of my research, especially in a piece I wrote that won the best article award in the Journal of Public Administration Research and Theory.

Q: What are your thoughts about the students who will one day lead and manage in the public sector?

A: Even on days when my confidence in the effectiveness of public institutions may be lagging, I have faith in the future of governance because of the students I taught at Rockefeller and Georgia State, and the students I’m teaching now at Syracuse. They are ambitious, achievement-oriented, results-driven, and committed to addressing problems and searching for opportunities to develop mechanisms of cooperation where win-win outcomes can occur. I’m excited that students want to contribute to more effective governance in terms of performance, transparency and accountability, and address persistent problems, including inequality and corruption.

Read our complete interview with David Van Slyke online at albany.edu/rockefeller/vanslyke
My research on violence is motivated by the effects violence has on public health, democracy and development. Violence directly and negatively impacts health and well-being, and public insecurity from violence erodes the rule of law, undermining the quality of democracy and constraining business and commercial interactions. I am particularly interested in violence in Latin America because Latin America and the Caribbean are the two regions with the highest levels of homicide in the world. Unlike the rest of the world, where homicide rates have been declining over the last 10–20 years, Latin America and the Caribbean are the only two regions where homicide rates have been increasing.

A better understanding of the origins of violence is therefore crucial. In my work, I examine different explanations of violence. For instance, sociologists routinely find that population growth, poverty and inequality cause an increase in violence, while education can cause a decrease in violence. However, I am most interested in the causal role of space and geography in explaining violence. That is, my work examines the way in which space influences violence, as well as the way space influences some of the existing explanations of violence. Why are some geographic areas more prone to violence? Why does violence spread or spill over from one geographic area to a neighboring area? How does poverty or educational attainment in one place affect violence in neighboring places? If violence in one place affects violence in another place, or educational levels in one place affect violence in another place, how intense is this relationship? How different is the impact on an adjacent neighbor from a neighbor that is farther away?

An example from my research is the study of homicide rates across Mexico’s 2,455 municipalities. Core findings thus far from this project include the following: (1) homicide is not randomly distributed across Mexico’s municipalities; (2) homicide rates in one community spill over into neighboring communities; (3) education has a meaningful protective effect against violence, but this effect is felt only within a municipality; and (4) unemployment in nearby communities causes local violence to increase, suggesting homicide is committed locally but by individuals in economically depressed, outlying areas. Violence-reduction policies flow from these findings. Specifically, the results suggest policy coordination across nearby communities should proceed on two fronts: (a) localized improvements in education attainment, which can be addressed within individual jurisdictions, and (b) economic development policies targeted at intermediate regions below the state level but above the municipal level, which require cross-jurisdictional collaboration, even by municipalities across state boundaries. This combination of local education policies and regional economic policies is what I refer to as a local-schools/regional-economy approach to violence prevention in Mexico. Future research expands this kind of analysis to Central and South America, and to the study of violence along the U.S.–Mexico border.

Dr. Ingram is completing a book, *Crafting Courts in New Democracies*, that presents his research on Mexico and Brazil. His work has been funded by the National Science Foundation, the Social Science Research Council and the Fulbright Commission. For more information on Dr. Ingram’s research, visit albany.edu/rockefeller/ingram.
Becoming a Smarter City: Does Size Matter?  by Theresa Pardo, PhD

As cities around the world are embracing the use of technology and information to become “smarter,” many of us in the academic and practice communities are wondering, what exactly does that mean and how is it done? A review of current literature tells us that a “smart city” is broadly understood as a city making improvements in technical and social infrastructure, including information, communication and physical infrastructures such as roads, bridges and buildings; services such as utilities, social services and transportation; and a variety of resources such as natural, financial, cultural, and human capital. This broad understanding is a useful starting point for cities seeking to become smarter, but it is just a starting point. A smarter city may be in the eye of the beholder, but for city government leaders it is important that they define “smarter” in a way that reflects the interests and needs of their communities; they need to determine what changes must be made if their city, in particular, is to become smarter.

Developing criteria for determining if one city is smarter than it used to be or smarter than another is difficult but important business. New award programs and ranking efforts such as the program run by the Intelligent Community Forum and in publications such as Forbes, are emerging; although, they typically differ in their definition of what it means to be smart. Research at the Center for Technology in Government in Government (CTG) has shown that a smarter city is considered one that not only uses innovative technologies to drastically improve government operations and services to citizens but also employs innovative policies and management practices that are tailored to respond to the specific economic, social, political, and environmental characteristics and needs of their cities. These cities are not only smarter; they’re also sustainable.

The Smart Cities, Smart Government Research and Practice Consortium, based at the Center for Technology in Government at the University at Albany, is a global community focused on examining just what it takes for any city to be smarter and more sustainable. This consortium, formed in 2012, now includes 15 multi-sector teams from around the world working together to build a global smart cities framework. Smart city efforts in Quebec City, New York City, Mexico City, Seattle, Porto Allegro, Brazil, and Maastricht, Netherlands, to name a few, are being studied by researchers and practitioners based in or near those cities. Findings are being used by the consortium to develop new understanding about what works and why it works within specific local contexts and to use that new understanding as the foundation for building practical models to guide cities in their efforts to become smarter.

