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Join us on the Web at albany.edu/rockefeller
Dear Friends,

As the leaves begin to change and our students settle into the rhythms of the fall semester, we are delighted to share news and highlights from Rockefeller College. In the following pages, you will have an opportunity to meet our outstanding students, dedicated faculty and accomplished alumni.

The cover story examines the role Rockefeller College and the University at Albany have played in the career trajectories of several alumni who have taken the road to Washington, D.C. Although each path is unique, several patterns emerge. First, excelling in the classroom is necessary but not sufficient for success. Rockefeller College students have taken advantage of opportunities to explore both theory and practice; through internships and community engagement, they have taken what they’ve learned in the classroom and applied it in a real-world setting in order to prepare for the job market. As John Dewey observed over a century ago, education is a process of living today, not simply preparing for the future. Second, faculty and alumni play critical roles in connecting our students to networks that open doors for them. In today’s competitive workplace, students need alumni mentors and advisors who can help them navigate each stage of their careers. Finally, every career opportunity opens the next set of doors. The paths taken by our alumni demonstrate that they’ve sought challenging positions, excelled on the job, and used the experience to continue to advance professionally.

In this issue, you’ll also meet our new faculty. Over the past year, we have hired an unprecedented seven new faculty members. These individuals study human rights, health policy, information strategy and management, international institutions, democracy, cybersecurity, and public law. They have interests and experience in addressing international issues including AIDS in Iran, fertility in Ghana, e-government in Mexico, democracy in Taiwan, civil wars in the developing world, policing in London, and equal rights in India. These faculty will play a central role in preparing our students and our society for managing an increasingly globalized world.

Finally, I would like to invite you to meet your fellow alums and current students here on campus this fall. Please join us at Homecoming—Family and Reunion Weekend from October 10-12. Rockefeller College will sponsor an alumni panel on Friday, October 10 at 7 p.m. in the UAlbany Performing Arts Center as part of our Leaders in Public Service Speaker Series. The panel will discuss implications of the Russian-Ukrainian crisis for Europe, the United States, and the global community—a fascinating topic. Look for other upcoming Rockefeller College events on our website at albany.edu/rockefeller.

Wishing you all the best,

David L. Rousseau, Dean
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Rockefeller College News Magazine is published twice a year. We’re delighted to share the achievements, contributions and perspectives of our students, faculty, staff, and alumni with the entire Rockefeller College community.

Rockefeller College of Public Affairs & Policy

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Meet homeland security specialist Alexander Dean, MPA Class of 2013. Alex is working in Washington, D.C. as a cybersecurity analyst for a.i. solutions, a NASA contractor. For Alex, Washington is the place to be, a city buzzing in all aspects of public service, policy and politics, where opportunities to make a difference in the world abound. “I always had an interest in working for the federal government,” says the Albany, New York native, “seeing where that would take me, how I could work for my country and give something back. I fell in love with Washington. It feels like a second home.” Alex is one of many Rockefeller students and alums for whom Washington has become headquarters as they pursue studies or establish their careers and credentials, forming support networks that will enhance life and work for years ahead. Rockefeller College has an arsenal of resources in place to make dreams of a D.C.-based career reality and to prepare students for the challenges and excitement of public service in the nation’s capital.

That arsenal includes the Semester in Washington (SIW) program for undergraduates, Presidential Management Fellowships for graduate students, an extremely active and engaged Washington alumni network committed to providing guidance and opportunities for Rockefeller students testing the waters of the capital, and the Rockefeller Office of Internships and Career Programs’ strategic and customized approach to assisting students embarking on their career paths. The College’s high national ranking among schools of public affairs is a feather in the cap of students as they go through the gauntlet of internship, interviewing and hiring processes in Washington. Rockefeller’s smaller size and close-knit community allow for more interaction with faculty who can provide invaluable academic and professional guidance and with support staff who shepherd students through résumé, cover letter and internship application preparation. Jennifer Maclaughlin, director of internships and career programs, notes that at Rockefeller, “It’s about being strategic. We help students plan how they can get to Washington—the courses and internships that will make them appealing to particular government agencies, the professional skills they’ll be required to demonstrate, which alumni they should be introduced to early on.”

“I get to play match maker,” says Rockefeller Director of Alumni Relations Andrea Lomanto. “Many students reach out to me requesting to be connected with alumni. I listen to what the student is interested in and then I go out and find an alum who fits the bill. Our alumni always respond with such enthusiasm, willing to help our students without hesitation.” Rockefeller Advisory Board members located in the D.C. area have even developed a networking breakfast series where Semester in Washington students have a chance to meet and interact with distinguished Washington alumni.

“Taking our students out of the classroom and giving them experiential learning opportunities is critical,” emphasizes Rockefeller Dean David Rousseau. Alex’s success is a prime example of this approach. Besides pursuing a very current, well-rounded curriculum, Alex spent hundreds of hours in various public sector internships including a position at the New York State Attorney General’s Office in Albany, and working in Washington for the U.S. Department of Homeland Security, an assignment he sees as key to landing his job with a.i. solutions. “The internship with DHS definitely came up several times in my interview process with NASA. If I didn’t have that internship, I may not have gotten the offer.” Alex ticks off a sampling of his Rockefeller training that made him marketable in D.C. “Models you learn to use, the theory behind them, practicing presentation styles—all have been well received by the executives at NASA,” he says.

About his growing support network, he happily reports, “The 2014 class has quite a group here. We meet up and go to Nationals games. Everyone is doing really well out of the gate. It’s a testament to Rockefeller.”
Frank McStay, MPA ’14
Research Assistant, Brookings Institution

Frank McStay works for the nation’s premier think tank, the Brookings Institution, specializing in one of the country’s most daunting public policy concerns, health care payment reform, an issue that touches everyone and is critical to the financial future of the U.S. “I work for the Engelberg Center for Health Care Reform on the Merkin Initiative, a project designed to look at payment reform from a clinician’s perspective. Every eight to ten weeks we do a case study, intended for clinical ears and policymakers,” explains Frank.

Investigating solutions to health care issues is more than an intellectual exercise for Frank. It’s a personal mission. “I suffered from asthma and multiple other chronic conditions as a child. I had many doctors and multiple entries into the health care system—hospitals, urgent cares, primary care physicians, and dealing with insurance companies from a young age.” Frank’s father, a retired program manager for the U.S. Army Corps of Engineers, also inspired his career choice. “My dad valued service highly and worked for the government his entire life. I thought that was admirable and that’s what I wanted to do.”

Frank moved from Texas to Albany to do his graduate work, selecting Rockefeller over a dozen other top public affairs schools. Besides the school’s outstanding academic reputation and Albany’s “cooler than Texas” climate, several factors made Rockefeller the smart choice from Frank’s point of view: the welcoming spirit of the Rockefeller community, a smaller size that provided more access to professors and potential mentors, and a capital city location that could offer numerous internship opportunities. While at Rockefeller, Frank interned for almost a year at the New York State Association of Health Care Providers (HCP). “New York State is making a sincere effort to make health care more cost effective and affordable,” explains Frank. “My internship at HCP had me evaluate a variety of different health care payment and delivery strategies. Brookings found that attractive as they needed a researcher who could hit the ground sprinting. That internship was a very rewarding experience. They not only compensated me well, but they also valued my input and my passion.”

Frank credits Rockefeller faculty members Erika Martin, a health care expert who encouraged his focus on quantitative research methods and whom he considers an exceptionally generous and astute mentor, and Stephen Weinberg and Jim Fossett with helping him gain the skills and confidence he needed to work at Brookings. Citing Weinberg’s and Fossett’s courses in the economic evaluation of health policy and in health care finance, Frank stresses that “if students take those classes and apply them, they’ll have a great shot at landing a job in health care.”

“Rockefeller broadened my view of what I was able to do. When I entered the program, I expected to work for the federal government as a policy analyst after I graduated. But through coursework, informational interviews and job interviewing during my two years at Rockefeller, I realized I possessed the knowledge, skills and abilities to become a researcher. My career opportunities widened and I’m thankful for that.”

Surrounded by pretty heady company at Brookings, Frank admits to being starstruck when he first arrived. “I work directly with Dr. Kavita Patel—former director of policy for the Office of Public Engagement at the White House—and Dr. Mark McClellan—former FDA chairman and Centers for Medicare and Medicaid Services administrator, who was responsible for implementing Medicare Part D—to develop policy recommendations for payment reform,” says Frank. “Mark is very personable and cordial to all the junior staff. Alice Rivlin is the director of Engelberg and she always has her door open for conversations. I cannot say enough about the scholars at Brookings.” It’s the perfect setting to practice a piece of advice Frank offers students considering future careers, and a philosophy he personally follows—“Always be willing to challenge yourself.”
Bethany Lesser, MPA ’05, BA ’04
Communications Director for U.S. Senator Kirsten Gillibrand (NY)

“I like to live in capitals,” says Bethany Lesser, who learned to love politics during dinnertime discussions with her parents in her hometown of Columbus, Ohio. She would later move to New York’s capital where she received a scholarship from the University at Albany and Rockefeller College to pursue undergraduate studies in political science, and then go on to earn her MPA at Rockefeller with a concentration in management and public policy and political institutions. Now communications director for New York’s junior senator, Kirsten Gillibrand, Bethany is right in the thick of capital city activity in Washington, D.C.