One particular area of interest to CTG and the consortium is the lack of attention to the unique context of the small to medium-sized city. Our work shows that most studies of the factors that influence success, the success stories themselves, and much of the attention being paid more generally to the ways cities are becoming smarter, are focused on the larger cities of the world. Given that most of the world’s population lives in small to medium-sized cities, this gap is problematic. The innovations being seen across the megacities of the world certainly capture our imagination, but the small and medium-sized cities are where most of us hang our hats. If society is to benefit from cities becoming smarter, we need to understand what being smarter means for small and medium-sized cities as well, and how such cities can realize and sustain their own brand of smarter.

New knowledge about how size interacts with the range of cutting-edge innovations being seen across the landscape of the large cities of the world is required. Whether it’s sensor technology to monitor aging bridges in snowy cities in the northern U.S. or social media as a tool to share information about rising flood waters within neighborhoods of a city, how governments in small to medium-sized cities become smarter is likely to be different in important ways from the strategies of large cities. Leveraging these innovations in the small to medium-sized city must be based on new understanding of the particular nuances and interests of such cities and on the policy, management and technology capabilities necessary to tip the balance in favor of becoming a smarter, more sustainable city.

Dr. Theresa Pardo is the director of the Center for Technology in Government at the University at Albany where she works with a variety of government, corporate and university partners to lead applied research projects on the policy, management and technology issues surrounding information and information technology use in the public sector. She is also a research associate professor at Rockefeller College of Public Affairs & Policy and an associate professor of informatics at the College of Computing and Information at UAlbany. Learn more about Dr. Pardo’s work and the Center for Technology in Government at ctg.albany.edu.
Rockefeller College Announces 2014 Alumni Award Recipients

Each year, Rockefeller College of Public Affairs & Policy proudly bestows its highest honor on a number of distinguished individuals for their exemplary service to the public and to the College. We are delighted to present 2014 Rockefeller College Alumni Awards to the following seven extraordinary men and women for their achievements in the areas of political science, public administration, leadership, and continuing professional development. Please join us on Friday, May 16 at the New York State Museum as we honor this year’s awardees. For more information on Rockefeller’s 2014 Alumni Dinner and Awards Ceremony, visit albany.edu/rockefeller/alumniawards.

Rockefeller College Lifetime Achievement Award

Abdolazeez S. Al-Otaibi, MPA ’83, PhD ’88

Ambassador and Permanent Representative for Saudi Arabia

World Trade Organization
Young Alumna in Public Administration and Policy Award

Kimberly Lyons, BA ’02, MPA ’04
Assistant Vice President and Analyst
Moody’s Investors Service

Distinguished Continuing Professional Education Leadership Award of Excellence

Philip McCallion, MSW ’81, PhD ’93
Director
Center for Excellence in Aging Services
School of Social Welfare, University at Albany

Distinguished Alumnus in Political Science Award

Liam Fitzsimmons, BA ’05
Chief of Staff for Representative Louise Slaughter (D-NY 25)

Distinguished Alumnus in Public Administration and Policy Award

Gary Striar, MPA ’79
Regional Chief Executive Officer
American Red Cross
Northeastern New York Region

Rockefeller College Distinguished Service Award

Theresa Pardo, BA ’82, MS ’90, PhD ’98
Director
Center for Technology in Government
University at Albany

Distinguished Alumnus in Political Science Award

Mark A. Patterson, BA ’84
Senior Fellow, Center for American Progress
Partner, Perkins Coie LLP

Young Alumna in Public Administration and Policy Award

Kimberly Lyons, BA ’02, MPA ’04
Assistant Vice President and Analyst
Moody’s Investors Service

Distinguished Alumnus in Public Administration and Policy Award

Gary Striar, MPA ’79
Regional Chief Executive Officer
American Red Cross
Northeastern New York Region
I’m extremely appreciative to have received a scholarship provided by Rockefeller College that helped make my summer internship in New York City a reality. Working in development has taught me important lessons about how to establish and maintain donor relationships. I believe these skills are transferable across the nonprofit and public sectors. I look forward to using the knowledge and experience I have gained in my internships, and at Rockefeller, in my future career in public service.

– Samantha Baldock
After completing her Bachelor's Degree in Economics and International Business at the University of Nevada in her hometown of Reno, Sam Baldock knew she wanted her experience in graduate school to be a new adventure. She had dreamed of living on the East Coast and applied to public administration programs from New York to Georgia.

Sam chose to pursue her Master of Public Administration at Rockefeller College because of its management and public finance curricula, affordable tuition and location in the capital of New York State, which she believed would offer her numerous opportunities for internships and networking. Her decision opened up a world of possibilities for her.

“The chance to network with students, professors, staff, and alumni has been one of the many benefits of earning my MPA from Rockefeller College,” said Sam. “I’ve been fortunate to interact with faculty and staff on a regular basis. Many of them have become my advisers and mentors. Whether answering off-the-cuff questions related to the public and nonprofit sectors, helping me keep up-to-date with New York State politics and policies, or fielding internship-related questions, these individuals have contributed to my professional growth, both inside and outside the classroom.”

For Sam, networking has certainly paid off. As a result of an informational interview related to a class assignment, she began volunteering in the advocacy and legislative department of the American Congress of Obstetricians and Gynecologists, where she tracked and analyzed New York State legislation. With this experience in hand, she was perfectly positioned for her summer internship as a development and communications intern at the Primary Care Development Corporation (PCDC) in New York City. PCDC is a nonprofit organization dedicated to expanding and transforming primary care in underserved communities across the nation through both capital investment and performance improvement initiatives. Sam helped plan and prepare several high-level development events for PCDC, including its Annual Spring Gala and 20th Anniversary Reception. She also wrote development and communications materials and maintained and updated mailing lists and donor databases.

In her last semester, Sam was chosen as a Women and Public Policy Fellow by Rockefeller College’s Center for Women in Government and Civil Society (CWGCS). The fellowship is part of CWGCS’s intensive leadership development program designed to maximize the skills and contributions of women in public service. Fellows are placed in New York State agencies, the New York State Legislature and statewide nonprofit advocacy organizations. Sam was assigned to the Center for Economic Growth in Albany where she has been contributing to workforce development and education initiatives.

“Although I have had academic and internship experience indirectly related to women’s issues, the fellowship has allowed me to focus on public policies imperative to the lives of women. Being a Fellow on Women and Public Policy has afforded me an enriched opportunity to enhance my future in public service. Not to mention, I have had the chance to meet influential female leaders who have inspired me and broadened my perspective on the significant impact women can have, and are having, in the nonprofit and public sectors throughout New York,” said Sam.

After graduation, Sam will begin work as an Excelsior Service Fellow with New York State. The fellowship is a two-year program that combines both experiential and professional development opportunities designed to nurture and cultivate the next generation of leaders in New York State government. “Through an internship at the New York State Division of Budget in fall 2013, I developed an interest in state government. I am excited to serve the citizens of New York as an Excelsior Service Fellow, and look forward to gaining more experience in the public sector.”
Center for International Development (SUNY/CID)  cid.suny.edu

SUNY/CID was awarded $400,000 in additional funding for the USAID-funded Strengthening Governmental Institutions and Processes (SGIP) Project in Bosnia and Herzegovina (BiH). The additional funding will help SGIP create non-partisan parliamentary budget units for both the State and Federation Parliaments in BiH. These units, once fully established, will improve engagement in budget planning and oversight of government spending.

On October 30, 2013, the first in a series of six radio call-in shows featuring the work of female MPs in BiH aired on Bosnian national public radio channel BH Radio 1. The series promotes awareness about the vital role women play in BiH governance. SUNY/CID’s SGIP Project organized the radio series in cooperation with the NGO Rights for All.

SUNY/CID is a member of a consortium headed by Mendez England & Associates that was recently awarded a Human and Institutional Capacity Development (HICDpro) Global Indefinite Quantity Contract (IQC) by USAID. The IQC enables the consortium to bid on opportunities to provide technical assistance and training to government and civil society organizations throughout the world. SUNY/CID will provide technical services to the consortium in a number of areas, including public administration, public management, system dynamics, and organizational development.

SUNY/CID’s Côte d’Ivoire Legislative Strengthening Program, in collaboration with the Inter-Parliamentary Union, held a gender budgeting workshop to further integrate and institutionalize gender mainstreaming in Côte d’Ivoire’s budgeting process. The workshop provided male and female MPs and National Assembly staff the tools to analyze public spending while taking gender into account in their oversight role.

SUNY/CID’s Kenya Parliamentary Strengthening Program organized an induction workshop for members of Kenya’s National Assembly to continue the capacity-building agenda necessitated by the passage of Kenya’s 2010 Constitution, including the shift from a unicameral to a bicameral legislature. The induction ceremony included speeches from U.S. Ambassador to Kenya Robert Godec, UK High Commissioner Christian Turner and Kenyan President Uhuru Kenyatta.

With support from SUNY/CID’s Promoting Democratic Institutions and Practices (PRODIP) in Bangladesh legislative team, the Budget Analysis and Monitoring Unit (BAMU) of the Bangladesh Parliament developed a budget information help desk to serve as an information resource for MPs and staff during the 2013 budget session.

Center for Technology in Government (CTG)  ctg.albany.edu

CTG recently celebrated its 20th anniversary as a research center at the University at Albany. To commemorate this important milestone, CTG issued a 20th Anniversary Report and created a webpage highlighting some of the timeless lessons its researchers have learned and how CTG’s work has had an impact worldwide.

In personnel news, CTG Director Theresa Pardo and Program Director Donna Canestraro traveled to Africa to work with the Transition Authority of Kenya to build information-sharing capabilities for government-wide assets and liabilities management. Pardo and CTG Senior Fellow Sharon Dawes accepted invitations to join the newly formed advisory committee of the e-Gov chapter of the China Information Association. Here at home in New York State, Governor Andrew M. Cuomo appointed Dr. Pardo open data policy advisor to Open NY. In this role, Dr. Pardo will assist with the state’s efforts to improve government performance and enhance citizen engagement.

CTG and the Institute for Financial Market Regulation’s workshop Information Sharing and Coordination Challenges in Financial Market Regulation was highlighted by the Obama administration as a high-impact collaboration promoting “Data to Knowledge to Action” for growing the economy. CTG is also using its expertise in data analytics to help guide the creation of UAlbany’s Advanced Data Analytics Cluster, one of four global-leading research clusters outlined in the UAlbany 2020 Plan.
Center for Women in Government & Civil Society (CWGCS)  
albany.edu/womeningov

On November 19, 2013, more than 200 guests gathered at the State Room in downtown Albany to celebrate the Center for Women in Government & Civil Society’s 35th anniversary. State University of New York Chancellor Nancy L. Zimpher delivered the evening’s opening remarks. During the festivities, CWGCS honored New York State Governor Andrew M. Cuomo with its Advancing Women’s Rights Award and recognized the work and achievements of a number of women in leadership and public service, many of whom were former CWGCS fellows.