What’s a day in the life of Bethany like, working in a pivotal position for one of the most visible and active political leaders in the Senate today? “I’m responsible for overseeing the senator’s entire press office. We do social media in addition to traditional media and oversee all of the New York City, Upstate, Long Island and national press. I’m Senator Gillibrand’s spokesperson as well. There’s our short-term focus—what do we want to put out today and reacting to reporters’ questions—and our long-term strategy—how we want the senator to be defined and the issues we want to work on on a daily basis.”

Bethany’s success has been the result of spot-on educational choices, her ability to advance through the ranks in her profession, her lifelong interest in politics, and plenty of hard work. She’s built her career brick by brick, starting with an undergraduate internship with U.S. Senator Charles Schumer’s office, which was followed by a job as deputy regional representative in the senator’s Albany office while she was pursuing her MPA at Rockefeller. Eventually she’d make the move to D.C. and become his press secretary. In 2006, she accepted a job offer to become press secretary to her home state of Ohio’s newly elected senator, Sherrod Brown. Hungry to work on a competitive campaign, in 2009 she made the bold move to Alaska to work on Anchorage Mayor Mark Begich’s successful senate bid to unseat longtime incumbent Ted Stevens. When Kirsten Gillibrand was appointed to the U.S. Senate in 2009, Bethany joined her team and after two years became the senator’s communications director.

Bethany is quick with tips for students pursuing public service careers. “I highly recommend taking advantage of internships,” she says. “They’re priceless.” She is also a huge fan and alumna of Rockefeller’s Semester in Washington program, calling it “once-in-a-lifetime experience that makes D.C. approachable and where students learn how to be involved in national politics.” Bethany sings the praises of the Rockefeller MPA program, especially for the management lessons it exposed her to, to lessons she continues to utilize. In particular, Bethany gives kudos and thanks to the Rockefeller network that carefully guided her in the right direction, with deep gratitude to Professors Anne Hildreth, Michael Malbin and Mitch Abolafia.

And she is adamant about paying it forward as an engaged Rockefeller D.C. alum eager to help students starting careers in Washington. “It’s a city where the more people you know and talk to the easier it is to succeed. Having an alumni network in Washington, D.C. is essential. We’re definitely looking out for Rockefeller students and recent graduates,” says Bethany.

Semester in Washington

“Being able to live and intern in the nation’s capital was one of the best experiences of my undergraduate career,” says BA/MPA student Mikayla Myers, a member of the 2014 contingent that traveled to D.C. to participate in Rockefeller’s Semester in Washington (SIW) program. “I would do it all over again.” SIW has been inspiring a passion for politics and public affairs in students since 1998 when the College first launched the program and sent eight students to study and work in Washington for the spring semester. New York State Assemblywoman Addie Russell was a UAlbany undergrad at the time and a member of the inaugural SIW class. “Being able to go to Washington as an intern provided me with an inside view of what really goes on. I wanted to learn about the job and the environment before I decided if it was something I wanted to do,” says Addie. “It was during the Clinton administration and I was interning for Vice President Gore. It was very exciting for me to have a front row seat in an administration that I identified with heavily and that had brought so much energy and excitement to young democrats everywhere.”

“Life-changing” is how Rockefeller’s Director of Internships and Career Programs Jennifer Mclaughlin describes SIW. “Students come back with a different perspective on their education and career goals,” she says. “They have purpose and clarity that only comes from working in a professional environment and being away from home.” Open to juniors and seniors, SIW allows students to earn 15 credits while taking classes, completing an internship and writing a research paper that reflects the student’s special interest in a particular topic. They also have numerous opportunities to meet political leaders, network with alumni, and get an inside view of politics and the nation’s capital itself—museums, monuments, landmarks, recreational sites, social life.

“What distinguishes Rockefeller’s program is that it’s not just about the semester. It’s about working with the whole student who’s coming to the program with interests and a background,” says Rockefeller College Political Science Professor and SIW program founder Michael Malbin. “We try to think about what students’ strengths are, what their passions are, what they care about. I want these students to have a better understanding of themselves, a better understanding of the variety of opportunities out there, and how to fit the two together.”

This past spring, Rockefeller sent 25 students to Washington, the largest group ever. Tim Curran, a public policy major and MPA student, interned with the Republican National Committee’s Digital and Data Department while he was in D.C. “The most valuable part of the program was having the opportunity to meet with Rockefeller alumni based in the Washington area,” says Tim. “They were all very insightful and gracious.”

SIW is designed with continuity for the student in mind. “The program is integrally connected with the student’s undergraduate academic career,” says Professor Malbin. “Courses are counted toward the major, students work with their own advisors, and full-time Rockefeller faculty teach in Washington and stay in touch with students’ advisors. It’s not an isolated, separate experience. It’s ‘away’ geographically, but not ‘away’ academically.”

For more information, please visit www.albany.edu/rockefeller/siw.
Liam Fitzsimmons, BA ’05
Chief of Staff for Representative Louise Slaughter (D-NY-25th)

“It’s amazing! Every day is unique, exciting and challenging. I have never worked so hard in my life and I have never had a more rewarding job,” says Liam Fitzsimmons of his role as chief of staff for Representative Louise Slaughter. “It’s such an honor to work in the Congress. Being able to work for someone who represents Upstate New York, which is where I was born, raised and educated—well, that’s the cherry on top.”

Liam’s unbridled enthusiasm for his job is matched only by his steadfast regard for his boss. “She is someone who is listened to and respected. I love the work she does,” says Liam. In 2007, Congresswoman Slaughter became the first woman to chair the influential House Committee on Rules, where she helped to bring the Affordable Care Act (ACA), Lilly Ledbetter Fair Pay Act of 2009, and the Student Aid and Fiscal Responsibility Act to passage. “She is an incredibly hard worker. As the person who manages her work, I can assure you her reputation is well deserved.”

Representative Slaughter’s ambitious legislative agenda keeps Liam on his toes. One of the biggest challenges of his job is being able to “weave in and out of issues you may not spend all year studying. You have to become an expert very quickly,” he notes. “For me it’s about looking at a particular conundrum, a problem or some sort of paradox in the world and knowing how to research and dissect it. I would have no concept of how to approach a problem empirically using data and hard research if it wasn’t for Rockefeller College. That’s a skill that helps me every day. Anecdotally we can answer a lot of questions, but for public policymakers, at least equally as important as anecdotes and personal experiences is the data—what is actually happening out in the world from a broad perspective.”

As chief of staff Liam manages a group of about 20 people in Representative Slaughter’s Rochester and Washington offices. “The ‘chief’ part of the job is really helping my boss to make strategic decisions about her legislative portfolio and to ensure that we can advance her legislative agenda in D.C. and her outreach priorities back home in Rochester,” explains Liam. To that end he has much experience to call upon. Liam started his career on the Hill handling foreign affairs and national security issues as a member of the legislative team for former Representative Maurice Hinchey, an opportunity he attributes to connections made while an undergraduate intern at the SUNY/Center for International Development (SUNY/CID) at Rockefeller College. “I found Mr. Hinchey’s office because of the relationships I built at Rockefeller. When I was an intern at SUNY/CID, my boss was Jim Ketterer. I also worked for CID’s Office of International Programs where I worked with Ambassador Bob Gosende. Jim and Bob were important mentors in my life. Jim was actually the one who made the introduction to the Hinchey office for me.”

Another internship had a big impact on Liam’s future as well. When he participated in Rockefeller’s Semester in Washington program he was assigned to the State Department’s Bureau of Democracy, Human Rights, and Labor. “That experience was a big turning point for me,” says Liam. “It made me comfortable with the city. It made me excited about the capital and it gave me the confidence in myself to return to D.C.”

After managing two successful reelection campaigns for Congressman Hinchey, Liam moved on to become Louise Slaughter’s legislative director in 2011. He returned to campaign work in 2012 to run the Congresswoman’s bid for reelection. Shortly after, he was named chief of staff. Though his job is 24/7 and he’s constantly juggling multiple projects and confronting critical issues on a daily basis, Liam insists his path to Congress has been “more exciting than overwhelming” and he encourages students who think they might like to work in the nation’s capital to move to D.C. “That’s the way to really commit yourself to your goals and to develop the professional relationships you need to succeed.”
Ambassador Bonnie Jenkins, MPA ’88

Special Envoy and Coordinator, Threat Reduction Programs, Bureau of International Security and Nonproliferation
U.S. Department of State

Since her 2009 appointment by President Barack Obama, the U.S. Department of State has been home base for Ambassador Bonnie Jenkins, Coordinator of Threat Reduction Programs for the Department’s Bureau of International Security and Nonproliferation. “My job is to promote programs and activities that the U.S. government dedicated to the prevention of chemical, biological, radiological, and nuclear (CBRN) terrorism,” Bonnie explains. “For example, that’s making sure that non-state actors with intent to do harm do not get their hands on the nuclear material, the biological pathogens and the chemical precursors that can be used to make a weapon of mass destruction. It involves promoting such U.S. programs internationally and working with other countries that have similar programs and coordinating with them to ensure we’re working together on these efforts on a global scale.”