National Center for Security & Preparedness (NCSP)  
albany.edu/ncsp

On March 6, NCSP co-hosted a public policy conference on the policy implications of the domestic use of unmanned aircraft systems with the NYS Preparedness Training Center. The conference brought together top scholars, scientists, practitioners, and decision makers in the field.

As a strategic partner of the New York State Division of Homeland Security and Emergency Services (NYS DHSES), NCSP is responsible for training curriculum, programming and delivery at the New York State Preparedness Training Center (SPTC) in Oriskany. In 2013, over 13,200 homeland security and emergency management professionals were trained at the SPTC, an increase of 264 percent and 440 percent over the total number of students trained in 2012 and 2011, respectively. Over the last 12 months, NCSP and SPTC have developed and delivered several new courses, including: Woodland Tactics & Operations; EMS Multiple Casualty Incident Management; Emergency Vehicle Defensive Driving; and Tactical Emergency Casualty Care for Law Enforcement.

Professional Development Program (PDP)  
pdp.albany.edu

PDP Executive Director Eugene Monaco gave an e-learning presentation at the International Conference on Education, Research and Innovation in Seville, Spain this past November.

Senior Education Specialist Wendy Calabrese-Sampone earned the New York State Early Learning Trainer Credential (NYSELTC) awarded by the New York State Association for the Education of Young Children.

On October 16, Colleen O’Grady, manager of the Early Childhood Education and Training Program, and Fazana Saleem-Ismail, research scientist, presented on early childhood program data and demographic information at the National Registry Alliance Conference in Coeur d’Alene, Idaho. The conference focused on best practices for states that operate state early childhood and school-age workforce registries.

Training Program Coordinator Erika Leveillee served as a featured panelist in a two-part webinar series hosted by the Schuyler Center for Analysis and Advocacy. This November webinar series addressed provisions in the Affordable Care Act which allow foster youth to enroll in and maintain Medicaid coverage until age 26.

On November 7, Susan Gieryic, senior research scientist, and colleague Fazana Saleem-Ismail presented Making the Most of Project Data at the Continuing Education Association of New York (CEANY) Annual Conference in Ellenville, NY.

System Dynamics Society (SDS)  
systemdynamics.org

The System Dynamics Society was a sponsor for the System Dynamics Italian Chapter’s (SYDIC) 1st International SYDIC Workshop in Rome, Italy, January 21–22. The 32nd Annual International Conference of the System Dynamics Society will take place July 20–24 in Delft, the Netherlands.

Top photo: Bart Johnson, executive director of the International Association of Chiefs of Police, speaks at the Annual Public Policy Colloquium Keeping Pace with Technology: Need for a Pliable Unmanned Aircraft Systems Policy on Thursday, March 6, 2014 at the Empire State Plaza Convention Center in Albany, NY.

Second from top: Law enforcement and EMS students work as a rescue task force, moving victims of an active shooter attack from the warm zone to an evacuation area in the Advanced Active Shooters Scenario course at the SPTC.

During the EMS Special Situations course (winter version), EMS provide on-scene management and extrication of a snowmobile-ATV crash victim at the SPTC.

PDP’s Erika Leveillee, Allison Samoff, and Jill Finnegan during UAlbany’s Connect-to-Community Week.
Students Become International Diplomats

Thirteen Rockefeller College undergraduates took part in the State University of New York’s Model European Union Study Mission at Vesalius College in Brussels, Belgium, January 6–18. Research Professor Mark Baskin led the Rockefeller delegation. During the Model EU, students represented nations they had studied during the fall 2013 semester — the UK, Croatia and Belgium — and applied their knowledge as diplomats trying to address important EU issues.

Students were welcomed by Fernando Andresen Guimarães, head of division, United States and Canada at the European External Action Service, who shared with them the finer points of negotiation and diplomacy. “It was amazing to see the inner workings of the European politics that only few people have an opportunity to witness,” said UAlbany senior political science major Paige Donegan, who played the role of the prime minister of the United Kingdom.

At the conclusion of the Model EU Mission, students had opportunities to meet with various leaders of the European Union and the International Criminal Court, as well as get to know Brussels a little better. This unique academic experience was made possible in part through scholarships provided by Rockefeller College.
Half a Century in Public Affairs in Albany

After 49 years of distinguished service to the University at Albany, noted scholar and prolific author Joseph Zimmerman retires this spring. An expert in federalism, and state and local government, Joe Z., as he’s fondly referred to by his colleagues, has been a beloved member of the Rockefeller community since the College’s earliest days as the Graduate School of Public Affairs in the mid-1960s.

“Joe Z. has been a part of the Rockefeller Political Science Department’s identity since its inception. For generations, even as scholars around the world have relied on his extensive and pathbreaking research on federalism, people in the department and College have relied on his encyclopedic knowledge of our local institutional history. His significant impact on the field, which comes not only from his many published works, but also from the graduate students he has trained, has helped to define who we are over the years,” said Professor Julie Novkov, chair of the political science department.

Zimmerman may be retiring from teaching, but to the delight of his colleagues and friends he plans to remain active academically, continuing to research, publish and travel overseas to work on projects for foreign governments.

Best of luck, Joe, and thank you for all you have done for Rockefeller College.

Professor Joseph Zimmerman at work in his office and in the classroom with students

A PROLIFIC SCHOLAR: Books by Dr. Joseph Zimmerman

- State and Local Government (1962)
- Readings in State and Local Government (1964)
- The Massachusetts Town Meeting: A Tanacious Institution (1967)
- Metropolitan Charters (1967)
- The Government of the Metropolis (1968)
- Subnational Politics (1970)
- The Crisis in Mass Transportation (1971)
- The Federated City: Community Control in Large Cities (1972)
- The Council of Revision (1973) with Frank W. Prescott
- Pragmatic Federalism: The Reassignment of Functional Responsibility (1976)
- State Mandating of Local Expenditures (1978)
- Measuring Local Discretionary Authority (1981)
- State-Local Relations: A Partnership Approach (1983)
- The Politics of Subnational Governance (1983) with Deirdre A. Zimmerman
- State and Local Government (1986), published in Japanese
- Participatory Democracy: Populism Revived (1986)
- Federal Statutory Preemption of State and Local Authority: History, Inventory, and Issues (1992) with Sharon Lawrence
- Democratia Participativa: El Resurgimiento del Populismo (1992)
- Electoral Systems in Comparative Perspective: Their Impact on Women and Minorities (1994) with Wilma Rule
- Curbing Unethical Behavior in Government (1994)
- The Recall: Tribunal of the People (1997)
- New York Politics & Government: Competition and Compassion (1998) with others
- Administrative Ethics (1999), published in Japanese
- The U.S. House of Representatives: Reform or Rebuild? (2000) with Wilma Rule
- State-Local Relations (2000), published in Korean
- The Referendum: The People Decide Public Policy (2001)
- Interstate Cooperation: Compacts and Administrative Agreements (2002)
- The Recall: Tribunal of the People (2002), published in Korean
- Interstate Economic Relations (2004)
- Every Vote Equal: A State-Based Plan for Electing the President by National Popular Vote (2006) with others
- Interstate Disputes: The Supreme Court’s Original Jurisdiction (2006)
- Regulating the Business of Insurance in a Federal System (2010)
- Horizontal Federalism: Interstate Relations (2011)
- State-Local Governmental Interactions (2012)
- Interstate Water Compacts: Intergovernmental Efforts to Manage America’s Water Resources (2012)

Public Service Professor Kevin Bronner, MPA ’84, PhD ’92 published “Improving Local Government Financial Practices in the State of New York” and “Detecting fraud in Public Service Organizations,” both in the American Society of Public Administration’s PA TIMES. He presented “Improved Financial Reporting for Other Postemployment Benefits by State and Local Governments” in the 2013 Association for Budgeting and Financial Management (ABFM) Conference in Washington, D.C. this past October. Bronner also wrote “Moody’s Investors Service Should Increase the Weight It Attaches to Debt and Pensions from 10 Percent to 20 Percent for Local Government General Obligation Municipal Bonds”. Dr. Bronner has a long and distinguished career in public service. He served as principal utility financial analyst for the New York State Public Service Commission and worked with the staff of the Securities and Exchange Commission on compliance audits, and analyzed complex mergers, and financings and derivatives transactions for utilities.

Assistant Professor Gang Chen, a public budgeting and finance expert who joined the Rockefeller faculty in fall 2013 after receiving his PhD from the University of Nebraska Omaha, published “The Management of Defined Contribution Pension Plans in Local Governments” in Public Budgeting & Finance. The article was coauthored by Carol Ebdon and Olivier J. P. Maisondieu-Lafort, both of the University of Nebraska Omaha, and Kenneth A. Kriz of Wichita State University. Chen also presented two papers at ABFM: “How Well Does the Risk-Free Rate Predict the Future Rate of Return on Investments? Implications for Public Defined-Benefit Pension Plans,” also with Kriz, and “A Simulation of Defined-Benefit Pension Plans: What Features are the Most Important?” with coauthor and Rockefeller College colleague David Matkin.

José Cruz, associate professor of political science, published “The Making of Gilberto Gerena Valentín: Labor Politics, Military Service, and Political Activism,” in Gilberto Gerena Valentín: My Life as a Community Activist, Labor Organizer, and Progressive Politician in New York City. Dr. Cruz was appointed director of the University at Albany’s Center for Latino, Latin American and Caribbean Studies.

He organized the conference Historical and Contemporary Perspectives on Immigration Politics and Policy that took place at UAlbany in April. New York Secretary of State César Perales was the keynote speaker.

This past November, Sharon Dawes, PhD ’91, a senior fellow at the University’s Center for Technology in Government (CTG) and professor emeritus in Rockefeller’s Department of Public Administration and Policy, was an invited speaker at the European Commission’s High Level Conference on e-Government Issues held in Vilnius, Lithuania. Dr. Dawes presented “e-Government and Innovation: Lessons from American Experience.”

Jennifer Dodge, assistant professor of public administration and policy, presented “Power and Language in the Deliberative System: The Construction and Interruption of Public Deliberation in Two Environmental Policy Controversies” at APSA’s 2013 annual meeting in Chicago. In September, Dr. Dodge participated in a National Science Foundation workshop organized by Angela Evans, the president of the Association for Public Policy Analysis and Management (APPM), called Catalyzing Discovery for Social Impact: Exploring the Power of the Research-Academic-Policy Nexus to Stimulate Policy Innovation at the University of Texas at Austin’s (BJ) School of Public Affairs.