That’s the kind of responsibility to public service Bonnie has been readying herself for since high school days in New York City, and even before. “In my junior high, if one were on the honor roll, a reward for the hard work was a trip to Washington, D.C. I made sure I made the honor roll each year. I loved traveling to the nation’s capital and learning about what takes place. That experience was exposure. We met with government officials and visited the federal buildings and monuments and I think that created a spark. I decided I wanted to work there. I also believe that the desire to work in public service has always been ingrained in me; some of that is just the way you see the world from early in one’s life.” In junior high through college, and through graduate and law school, Bonnie seized opportunity after opportunity to work or intern in government agencies and nonprofits. “One of the reasons I attended school in Albany is because it was the state capital and I knew I could have the wonderful experience of working in a capital environment. I took advantage of that by doing several internships.” While enrolled in the joint JD/MPA program offered through Albany Law School and Rockefeller College at the time, Bonnie worked in the U.S. Attorney’s Office, the New York State Commission of Corrections and the U.S. Department of Transportation. “The natural next step was to be in Washington working for the federal government,” she adds.

As a D.C. insider—in the best sense of the phrase—Ambassador Jenkins is a font of generous and practical advice on how to succeed in Washington. Each spring, she graciously welcomes Rockefeller’s Semester in Washington students to a gathering at the State Department. “I try to share any wisdom I may have gleaned about what works in Washington. I enjoy meeting the students and talking with them. Their internships are all so different. It reflects the kinds of inroads the College has made.”

As for her best advice on how to succeed in D.C., Bonnie suggests, “Take every job you do seriously. You get a reputation for being a good worker. In a place like Washington, that’s very important because so much is still word of mouth, your reputation and who you know. To make it here, you have to be a good people person, a problem solver and negotiator, and have a good support system.” It also helps a great deal if you see the world with the eyes of someone who believes in public service, like Bonnie.
**Michelle Mittler, BA ’10**

**Director of Scheduling and Special Events for Democratic Whip Steny Hoyer (MD-5th)**

“Never a dull moment” would be a gross understatement when describing Michelle Mittler’s typical workday as director of scheduling and special events for U.S. Representative and Democratic Whip Steny Hoyer. “Things are just constantly moving and shaking around here,” Michelle reports.

“Scheduling on the Hill is unlike scheduling anywhere else. You have to hope ‘Never a dull moment’ would be a gross understatement when describing there truly is a little bit of everything.”

Such a credo is not surprising when one considers the duties involved in Michelle’s role: maintaining Congressman Hoyer’s official schedule, travel plans and related records; communicating key scheduling information to staff and security detail; and planning and supervising numerous events throughout the year. Providing a snapshot of life in the office of the Whip, Michelle notes that, “Mr. Hoyer meets with various members of Congress multiple times throughout a week so there’s lots of interaction with other offices. There’s work with embassies and diplomatic leaders, and meetings with constituents, lobbyists and nonprofits on a regular basis. And the Congressman keeps his eyes on whatever is happening in Maryland government. There truly is a little bit of everything.”

Michelle, “happy every day” in her Washington career, wasn’t always D.C.-bound. Brought up in Bayside, Queens, New York City was her world, that is until she came to Rockefeller College for undergraduate studies in political science. “My goal was to be a voice that I felt was underrepresented. Taking classes at Rockefeller and being active in the Student Association gave me the tools I needed to articulate and debate on a wide variety of topics.” But it was the combination of the Semester in Washington (SIW) program and an internship in the New York State Senate that opened her eyes—and doors—to endless possibilities ahead. “SIW introduced me to Washington in ways I couldn’t have imagined, from participating in an internship at the Human Rights Campaign, to writing my thesis in the Library of Congress. Professor Michael Malbin and Adam Kress, who was our teaching assistant, were so hands-on with SIW students, explaining everything and assisting us.” So began a journey that carried Michelle through graduate school in D.C. and work for U.S. Representative Paul Tonko, the Pew Charitable Trusts, Planned Parenthood Federation of America, and back to the Hill to the Office of the Democratic Whip.

Now cheerleading for life and work in Washington, D.C. is second nature to Michelle, and she’s happy to share what she has learned with students interested in a career there. “Be involved in extracurricular activities that you are passionate about to make your résumé stand out. While interning, be a sponge to everything happening around you and network as much as you can. And be sure to step out of your comfort zone. This is a city where, when you put in the work and are willing to learn and grow, there can be a great ending.”

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**Capital Ideas**

**Rockefeller’s D.C. Advisory Board Members Weigh In with Their Best Advice for a Student Hoping to Launch a Career in Washington**

*Read our advisors’ full comments online at albany.edu/rockefeller/washingtonsuccess*

**Vincent Abramo, BA ’67**

Construction Safety & Occupational Health Manager Overseas Buildings Operations, U.S. Department of State

“Learn the international affairs piece and really understand how nonprofits, private and voluntary international organizations fit together in the global matrix. Understand trade issues, how money flows into aid projects and to national treasuries from the U.S., World Bank, IMF, and UN-World Food Program.”

**Peter Brusoe, MA ’04, BA ’03**

Campaign Finance and Lobbying Data Analyst, Bloomberg L.P.

“Success in D.C. starts with success at UAlbany. Take challenging courses that provide you with strong quantitative skill sets that are critically needed in Washington, D.C. Work on some independent projects with faculty members. Practice your networking skills and be engaged with your professional associations by attending conferences and special speakers that the College brings to campus. Take advantage of the amazing career services department at Rockefeller. The one-on-one reviews of résumés and interview prep sessions will help you as you explore your career options.”

**Frank Jazzo, BS ’80**

Co-Managing Member, Fletcher, Heald & Hildreth, PLC

“I strongly recommend taking advantage of Rockefeller College’s Semester in Washington program. Having had the privilege of meeting the Semester in Washington students over the years and having seen the exciting internships they have had, I can think of no better way to launch a career here than to spend a semester learning the ways of the Beltway firsthand.”

**Lawrence Korb, PhD ’69**

Senior Fellow, Center for American Progress

“There are essentially two types of careers that a graduate of a school of public policy or public affairs can pursue in Washington D.C., both of which can be challenging and rewarding. The first is to become a career government employee by joining the career civil service, the foreign service, or the commissioned officer corps of the military. The second type of career is to join a think tank or non-governmental organization (NGO), in which you develop the expertise to formulate policy proposals that can have an impact on the decisions of the legislative or executive branches.”

**Jennifer A. Manner, BA ’86**

Vice President, Regulatory Affairs, EchoStar Corporation

“There are three basic principles that need to be followed to launch a career in D.C. First and foremost, you need to demonstrate to the potential employer that you have the interest and skills necessary for the job you are applying for. Second, you need to network! And finally, persevere. It may take some time to find the perfect fit but that doesn’t mean you shouldn’t consider taking a job that is different than you had hoped.”
Q&A with
Jim Douglas, MPA ’72

In 1972, Dunkirk, New York native Jim Douglas headed south to Washington, D.C. to escape the harsh upstate winters. He had just completed his Master of Public Administration Degree at Rockefeller College, an achievement he says, “got me in the front door in terms of a job in the federal system.” That first job was with the Office of Economic Opportunity. A few years later, he was offered a position in labor relations at the world-renowned Smithsonian Institution and began a long and rewarding career that includes 20 years in the general counsel’s office and almost 10 years in his current role as director of human resources. In addition to his Rockefeller MPA, Jim earned a law degree from George Mason University. Jim talked to us about what it’s like to head up HR for the world’s largest museum and research complex.

Q: What is your role at the Smithsonian Institution?
A: My job is to oversee recruitment, compensation and benefit programs, training, and employee development for our 6,000 employees worldwide.

Q: How has the Smithsonian changed in the 37 years you’ve been there?
A: It’s bigger! We have a bigger budget and we have more new museums. The level of activity has increased profoundly. We’re in the process of building the National Museum of African American History and Culture on the Mall at the base of the Washington Monument on 15th and Constitution.

Q: What do you enjoy most about your work?
A: I’ve determined that I’m a lifelong, eclectic learner. We have 19 museums and nine different research institutes. You take something vicariously from what everyone is doing around here in terms of research and publications and their educational initiatives. People travel from all over the world to come here. I tell my staff that when they go to one of the museums for a meeting, they’re obligated to go and look at the exhibits. The more we know about what this place is about, the better we’re going to be able to do our jobs and the more credibility we’re going to have.

Q: What advice do you have for students and young professionals interested in following a path similar to yours?
A: The fact is we receive hundreds and hundreds of applications for every job here and you need to try to differentiate yourself. You need to get past the recruitment specialist who has to whittle the stack of applications down to a manageable number. Assuming that you get
over that first hurdle, you have to distinguish yourself before the hiring officials who are actually going to be interviewing you by presenting relevant information about your education, volunteer work and job-related experiences. Writing skills are extremely important. And it helps to have good soft skills and emotional intelligence—the ability to read situations and feel comfortable and confident that you are able to look at an issue, pull it apart and come up with some constructive ways to approach it.

Be patient and always continue to learn. Hopefully, you’ll have a good mentor—someone you respect who can give you good guidance along the way. It starts back in school with seeking out the professors and just talking with them.

Q: Great advice! Now, something we’re dying to know—do you have a favorite spot in the Smithsonian?

A: I like to go to the Freer Gallery. It’s Asian Art. They have a very scholarly approach to explaining what’s going on with the art. I often find myself going over and popping my head in. But I can’t really say there’s any one place that I like more than another. There’s great satisfaction in working for a world-class organization that is doing good things. In his will, James Smithson founded the Institution “for the increase and diffusion of knowledge.” There’s not a whole lot more you can say to top that.
Retired United States Air Force Four-Star General Michael Hayden, former director of both the National Security Agency and the Central Intelligence Agency, was the guest for the inaugural program of Rockefeller College’s Leaders in Public Service Speaker Series on Tuesday, April 29, 2014.

*A Conversation with General Hayden* was moderated by Dr. Lawrence J. Korb (PhD ’69), senior fellow at the Center for American Progress in Washington, D.C. and former assistant secretary of defense during the Reagan administration.

Over 200 members of the University at Albany community gathered in the Recital Hall at the UAlbany Performing Arts Center for the wide-ranging discussion that capped off a full-day visit to the University during which both Hayden and Korb, along with Rockefeller College Advisory Board Co-chair Vincent Abramo, BA ’67 visited a number of classrooms to speak with public policy, public affairs and political science students.

“This was a tremendous opportunity for my class” said Associate Dean for Undergraduate Education Anne Hildreth. “Two students in my class had been writing about NSA surveillance and a few others had been doing work on topics that had a connection to terrorism. Students were very engaged by the visit and were encouraged to ask the general whatever questions they wanted—and ask they did! They asked him challenging questions about human rights, the NSA, and current developments between Russia and the U.S. They were also interested in his opinion on the role of the public and the media in a democracy. Having Vince Abramo and Dr. Larry Korb, two UAlbany graduates each having their own fascinating career in government and public service, accompany the general made the visit an extraordinary opportunity for the class.”

“The conversation with General Hayden provided a rare insight into some of the challenges that public servants encounter at the national level, especially when it comes to covert operations and intelligence gathering. It illustrated the constant struggle between keeping the country safe and maintaining the level of transparency the public demands. This opportunity enhanced my appreciation for public service and intensified my desire to pursue a career in this challenging but rewarding field.” – Matthew Lowney, MPA student

“I walked away with a deeper understanding and a balanced viewpoint.” – Tyler Norton, BA ’14

“I was working on a term paper covering NSA surveillance, so General Hayden’s visit to the University was a fantastic opportunity for me. How often can a student question a former NSA and CIA director face-to-face? Hayden’s inside account of the national security establishment—what be termed ‘the permanent government’—provided tremendous insight into the continuity of security policy across administrations.” – Zachary Marsett, Undergraduate
After graduating from New York University with a degree in economics in 2011, Pou Mok was unsure of his path. He had very little professional experience and didn’t know what he wanted to do with his life. As luck would have it, Pou found AmeriCorps VISTA, a national community service program devoted to creating and expanding programs that bring individuals and communities out of poverty. Pou, who immigrated to Staten Island from China when he was nine years old, became a member of AmeriCorps VISTA and was assigned to Albany. “Over the course of my year of work, I witnessed firsthand the value of public service,” says Pou. “It was very rewarding to be able to make a positive impact. At the same time, I also grasped how difficult and strenuous it was to fight poverty. My experience in AmeriCorps inspired me to pursue a career in public service. In addition, as a state school, Rockefeller offers a great value that other programs cannot match.”

Soon after beginning his MPA studies, Pou set his sights on Washington, D.C. “Jennifer Maclaughlin, Rockefeller’s director of internships and career programs, put me in touch with a Rockefeller alumnus who completed an internship at the Census Bureau in Washington two years ago,” says Pou. “I was able to get a sense of what the internship would be like, and it helped me make up my mind about going to Washington for the summer.”

In Washington, Pou worked as a statistician student trainee in the U.S. Census Bureau’s Employment and Benefit Statistics Branch within the Governments Division. He surveyed state and local governments in order to collect financial information on pension funds, analyzed financial statements, and classified and compiled data on the revenue, expenditures, and asset holdings of public pension funds. “I relied heavily on the accounting and Excel skills I learned in Public and Nonprofit Financial Management, taught by Professor Matkin; it’s helped me so much in my internship,” says Pou. In addition, the Rockefeller College network was a great resource to Pou during his stay in Washington. “Jen Maclaughlin connected me with other Rockefeller students interning in the area and Rockefeller alumni who were working for the Government Accountability Office,” says Pou. Those connections will be especially helpful to Pou as he identifies future internship and job prospects, especially his meeting with GAO’s Shannin O’Neill, MPA ’02. “There are many great opportunities in the federal government and in D.C., so I always look forward to talking to students about those opportunities. I enjoy meeting with ambitious students who take their future and career seriously,” says O’Neill.

Today, Pou Mok has a clear vision of where he wants to go. When he graduates with his MPA in December 2015, Pou hopes to return to Washington to work for the federal government in the area of health and human services or public finance, equipped with the confidence and skills he has gained at Rockefeller.
A commitment to engaged leadership and an unwavering belief in service is a powerful combination in an individual. Add to that the policy insight of a public administration expert and the logic of a mathematician. Top that off with a resolve to help others flourish as they discover their own inner leader and you’ll understand what there is about Sue Faerman that makes her invaluable as chair of the Center for Women in Government & Civil Society’s Women’s Leadership Academy (WLA). “Sue is one of a kind,” says Center Director Dina Refki. “She is truly the lifeline of the academy.”

Deeply involved in UAlbany academic, administrative and community life, Sue Faerman was recently named Dean of the University’s College of Computing and Information (CCI) after tackling the role of interim dean for the past year. Until recently she served as UAlbany’s Senior Vice Provost for Undergraduate Education. Chairing the WLA is a natural fit and an opportunity she considers a labor of love. “As a faculty member, I bring an academic voice to our studies of women in leadership,” Sue explains. “I work closely with Dina to determine our next step in terms of academic aspects of the program—whether that’s education regarding leadership, training, development, or research. It’s a dream come true to be connected to an organization that’s working to promote women’s leadership and involvement with all aspects of government. I’m a firm believer in government and its responsibility to serve its citizens. I want government to be effective and I want women to be involved in the process.”

Again, note the emphasis on leadership and service—keys to Sue Faerman’s approach to life, citizenship, and her work at UAlbany and Rockefeller College. In addition to her teaching and research activities as WLA chair and faculty member at both CCI and Rockefeller—and the demands of a deanship—Sue steps up whenever called upon to be a resource to the University community, whether serving as an advisor to students and staff, taking a major role in shepherding curricular initiatives, or assisting in the development and implementation of education programs international in scope. She’s particularly proud and gratified that, at last count, she has chaired or co-chaired 40 completed doctoral dissertation committees, many of those for female PhD candidates, and been a member of another 47 committees.

She’s quick to don a mentor’s hat, noting that role means “being real with people; trying to figure out what they’re interested in and how you can help them do the things they need to do.” A testament to her mentoring skills, Sue recently received the Peter J. Frost Mentoring Award from the Organizational Behavior Teaching Society: Teaching Society for Management Educators, an honor for which she was nominated by a former student. On top of her academic and administrative activities, Sue also supports UAlbany financially. She is a member of the University’s Loyalty Society, which recognizes donors who faithfully contribute each and every year, and was recently honored by President Jones for 25 years of consecutive giving to UAlbany.

Asked about her own leadership and service mentors, Sue points straightforward to her mother Miriam, a special education teacher who sometimes brought Sue along to classes she taught in the Bronx. “My mother left me with so many gifts in terms of how to work with...
people. She stressed that if you have any privilege in your life, it doesn’t mean you’re better than anyone, but that you have to use that privilege to make all boats rise. My mom understood and often talked about being part of a community and giving back. So that’s in my bones,” says Sue. She absorbed many other leadership lessons early in life while a student at Hunter College High School in Manhattan, a six-year school, grades 7-12, whose graduates include outstanding female leaders like Supreme Court Justice Elena Kagan and the late Bernadine Healy, former head of the American Red Cross and National Institutes of Health. “When I went there, it was an all-girls school, a place where I really learned a lot about females taking a strong role. There was no question about whether the president of the student association, athletic association or any of the clubs would be female or male.”

Sue earned her undergraduate degree in applied mathematics and statistics at SUNY Stony Brook and then moved to Washington, D.C. where she worked as a research assistant for the Center for Naval Analyses and as a mathematical statistician in the U.S. Department of Agriculture. In D.C., she earned her master’s at George Washington University in applied mathematics with a concentration in statistics. One day, while thumbing through a catalog of public administration graduate courses, she had an aha moment. “I thought this is really the knowledge people should have if they intend to move up an organizational hierarchy,” recalls Sue. “How can government run well if the people in managerial positions don’t have leadership skills?” She applied to the doctoral program in public administration at UAlbany—then SUNY Albany—and thus began a 34-year career that has always reflected a passion to inspire students to great leadership.