Erika G. Martin Receives Robert Wood Johnson Foundation Award

Dr. Erika G. Martin, assistant professor of public administration and policy at Rockefeller College and director of health policy studies for the Rockefeller Institute of Government, has received a two-year career development award from the Robert Wood Johnson Foundation to undertake a major research initiative, Testing the Usability and Fitness of Open Health Data for Studying the Relationship Between Childhood Obesity and the Built Environment. The study aims to facilitate the release of open data that are fit for research and to make recommendations on building a community of practice oriented towards using open data to support research on critical public health issues.

The award builds on the activities of the recent Open Health Data: Open Opportunities Workshop organized by Dr. Martin and Center for Technology in Government Senior Researcher Natalie Helbig, MPA ’01, PhD ’10. The interactive workshop, funded by the New York State Health Foundation through its support of the Rockefeller Institute, brought together State University of New York researchers and New York State Department of Health practitioners to explore how open health data can be a viable new resource for health research and developing innovative health interventions. Additional details on the workshop can be found online at rockinst.org/ohdoo.

Victor Asal Receives Teaching Award

Associate Professor of Political Science and Director of Rockefeller’s Center for Policy Research, Victor Asal, received the Deborah “Misty” Gerner Innovative Teaching in International Studies Award at the International Studies Association Conference in Toronto in March. The award honors the legacy of Dr. Misty Gerner, a former professor of political science at the University of Kansas and internationally noted expert in Middle Eastern conflicts, who died in 2006. It is given annually to an instructor who has developed effective new approaches to teaching in the discipline.
McEvoy Named Chair of NASPAA Local Government Management Fellowship Advisory Board

Rockefeller College Public Service Professor Robert McEvoy was recently appointed chair of the Local Government Management Fellowship Advisory Board, a partnership of the International City/County Management Association (ICMA), the Network of Schools of Public Policy, Affairs, and Administration (NASPA), the National Forum for Black Public Administrators, and the International Hispanic Network. The Local Government Management Fellowship is a highly competitive career development opportunity designed to generate interest in local government careers among recent master’s program graduates. Selected fellows are placed in full-time management-track local government positions, shaped by direct mentorship under senior government leaders and rotational assignments.

McEvoy replaces outgoing chair Carl W. Stenberg III, MPA ’66, PhD ’72, a Rockefeller College alumnus and professor of public administration and government at the University of North Carolina School of Government. Both McEvoy and Stenberg serve as members of the NASPAA Local Government Management Concentration Committee. McEvoy is a former vice president of ICMA and a recipient of ICMA’s Distinguished Service Award. He has worked in local government management for many years, most recently as county manager of Schenectady County, where he served for 22 years.

Dr. Dodge also presented “Hydraulic Fracturing in New York State: Storylines of Public Policy and Governance” at UAlbany’s Sustainability Roundtable. The paper was coauthored by Rockefeller College doctoral students Steve Jackson and Jeongyoon Lee.

Assistant Professor Yvonne Harrison presented three papers at the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) 42nd Annual Conference in Hartford, CT. “Self-Assessment of Nonprofit Organization Board Performance: Issues and Impacts from a Large Scale Longitudinal International Research Investigation” with Victor Murray of the University of Victoria; “Motivated to Adopt: Understanding Nonprofit Inter-Organizational Collaborations” with Rockefeller College doctoral student Sungkeun Kim; and “Images and Impacts of Community.” Also at ARNOVA, Judith Saidel, associate professor of public administration and policy and senior research associate at Rockefeller College’s Center for Women in Government & Civil Society, presented “Nonprofit Managers as ‘Smart Partners’: Contracting Practices in an Age of Turbulence.”

Matthew Ingram, assistant professor of political science, published “Democratic Institutions beyond the Nation-State: Measuring Institutional Dissimilarity in Federal Countries” in Government and Opposition. The paper was coauthored by Imke Harbers of the University of Amsterdam. In addition, Ingram presented “The Local Educational and Regional Economic Foundations of Violence: An Analysis of Homicide Rates across Mexico’s Municipalities” in January at the Woodrow Wilson International Center for Scholars. Following this event, Ingram briefed the U.S. Senate Drug Caucus at the office of Senator Diane Feinstein and the House Committee on Foreign Affairs Subcommittee on the Western Hemisphere at the office of Representative Matt Salmon. Dr. Ingram also won a $5,000 Junior Research Award from the University at Albany’s Center for Social and Demographic Analysis.

On December 6, 2013, Associate Professor Rey Klosowski presented “Visa Policy, Security and Transatlantic Relations” at Trouble in the Atlantic: North American-European Security Cooperation in the Post-9/11 Era, a one-day workshop addressing the current state of European-North American Security cooperation hosted by the European Union Centre of Excellence at the Université de Montréal and McGill University. He also presented “The American Way of Border Control and Immigration Reform Politics” at the Rosemary P. and John W. Galbraith Conference on Immigration, Immigration Reform: Politics, Policy and Process. The conference was held at the University of Virginia’s Miller Center this past October.

Professor Michael Malbin was invited to submit written testimony on campaign finance reform to New York State’s Moreland Commission this past October. The Commission was appointed by Governor Andrew M. Cuomo to investigate public corruption. Professor Malbin is the executive director of the Washington, D.C.-based Campaign Finance Institute.