Nusrath Ainapore, a 2014 Center for Women in Government & Civil Society Fellow on Women and Public Policy, and former student and mentee of Sue Faerman’s, feels the impact of her teaching and counsel. “She gave us an idea of how to actually implement the leadership lessons she taught. Taking her class made me realize there are many leadership styles and a multitude of levels of leadership. That changed me. Her class showed me that each of us plays a leadership role in the work we do. Honestly, I will be grateful to Dr. Faerman all my life for the influence she has had on me. She is an amazing person.”

The Women’s Leadership Academy

The Center for Women in Government & Civil Society (CWGCS) at Rockefeller College is committed to deepening and broadening political access and economic opportunities for women at all levels of government. With that goal in mind, on November 30, 2010, CWGCS launched its Women’s Leadership Academy (WLA) for the purpose of strengthening participants’ self-efficacy, leadership capacity and capabilities. This June, WLA graduated 40 emerging and aspiring leaders through its two key programs for undergraduate, graduate and professional women: the NEW Leadership™ New York (NLNY) Institute and the Fellowship on Women & Public Policy. NEW Leadership™ New York, a partnership between CWGCS and the bi-partisan National Education for Women’s (NEW) Leadership Network, is the first and only program of its kind in New York State. A 7-day residential undergraduate leadership development program held at the University at Albany, NLNY strives to instill the knowledge, skills and abilities necessary for effective political engagement and community organizing. The second principal program offered through the Center for Women in Government & Civil Society’s WLA is the annual Graduate Fellowship on Women & Public Policy. During its 30-year history, the fellowship has graduated more than 300 women who occupy public policy leadership positions across the state and nation and around the globe. For information on the WLA, visit www.albany.edu/womeningov/womenandleadership.shtml

[Left] The 2014 Fellows on Women & Public Policy meet with Representatives Paul Tonko (NY 20th District) and Nancy Pelosi (CA 12th District) on Capitol Hill. [Right] Fellows visit the UN.

Dr. Sue Faerman on Leadership

Q: Are leaders born or bred?
Sue: They’re definitely bred. I think anyone can develop good leadership skills. I don’t think it’s a genetic trait. But I do think it’s something that has to be developed. To me, any skill you have needs to be practiced. The more you start practicing and the more role models you have, the more opportunities you have to understand and think about aspects of leadership.

Q: Do women bring different strengths to leadership?
Sue: It’s paradoxical. I think the answer to that question is yes and no. Women have to be aware of the situation and what the situation demands but then there’s nature/nurture—little girls are socialized to play in a very different way than how little boys are socialized to play. Depending on what you read in the literature, people will talk about women as being as effective in their leadership as men in terms of objective measures of organizational effectiveness, but often women talk about being more collaborative or nurturing in their style than men. Yet, there’s some resistance to that by women because we don’t want to be judged as women. I know at the CWGCS when we bring in women leaders to talk on panels, often they will talk anecdotally about women being more open to different ideas, using more of a collaborative approach and wanting to get feedback, not necessarily thinking about their power as “I’m the final decision maker,” and yet they are able to be effective. Effective leaders have to be able to make that decision at some point. I don’t think anybody wants to be in a position where the decision they make is based on the last person they spoke to. I think women have to be aware of the situation they’re in and what the situation demands.

Q: What’s the one thing you want to make sure CWGCS fellows learn about leadership by the end of their fellowship?
Sue: I start the semester talking about the fact that as people move up the hierarchy, derailment often happens because of lack of intra- and interpersonal skills—today what’s called emotional and social intelligence. Emotional intelligence is largely about self-awareness, knowing how you appear to others. Social Intelligence is how you work with and interact with others. Leadership is relational. It’s not about you. It’s about how you interact with those people around you, whether they’re the people you report to, people who report to you, or your peers. You have to have good relationships. That allows you to make things happen more quickly. Having good relationships across the organizational chart and not relying on the hierarchy is key.
Throughout the past year, Research Professor Mark Baskin has worked in consultation with the World Bank to advise the Ministry of Rural Development in the Solomon Islands on the Constituency Development Fund Act and subsequent regulations. In April, Baskin participated in an executive training program for parliamentary staff from Europe, Asia and Africa. This program has been part of a partnership among Rockefeller College’s Center for International Development, McGill University, the World Bank, the Commonwealth Parliamentary Association, the European Parliament, and the Center for Democratic Institutions at the Australian National University. Baskin lectured on new forms of parliamentary representation, research, information and communications technology (ICT), and constituency development funds. Baskin also participated in a training of trainers workshop aimed at building the Nigerian Institute for Legislative Studies’ (NILS) capacity to conduct training of parliamentary staffers in West Africa.

Public Service Professor Kevin M. Bronner was recently appointed to the board of directors for the Albany County Nursing Home by the Albany County Legislature. In April, Bronner and colleagues William O’Reilly, chief financial officer for the Albany County Airport Authority, and John A. Savash, II, associate professor of accounting at Elmira College, presented an “Advanced Forum on Governmental Accounting” for the New York State Government Finance Officers’ Association in Albany, NY. Bronner also served as a panel chair at the 68th Annual Conference of the New York State Political Science Association at St. John’s University in New York City for a session that discussed governmental processes for national elections in Japan and for local government development in the State of Kyrgyzstan. This past spring, Dr. Bronner presented formal comments before the New York State Energy Board on their Draft Energy Plan. In June, Dr. Bronner presented a research proposal entitled “State of New York Innovations in the Financial Oversight of Local Governments” at Rockefeller College’s 2014 Public Financial Management Northeastern Workshop in New York City.

Assistant Professor Gang Chen received a grant from the University at Albany’s Faculty Research Award Program for his research on contribution policies in state retirement systems. He also served as a panel discussant and paper reviewer for the Urban China Research Network Conference held in Albany, NY this past May. The Urban China Research Network [UCRN] promotes multidisciplinary research through international conferences, exchanges of faculty and students, establishment of working groups, and seed funding for new projects. Network members are at work on research projects ranging from urban morphology to the dynamics of rural-urban migration to issues concerning housing, crime and changing family structure within China.

In July, Jennifer Dodge served as a panelist on the roundtable, “What Does It Mean To Teach Interpretively?” at the 9th International Conference in Interpretive Policy Analysis, Wageningen, The Netherlands. In April, she presented “Fruitful Intersections or Parallel Play?” as part of the Collective Leadership Research Workshop hosted by the Research Center for Leadership in Action at NYU Wagner and “The Discourse Ecology of Hydraulic Fracturing in New York State: Contesting Storylines of Public Policy and Governance” at The Implications of Hydraulic Fracturing for Creating Sustainable Communities: SUNY Conversations in the Discipline at Binghamton University. Dodge, an assistant professor in the department of public administration and policy, specializes in nonprofits and democratic governance.

This spring, Assistant Professor Bryan Early was awarded an $85,000 grant from the U.S. Department of State for his project Continuing Strategic Trade Control Consultations with Kosovo—Departmental Statute, Licensing, and National Control List Consultations.

Yvonne Harrison, an assistant professor in the department of public administration and policy, received several grants this past year to support her research. She received an award from the University at Albany’s Faculty Research Award Program to study the impact of online board performance self-assessment on nonprofit board and organizational effectiveness, a SUNY Innovative Instructional Technology Grant (IITG) for her research on increasing access to nonprofit management and leadership education, and a University at Albany Online Teaching and Learning Grant for her proposal for a massive open online course (MOOC) to increase access to nonprofit management and leadership education. Harrison also continued her work on the University at Albany’s Emerging Issues in the Nonprofit Sector seminar series. In addition
to playing a key role in the organization of the series, Harrison presented “Optimizing the Impact of ICT in Nonprofit Organizations” at the May 9 seminar “Optimizing the Potential of Information and Communications Technology in Nonprofit Organizations.”

Assistant Professor of Public Administration and Policy Erika Martin and Donald J. Boyd, senior fellow at the Rockefeller Institute of Government, received $750,000 from the New York State Department of Health (NYSDOH) for their research “Medicaid F-SHRP Waiver Evaluation.” Martin and Boyd intend to evaluate the Federal-State Health Reform Partnership (F-SHRP) Demonstration’s effectiveness in accordance with the evaluation plan design prepared by the NYSDOH and approved by the Centers for Medicare and Medicaid Services (CMS). The F-SHRP Demonstration provided federal financial support for New York to modernize its acute and long-term care infrastructure, increase capacity in primary and ambulatory care, and make investments in health information technology. In June, Dr. Martin served as a moderator of the Local Public Health Department Revenue Panel at the AcademyHealth annual research meeting in San Diego, CA. This past May, Dr. Martin and colleagues Paula Chatterjee and Atheendar Venkataramani of Harvard Medical School, and Anitha Vijayan and Jason Wellen of Washington University in St. Louis, presented “The Impact of State Policies on Organ Donation and Transplantation in the United States,” before the NYSDOH in Albany.

David Matkin, assistant professor of public administration and policy, organized a one-day workshop this past June at the SUNY Global Center in New York City for public financial management scholars. The event was sponsored by Rockefeller College and drew 14 participants from NYU, Penn State-Harrisburg, Rutgers-Newark, Rutgers-Camden, Baruch College, University of Delaware, and Rockefeller College. The purpose of the event was to discuss early-stage research projects and strengthen relationships among regional scholars.

Professor and Collins Fellow Bruce Miroff was presented with the 2014 Martin Edelman Excellence in Teaching Award during Rockefeller College’s Undergraduate Recognition Ceremony in Page Hall on May 18. The award, established to honor Martin Edelman, professor emeritus of political science, is given to an individual who demonstrates an ongoing commitment to undergraduate education and who has effectively integrated research into his or her course.

Eugene J. Monaco, public service professor and executive director of Rockefeller College’s Professional Development Program presented the paper Using Technology-Assisted Learning to Transform Employee Development at the Ireland International Conference on Education in Dublin, Ireland in April 2014. The peer reviewers of his paper also selected it to be published in the International Journal for e-Learning Security.

On April 30, Research Professor of Public Administration and SUNY/CID Director Malcolm Russell-Einhorn presented “Improving the Quality and Content of the Legislative Drafting Process: Opportunities and Challenges from Central and Eastern Europe” at McGill University in Montreal. In June, Russell-Einhorn traveled to Washington, D.C. to present “Making Democracy Deliver: The Relevance of Administrative Law Tools and Concepts to USAID Sectoral Programming and Democracy and Governance Integration.”

During February and March, Jeffrey Straussman, professor of public administration and policy and former dean of Rockefeller College, was in residence at Bocconi University in Milan, Italy. While at Bocconi, Professor Straussman conducted research and consulted on a new Master of Public Administration program. In May and June, he directed the third edition of the Nonprofit Management Programme for the 21st Century at the Lee Kuan Yew School of Public Policy, National University of Singapore. The 15-day executive program is for managers of nonprofit organizations in Singapore.
Faculty Publications

JOURNAL ARTICLES


JOURNAL-SPECIAL ISSUE


BOOKS


TEXT BOOKS


BOOK CHAPTERS


LAW REVIEW


BOOK REVIEWS


REPORTS


Rockefeller College Welcomes Seven Outstanding New Faculty Members

Kamier Aloei, MD, DrPH, MPH, MS is a public service professor in the Department of Public Administration and Policy. A physician and renowned human rights activist, Dr. Aloei is the founding director of the Global Institute for Health and Human Rights at the University at Albany. He and his brother Dr. Arash Aloei co-founded the first center for HIV/AIDS cases and drug users in Iran, which was documented by the United Nations and World Health Organization as a best practice model. Together with a group of experts, Dr. Kamier Aloei also authored a major proposal to develop HIV/AIDS programs in Iran that was awarded $15.8 million by the Global Fund to Fight AIDS, Tuberculosis and Malaria. He has traveled extensively throughout the Pan American Region as a World Health Organization/Pan American Health Organization consultant in an effort to expand health and human rights training programs in the region. Dr. Aloei received his Medical Doctorate from Isfahan Medical University and his Master of Public Health in Epidemiology from Tehran Medical University, two of the top universities in Iran. He earned his doctoral degree in Health Policy and Management from the University at Albany and a Master of Science in International Health from Harvard University.

Ashley M. Fox, PhD, MA is an assistant professor in the Department of Public Administration and Policy. Her research focuses on the politics of health policy and the effects of policies on health outcomes, including not only policies targeted at health, but also broader social policies that have indirect effects on health. Dr. Fox’s work has examined global HIV/AIDS politics, policy and epidemiology, including better specifying the role of what is often described as “political commitment” in explaining differences in countries’ policy responses to the disease. Her theoretical interests include the role of public opinion, party ideology and descriptive representation in public policymaking. She has served as a consultant for the World Bank, UNICEF and PATH. Dr. Fox received her PhD in Sociomedical Sciences with a concentration in political science from Columbia University. She attended the University of Connecticut where she earned both her MA and BA (summa cum laude, Phi Beta Kappa) in Political Science. She was a postdoctoral fellow in the Department of Global Health and Population at Harvard University (2009–2010) and Division of Health Policy and Administration at Yale University (2010–2011).

J. Raman Gil-Garcia, PhD, MS is an associate professor with tenure in the Department of Public Administration and Policy and the research director of the Center for Technology in Government at the University at Albany, State University of New York. Dr. Gil-Garcia is a member of the Mexican National System of Researchers and Mexican Academy of Sciences. In 2009, he was considered the most prolific author in the field of digital government research worldwide and in 2013 he was selected to receive the research award from the Mexican Academy of Sciences, the highest distinction given annually by the Academy to outstanding young researchers. Dr. Gil-Garcia is a faculty affiliate at the National Center for Digital Government, University of Massachusetts Amherst and an affiliated faculty member of the Informatics Doctorate Program at the College of Computing and Information at the University at Albany. Previously, he was a professor in the Department of Public Administration at Centro de Investigación y Docencia Económicas (CIDE) in Mexico City. Dr. Gil-Garcia’s research interests include collaborative electronic government; interorganizational information integration; smart cities and smart governments; adoption and implementation of emergent technologies; information technologies and organizations; information technologies and education; digital divide policies; education administration and policy; new public management; public policy evaluation; and multi-method research approaches. A former Fulbright Scholar, Dr. Gil-Garcia received his PhD in Public Administration and Policy from the University at Albany, MS in Public Administration and Policy from the Center for Research and Teaching in Economics in Mexico, and BA in Political Science and Public Administration from the Autonomous University of the State of Mexico.

Johannes Karreth, PhD, MA is an assistant professor in the Department of Political Science. Dr. Karreth specializes in the study of international institutions and examines their role in resolving conflicts in different issue areas. His core research explores how international institutions like the World Bank have changed the dynamics of conflict and cooperation in political disputes between and within countries, as well as economic disputes within international trade agreements. In other research, he studies the intersections of international processes and domestic politics such as the response of citizens to visible aspects of globalization including immigration and changes in political parties’ positions; the role of foreign intervention in the outcome of civil wars; and the relationship between the design of international institutions and domestic bureaucracies. Dr. Karreth’s interests in political research methods include modeling multilevel data structures, Bayesian modeling, and data and information visualization. Dr. Karreth comes to Rockefeller from the University of Colorado Boulder where he received his PhD in Political Science with a concentration in international relations, methodology and comparative politics. He has an MA in Political Science from the University of Georgia and a bachelor’s degree in Political Science, American Cultural Studies and Sociology from Friedrich-Alexander-Universität Erlangen-Nürnberg in Erlangen, Germany.

Raymond Kuo, PhD, MA is an assistant professor in the Department of Political Science. Dr. Kuo’s research interests include innovation, diffusion, and interstate order; the political and social effects of civilian and military technology; and democratization and democracy promotion. He has also conducted projects on the law and ethics of war, international trade, and ethnic conflict. Previously, Dr. Kuo was employed by the National Democratic Institute as a program officer overseeing political party development projects in 60 countries. He has also worked for the United Nations, the Democratic Progressive Party of Taiwan, and various NGOs as a foreign policy analyst and organizational strategist. Through his work, Dr. Kuo hopes to bridge the academic-practitioner divide by focusing on variables and issues that are directly relevant to— and can be affected by—the work of diplomats and policymakers. Dr. Kuo earned both his PhD and MA in Politics from Princeton University. He also holds an MSc in International Relations from the London School of Economics and Political Science and a BA in Social Studies from Wesleyan University.

Brian Nussbaum, PhD, MA is an assistant professor in the Department of Public Administration and Policy. His focus is on cybersecurity and cyber threats, terrorism and terrorism analysis, homeland security, risk and intelligence analysis, and critical infrastructure protection. Dr. Nussbaum formerly served as senior intelligence analyst with the New York State Office of Counter Terrorism, a part of the New York State Division of Homeland Security and Emergency Services. He oversaw both terrorism and cyber threat analysis efforts at New York’s designated state fusion center, the New York State Intelligence Center (NYISC). Dr. Nussbaum served as a subject matter expert on international terrorism, and helped to create NYISC’s Cyber Analysis Unit. He worked for almost a decade in New York State’s homeland security agencies and was the author and project lead on the New York State risk-based funding formula, a formula that was used to distribute over $300 million dollars in Homeland Security Grant Program funds between 2006 and 2014. Additionally, Dr. Nussbaum served as the first-ever Visiting Professor of Homeland Defense in the Strategic Wargaming Division at the Center for Strategic Leadership and Development, part of the United States Army War College in Carlisle, PA (2012–2013). Dr. Nussbaum received his PhD and MA in Political Science from the University at Albany and BA in Political Science from Binghamton University.