Assistant Professor Erika Martin and Research Associate Roderick MacDonald presented “Modeling the Causes of Declining HIV Positivity of Testing Events in New York” at the AAPAM 2013 Fall Research Conference with coauthors Tao Lu of UAlbany’s School of Public Health and Lou Smith, Daniel Gordon and Daniel O’Connell, all of the New York State Department of Health.

Public Service Professor Rick Mathews presented “Disaster Preparedness and Response” at Governor Andrew M. Cuomo’s Conference on Emergency Preparedness, October 28, 2013 at the Empire State Plaza in Albany, NY.

David Matkin, an assistant professor in the department of public administration and policy who joined the Rockefeller faculty in fall 2013, is currently serving a three-year term on the executive committee of the ABFM. Matkin presented “Beyond Pensions: Florida Local Governments and Retiree Health Benefits” at the Florida State University’s LeRoy Collins Institute on October 1 and “Governance of State-Administered Public Pensions” at UConn on October 17.

Political Science Professor and Collins Fellow Bruce Miroff coedited a special issue of Presidential Studies Quarterly on historical approaches in presidency studies with Yale University’s Stephen Skowronek. Professor Miroff teaches and writes about the American presidency, American political development, American political theory, and political leadership.

Julie Novkov, professor of political science and women’s studies and chair of the department of political science at Rockefeller College, coedited Statebuilding from the Margins: Between Reconstruction and the New Deal with Carol Nackenoff of Swarthmore College. The volume, which is part of the American Governance: Politics, Policy, and Public Law series, was published by the University of Pennsylvania Press in January. Novkov and Nackenoff also authored a chapter in the book titled “Statebuilding in the Progressive Era: A Continuing Dilemma in American Political Development.” In addition, Rockefeller College Associate Professor Patricia Strach contributed “Statebuilding Through Corruption: Graft, Trash, and Progressive Era Politics” to the volume. The chapter was coauthored by Kathleen Sullivan of Ohio University.

Associate Professor Meredith Weiss and colleagues Allen Hicken of the University of Michigan and Edward Aspinall and Paul Hutchcroft, both of Australian National University, were awarded a $430,000 grant from the Australian Research Council for their project “Money Politics: Patronage, Political Networks and Electoral Dynamics in Southeast Asia.” The second edition of Professor Joseph Zimmerman’s book, The Recall: Tribunal of the People, was published by SUNY Press recently. In The Recall, Professor Zimmerman examines the rise in the use of the recall by American voters to remove elected officials from office.
Rockefeller College alumni serve their communities in a myriad of ways. A great number volunteer their time; many make financial contributions to deserving organizations. Some have devoted entire careers to building a brighter future for others. **Lew Wiener, BA ’84** and **Christine Hmiel, MA ’08** are two Rockefeller alums who are committed to making a difference.

**Why I Give**  
**Lewis Wiener, BA ’84**  
Partner, Sutherland Asbill & Brennan LLP

*What motivates you to give to Rockefeller College and the University at Albany?*

I support Rockefeller College and the University because I owe the institution a debt that I can never fully repay. It was here at Albany that I was given the opportunity to start building my future. It was here that others recognized my potential, encouraged me and gave me the opportunity to realize that potential.

*How do you hope your gifts will benefit students and the College?*

I hope that my gifts will provide financial support to allow those who might not otherwise be able to sustain the cost of a college education the opportunity to have the same positive and fulfilling educational and personal experience that I had. I also hope that other alums will follow suit and support the College and the University. There is a long-standing misperception that state universities like Albany are fully funded by the

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**Transforming the Hollow**  
**Christine Hmiel, MA ’08**

*Change is just around the corner for Albany’s historic Sheridan Hollow neighborhood*

Late one brisk November afternoon this past fall, Christine Hmiel, MA ’08 led a group of fellow Rockefeller alumni, students and staff on a tour of Sheridan Hollow, one of Albany’s most historic, yet neglected, neighborhoods. Christine, director of development for Habitat for Humanity Capital District, is at the center of a multimillion-dollar revitalization effort that will breathe much needed new life and energy into the Hollow’s sleepy streets and vacant lots. This forgotten little community that sits in a deep ravine just north of downtown Albany, a mere two blocks from the New York State Capitol, has seen its fair share of trying times over the years. Once a dumping ground for the city’s well-to-do and later the site of a state incinerator that posed major environmental and health issues for the area, the Hollow and its approximately 800 residents, mostly lower-income, are ready for change and eagerly await the transformation Christine’s project promises.

Thanks to the efforts of a number of community organizations and individuals like Christine who are passionate about bringing positive change for the neighborhood and its citizens, the Sheridan Hollow Redevelopment Project is well underway. In 2010, UAlbany Geography and Planning students conducted a study to explore future development opportunities, plans and financing mechanisms for the neighborhood. That study has served as a catalyst for much of the work already accomplished and will be a blueprint for what is still to be tackled. As of late January, sill plates were being installed and soon builders will be going vertical, raising walls and constructing decking. Habitat for Humanity Capital District and its key partners, which include the City of Albany and the Touhey Homeownership Foundation, seek to develop the Hollow as a mixed-income, mixed-use,
state and don't need private financial support. Nothing could be further from the truth. State budget cuts, which have been all too frequent and deep in recent years, affect state universities like Albany (and Rockefeller College) profoundly and disproportionately to their private counterparts. Now, more than ever, Rockefeller College, the University and the students they serve need our financial support. Every dollar truly counts.

How does giving back to the College make you feel?

Giving back to the College makes me feel like I’m doing something to help the next generation. We’re living in tough financial times. The disparity between socioeconomic classes is bigger than ever. The cost of a four-year education is crippling to the average family and simply unobtainable for many. Supporting the College makes me feel like I’m able to make a difference, even if it’s only in one person’s life. Hopefully, that person will remember and do something for someone else when they’re able. We’re all links in a chain. I want to make sure the chain is as strong as it can be and to ensure, to the extent that I can, that future generations will be able to continue adding links to the chain.

Christine Hmiel leads Rockefeller students and fellow alumni on a tour of Albany’s Sheridan Hollow neighborhood.
**Daniel Robb, BA ’84** was named associate vice-chancellor for enrollment management at the University of South Carolina, Aiken.

**John D. Porcari, MPA ’85**, former deputy secretary, United States Department of Transportation, has been named senior vice president and national director of strategic consulting at Parsons Brinckerhoff.

**Luke Bierman, MA ’91, PhD ’94** was named dean of Elon University School of Law.

**Gillian McCombs, MPA ’95**, dean and director of the Central University Libraries at Southern Methodist University (SMU), was awarded the inaugural SMU Women’s Club Award for Meritorious Service to the University.

**Frederick Kowal, PhD ’98** was elected president of United University Professions, the union representing academic and professional employees of the State University of New York.

**James J. Malatras, BA ’99, MA’00, PhD ’08** joined the State University of New York (SUNY) as vice-chancellor for policy and chief of staff. Jim acts as a senior advisor to SUNY Chancellor Nancy Zimpher’s executive team, the Board of Trustees, and the University’s 64 campuses on strategic communications and all matters of higher education, state and federal policy.

**Joseph Garba, BA ’02, MPA ’05** has been appointed Manhattan’s deputy borough president for policy and budget.

**Matthew Peter, BA ’06, MA ’07** was named chief of staff to Albany Mayor Kathy Sheehan.

**Ryan Ashe, BA ’07, MPA ’11** was promoted to advisory senior associate at KPMG where he provides technical advisory and management consulting services.

**Wayne Lair, BA ’07, MA ’10** is now a lobbyist with Statewide Public Affairs in Albany, NY.

**Kristin Butler Aveille, BA ’08, MPA ’11** is a presidential management fellow at the U.S. Department of Homeland Security’s National Protection and Programs Directorate.

**Laurie Shunney McCloskey, MPA ’08** was promoted to associate director of recruitment and human resources for Scholar Academies, a nonprofit charter school management organization dedicated to closing the achievement gap.

**David Belsky, MPA ’09** was named director of marketing and creative services for the State University of New York.

The poetry of **Adam Kress, MA ’09** was published in *Ekphrastia Gone Wild: Poems Inspired by Art*.

**Robert M. Mauro, PhD ’09** was named director of the Irish Institute at Boston College.

**Marcus Schulzke, MA ’11, PhD ’13** is a postdoctoral research fellow in the School of Politics and International Studies at the University of Leeds.

**Ilana Shapiro, MPA ’12** is now a young adult community engagement professional with the Congregation Emanu-El in San Francisco, CA.

**Ben Stokes, MA ’12, CGS ’12** is a police officer candidate with the Montgomery County Police Department in Maryland. Ben is currently completing six months of training at the Police Academy.

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**Come celebrate with us.**

**There’s still time to RSVP!**

**2014 Alumni Dinner & Awards Ceremony**

**Friday, May 16  6 p.m.**

**New York State Museum, Albany, NY**

[albany.edu/rockefeller/alumniawards](http://albany.edu/rockefeller/alumniawards)

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**Come back to class!**

Alumni are invited to participate in the Alumni in the Classroom Program (AIC). AIC is designed to connect alumni having issue-area expertise to related courses in political science and public administration and policy. If you have 30 minutes and would be willing to share information with students about the work you do and the skills required to succeed in your field, we’d love to hear from you! Email alomanto@albany.edu for more information.

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**Stay Connected**

[Stay Connected to Rockefeller College](http://albany.edu/rockefeller/alumni)

[albany.edu/rockefeller/alumni]
(At left) Philadelphia Mayor Michael Nutter visits a Scholar Academies classroom. Scholar Academies is a nonprofit charter school management organization dedicated to closing the achievement gap. Rockefeller alumna Laurie Shunney McCloskey, MPA ’08 is associate director of recruitment and human resources for Scholar Academies.

(Clockwise from lower left) Ryan Ashe, BA ’07, MPA ’11; Ben Stokes, MA ’12, CGS ’12; David Belsky, MPA ’09; Gillian McCombs, MPA ’95; and Luke Bierman, MA ’91, PhD ’94
Dean David L. Rousseau cordially invites you to attend
the Rockefeller College of Public Affairs & Policy

2014 Alumni Dinner and Awards Ceremony

on Friday, the sixteenth of May
at six o’clock in the evening

The New York State Museum
222 Madison Avenue, 4th floor, Albany, NY 12230

Call 518-442-3862 or visit albany.edu/rockefeller/alumniawards
for tickets and more information.

STAY CONNECTED

There’s a convenient way to update your contact info and share your news with fellow alums.
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