Stephan Stohler, JD, PhD is an assistant professor in the Department of Political Science. His research and teaching interests are in the areas of public law and comparative politics, with a particular focus on the politics of constitutional interpretation. He is currently working on a book manuscript that examines how courts after affirmative action policies to redistribute political power in India, South Africa and the United States. At Rockefeller, Dr. Stohler will be teaching courses in public law. Dr. Stohler earned his PhD in Political Science at the University of Pennsylvania. He received his JD from the University of Pennsylvania Law School and BA from the University of Washington.
Through the U.S. Agency for International Development-funded Strengthening Governing Institutions and Processes (SGIP) project, SUNY/CID is making concrete contributions to the use of evidence-based policy to develop legislation in the Federation of Bosnia and Herzegovina (FBiH). Over the past eight months, SUNY/CID gave significant support to the FBiH Ministry of Labor and Social Affairs in the creation of one of the first comprehensive public policy documents of its kind. SUNY/CID provided FBiH with hands-on training and technical assistance in policy development and subject matter expertise, both with its own staff and consultants and through SUNY/CID’s local partner Rights for All, which organized consultative meetings in five FBiH cities that brought approximately 118 cantonal and local professionals and civil society representatives together with ministry officials to discuss options for deinstitutionalizing foster care in the Federation. In addition, the SGIP project team also assisted representatives of both houses of the Parliament of Bosnia and Herzegovina (FBiH) as they visited the Austrian Parliament June 1–7. The purpose of the visit was to share information and study best practices at the budget office of the Austrian Parliament. The visit was part of CID’s initiative to establish the Center for Public Finance and Budget within the FBiH Parliament.

SUNY/CID’s Legislative Strengthening Program in Cote d’Ivoire (LSP) initiated a series of activities to support the commissions of the National Assembly in carrying out field visits to more effectively fulfill their representative and oversight functions. LSP worked with the Commission for Social and Cultural Affairs (CCAC) of the National Assembly to help plan and conduct field visits within Abidjan. On March 26, 2014, the SUNY/CID team accompanied members of the commission as they visited the Hemodialysis Center of Cocody and the Felix Houphouet Boigny Cocody University. During the second phase of this activity, LSP will support field visits by the CCAC, the Defense and Security Commission, and the Commission on the Environment and National Parks as they conduct field visits throughout Cote d’Ivoire.

With assistance from SUNY/CID’s Kenya Parliamentary Strengthening Program, the Council of Governors held the first annual devolution conference under the theme “One Year into Devolution: Celebrating Milestones, Confronting the Challenges.” Devolution in Kenya was prescribed by the 2010 Constitution and was brought into practical effect in March 2013 with the election of a newly bicameral Parliament and governments in 47 newly constituted counties. Partnering with SUNY/CID on the conference were DFID, the World Bank, the United Nations Development Programme, and leading Kenya media institutions. The conference provided a forum through which all of devolution’s stakeholders could assess the achievements made during the transitional phase of devolution, discuss challenges to the implementation process, and consider new opportunities. SUNY/CID also provided assistance to the leadership of the Senate of Kenya as they traveled to Berlin, Germany to investigate alternative models of federalism and state representation in the federal policymaking process.

This spring, CTG, in partnership with Andrew Nicklin, Director of Open NY, led a collaborative workshop entitled Shaping Open NY: Visioning a New Transparency Hub. The workshop, facilitated by CTG Director Theresa Pardo, BA ’82, MS ’90, PhD ’98, and Program Director Meghan Cook, MPA ’96, MS ’02 brought together community members and open government leaders to develop strategies to take the State’s Open NY program to the next level. The State will launch the new hub in the near future, implementing the best strategies culled from the workshop.

In partnership with UAlbany’s Vice President for Research, James Dias, CTG co-chaired the University’s inaugural President’s Forum on Data. Experts shared leading multisector practices important for advancing data analytics and discussed how best to prepare a new generation of college graduates to fill the fast-growing data scientist job market. Together, academics, students, government practitioners, and industry experts explored future investment options, current uses, and the possibilities for new curricula in data science that will meet the needs of 21st century organizations.
With a grant from the Institute of Museum and Library Services through the 2013 Laura Bush 21st Century Librarian Program (LB21), CTG brought together 40 thought leaders from public libraries, academia, local, state, and federal government agencies, open government advocates, and the private sector to examine the ways that public libraries are able to prepare their communities to share and use information generated through open government and data initiatives. The event, held May 7-8, 2014 in Alexandria, VA, was facilitated by CTG Director Theresa Pardo, Managing Director G. Brian Burke, Project Assistant Megan Sutherland, BA ’10, MSIS ’12 and CTG Government Fellow Alan Kowlowitz.

On May 9, 2014, CTG hosted a National Science Foundation-sponsored workshop in collaboration with the eGovPoliNet exploring the integration of data-intensive analytical skills in public affairs education. The workshop was organized and facilitated by CTG Assistant Research Director Natalie Helbig, MPA ’01, PhD ’10 and Senior Fellow Sharon Dawes, PhD ’91. CTG was joined by 32 academics and practitioners from institutions across the United States.

CTG participated in the Digital Government Society’s 15th Annual International Conference on Digital Government Research (dg.o 2014) June 18-21 in Aguascalientes City, Aguascalientes, Mexico. This year’s conference was entitled Open Innovations and Sustainable Development in Government: Experiences from Around the World. CTG Research Director and Rockefeller College Associate Professor J. Ramon Gil-Garcia, PhD ’05, served as program co-chair, CTG Assistant Research Director Natalie Helbig helped out as track chair, CTG Faculty Fellow Teresa Harrison was the panel chair, and CTG Senior Fellow Sharon Dawes and Ramon Gil-Garcia served as doctoral colloquium chairs.

### National Center for Security & Preparedness (NCSP) [albany.edu/ncsp](http://albany.edu/ncsp)

The NCSP has been actively expanding its research efforts across the homeland security spectrum. The Center’s Domestic Extremist Organization-behavior (DOMEX) Project looks to build upon the limited body of research on domestic terrorism and radicalization. Researchers on the project are building a comprehensive dataset on domestic extremist activity dating back to 1980, which will include over 500 distinct organizations.

The Center is also in the early stages of its Community Resilience Project (CRP), which will examine what it means for communities to be resilient to major disasters and ways that citizens and the emergency preparedness community are involved in enhancing this capability. Researchers are currently working to engage stakeholders and compile information from both the academic and professional literature.

As part of its strategic partnership with the NYS Division of Homeland Security & Emergency Services, the NCSP is continuing its efforts as the program lead for the NY State Preparedness Training Center (SPTC). Recent scenario-based course deliveries for responders have seen a more robust focus on information collection and sharing to bolster law enforcement actionable intelligence and medical intelligence. Both are critical to saving lives during major incidents. The SPTC is on track to exceed its training target of 15,000 students for 2014.

### Professional Development Program (PDP) [pdp.albany.edu](http://pdp.albany.edu)

PDP received a 2014 Bronze Telly Award in the Health and Wellness Category for the Eat Smart NY: Eat Better for Less video. Produced on behalf of the Office of Temporary and Disability Assistance, this public information video offers guidance to families on how to apply for SNAP [Supplemental Nutrition Assistance Program] benefits and ways to eat better for less. PDP was also the recipient of an APEX Award of Publication Excellence for the Youth in Progress: Need to Know Series. The materials in this series provide adolescents in foster care useful information about a variety of topics including managing money, human trafficking and Native American youth in care.

In partnership with Rockefeller College’s Center for International Development, PDP Executive Director Eugene J. Monaco and John Thompson, training program coordinator, traveled to Kenya to consult on professional development in the public sector and deliver a 3-day workshop entitled Monitoring, Evaluation and Learning. The goal of the trip was to strengthen capacity of the Centre for Parliamentary Studies and Training (CPST).

Senior Education Specialists Patricia Mulberry, Kasa Wahl-Losee, and Erika Hunter and Training Program Coordinator Ed Skawinski attended and presented at the annual Lectora User Conference held April 1-4, 2014 in Los Angeles, California. Patricia Mulberry and Kasa Wahl-Losee presented “Onboarding a Diverse Team of Adult Learners with Lectora” in which Malcolm Knowles’ adult learning principles and Myers-Briggs personality types were represented along with a change management approach for explaining methods for onboarding adults to new technology. Erika Hunter and Ed Skawinski presented “Making Your Lectora Title Accessible for Real-World Users,” sharing lessons learned from PDP’s accessibility testing and work with users of assistive technology.

(Left) Eugene Monaco works with a group on needs assessment at Lake Naivasha, Kenya, Africa. (Right) Eugene Monaco and John Thompson of PDP visit the Centre for Parliamentary Studies and Training (CPST) in Kenya, Africa to discuss e-learning.

An EMS student communicates patient information to a simulated regional trauma center during a multiple casualty incident (MCI) scenario.
WHY I GIVE

Frank Jazzo, BS ’80
Co-Managing Member, Fletcher, Heald & Hildreth, PLC
Member, Rockefeller College Advisory Board

What motivates you to give back to Rockefeller College and the University at Albany?
I am a big believer in public education. Not only am I the product of the public education system—from nursery school through my law degree—I am also aware of the great need that public institutions have. The belief that universities and state colleges like UAlbany and Rockefeller College are fully funded by taxpayer dollars and therefore don’t need additional support from alumni and friends couldn’t be further from the truth. My involvement as a member of the Rockefeller College Advisory Board has allowed me to see firsthand the impact that the tough financial climate has had on the College. It also gives me a deeper understanding of the great things that are being done at the College and has allowed me to get to know the faculty, staff and students who work every day to carry out the College’s mission. I give back because I want to do my part to help ensure that programs are not cut and that students are given the tools that they need to be successful.

How do you hope your gifts will benefit students and the College?
At a very basic level, I hope—and believe—that my gifts to the College have a positive impact on the student experience and the programs that the College is able to
awareness, which has raised over $10,000 since 2012 for the American Foundation for Suicide Prevention (AFSP), and as the chair of UA ALIVE’s Out of Darkness Walk, which raises awareness for AFSP’s mission. In addition, Rose was recently inducted into Omicron Delta Kappa, the national leadership honor society. She currently serves on the board as the circle treasurer.

Rose came to the University at Albany already deeply committed to public service. In high school, she traveled to the Dominican Republic to volunteer in orphanages and schools. “That trip really changed me,” says Rose. “It served as a springboard for my continued interest and involvement in community service. When I came to Albany, I really liked that I could continue to take part in community service activities. Giving back makes me feel proud—proud that I am able to make a difference, to really see the impact of something I’ve done with other students turn into something bigger.”

Because of her unflinching commitment to service, Rose was named the recipient of the Rockefeller College Public Service Scholarship Award in both 2013 and 2014. “To be recognized for my achievements by Rockefeller College really makes me feel proud to be a student here,” says Rose. The award also eased a tremendous financial burden for Rose.

“How does giving back to the College make you feel?
It makes me feel terrific! I’m glad to be in a position to be able to give back to the College and University. I received a great education, and am proud to be a Rockefeller College alum. It’s rewarding to see the wonderful things that the College and its students are doing and to know that I played a part in making that happen. As cliché as it sounds, it’s very rewarding to be able to pay it forward!

“Coupled with what I am able to save from my summer job, the scholarship has made it so that I do not have to work while I am in school,” she says. “I’m able to focus on my studies yet still have time to devote to extracurricular activities and volunteering on campus and in the surrounding community.”

Upon graduation, Rose plans to focus her career on health policy and emergency preparedness. After Hurricane Irene, she volunteered at the Schoharie cleanup to help victims of the storm. She also saw firsthand the effect Hurricane Sandy had on Staten Island, where she has family. In both instances, Rose was inspired by the work being done by the Red Cross. “I saw the great potential that individuals and groups can have when they pool their resources and work together,” says Rose. “As a student at UAlbany I am able to have an impact on my community. I hope to be able to continue to do so as I begin my career. My public policy classes have given me a solid background and the confidence and skills that I need to be a leader, and I know the MPA program will allow me to continue to hone those skills.”

Frank and his wife Barbara (BA ’81) have been loyal donors to both UAlbany and Rockefeller College for over 20 years. Their generosity helps ensure that the College is able to provide the very best educational opportunities, resources and programs to today’s students, who will soon become tomorrow’s leaders and key policymakers. To read more about the impact that gifts like Frank and Barbara’s are having on Rockefeller College students, and to learn about how you can make a difference, please visit albany.edu/rockefeller/giving.
Why I Love My Work

1 YEAR AFTER GRADUATION

Aneela Salman, PhD ’13
Managing Director, Punjab Education Foundation (PEF), Labore, Pakistan

“We provide educational opportunities to children from poor households through public-private partnerships with low-cost private schools. We presently have 1.5 million children and 3,600 schools in our programs. I find it very rewarding to lead PEF and to promote innovative instruments to reach disadvantaged populations in remote areas in the Punjab to ensure access to quality and inclusive education for children from all backgrounds.”

5 YEARS AFTER GRADUATION

Jaclyn Agostino Mancini, MPA ’09
Director of Development, City of Schenectady, NY

“I love being able to apply my public sector expertise, knowledge from my Rockefeller education, and experience in county government, and now city government to further the betterment of the community.”

10 YEARS AFTER GRADUATION

Tatyana Narchayeva, MPA ’04
Programs and Research Officer, Canadian Institute for Advanced Research (CIFAR), Toronto

“Most of all, I like the people I work with. It’s not only my CIFAR team and colleagues from like-minded organizations in Canada and other countries, but also the more than 300 distinguished scientists from all over the world. I learn lots of new things every day, and my work at CIFAR has definitely changed my view of the world around me.”

“The only thing you take with you when you’re gone is what you leave behind.”

~ John Allston

For information about including the University at Albany in your estate plans, please contact Lori Matt-Murphy / Office of Gift Planning University at Albany, UAB 226 1400 Washington Avenue, Albany NY 12222 (518) 437-5090 or (888) 226-5600, toll free.
Dr. Jared Graber, BA ’71 chaired the 2013 On-Site Reaffirmation Committee that reviewed Georgia Gwinnett College in Lawrenceville, GA for the Southern Association of Colleges and Schools Commission on Colleges.

Isa Masrieh, MPA ’76 retired as the director of the president’s office at Birzeit University in Palestine and has been appointed as part-time director of the board of trustees’ office.

Larry Bowman, MPA ’77 retired after a 37-year career in the chamber of commerce field. Bowman, who began his chamber career as director of government affairs with the Schenectady County Chamber of Commerce, subsequently served six other chambers in New York, Delaware and Pennsylvania as president/CEO.

Daniel E. Berry, BA ’80, MPA ’91 was appointed as a preliminary hearing officer by the New York State Board of Parole.

Richard L. Edwards, PhD ’86 has been appointed chancellor of Rutgers University—New Brunswick.

Sally Corbett, BA ’93 is now the executive director of The Stepping Stones Foundation, a national historic landmark in Katonah, NY devoted to preserving the historic home of Bill Wilson, co-founder of Alcoholics Anonymous, and Lois Wilson, co-founder of Al-Anon Family Groups, and providing educational programs about alcohol-ism and the legacy of the Wilsons.

Eric Snyder, BA ’93 is now the regional logistics manager for RockTenn in Syracuse, NY. RockTenn is one of the world’s largest makers of paper and corrugated products.

Leslie Tayne, Esq., BA ’93 of Tayne Law Group, P.C. was named among this year’s honorees for the Long Island Center for Business & Professional Women’s 35th Annual Achievers’ Award.

James D. Schutzer, BA ’94 has become the president of the New York State Association of Health Underwriters (NYSAHU), an organization which represents more than 700 licensed health insurance agents, brokers, general agents, consultants and benefit professionals throughout the state. James is an employee benefits advisor based in White Plains, NY.

Timothy P. Hedley, PhD ’95, partner, KPMG LLP, New York, NY, was elected vice president for professional issues for the New York State Society of CPAs.

Meghan Cook, MPA ’96 received the University at Albany’s Initiatives for Women Award to participate in the International Conference for e-Democracy and Open Government, which brings together e-democracy, e-participation and open government specialists working in academia, politics, government, and business to critically analyze the innovations, issues, ideas, and challenges in the networked societies of the digital age.

James Malatras, BA ’99, MA ’00, PhD ’08 has been named the state director of operations for New York State Governor Andrew M. Cuomo.

David M. Van Slyke, PhD ’99 is the recipient of the 2014 Birkhead-Burkhead Teaching Excellence Professorship from the Department of Public Administration and International Affairs at the Maxwell School of Citizenship and Public Affairs, Syracuse University.

Timothy Dunn, BA ’01 joined Zone 5 in Albany, NY as vice president. Tim will lead the health care and energy portfolios, as well as support the technology portfolio and new business development.

Michael Holland, MPA ’02 was promoted to assistant director on the U.S. Government Accountability Office’s Information Technology Issues Team.

Micheal T. Stratton, MPA ’03, PhD ’06 was promoted to associate professor of management and chairperson in the department of management and accountancy at the University of North Carolina Asheville.

David Burke, MPA ’05 made history when he became Tuckahoe, NY’s first-ever village administrator. Burke comes to the new position after serving eight years as the Rye Brook, NY assistant village administrator.

Erica Nicole Rangel, Esq., BA ’06, MPA ’11 received a New York Law Journal’s 2014 40 Under 40 Rising Star Award, and the 2014 LGBT Community Legal Advocacy Award from In Our Own Voices.

Zachary Malamud, BA ’07 concluded active duty tour with the United States Marine Corps where he served as a judge advocate prosecuting crimes committed by marines and advising military commanders on conforming with local and federal laws. Upon his return, he joined the medical malpractice defense firm of Shaub, Ahmuty, Citrin, & Spratt, LLP as an associate.

Andrew Winchell, BA ’07, MPA ’09 was named director of operations for State Senator John J. Bonacic (NY’s 42nd District) and director of the Senate Racing, Gaming and Wagering Committee.

John Goodwin, BA ’08, MPA ’09, formerly Scarsdale, NY assistant village manager, recently accepted a new position in the Finger Lakes Region as the assistant city manager of Canandaigua, NY.

Jennifer Woodward, MA ’08, PhD ’13 is a visiting professor in the Department of Government at the College of William and Mary.

Jaclyn Agostino Mancini, MPA ’09 was named director of development for the City of Schenectady.

Joseph Bonilla, BA ’11, managing partner and senior media director at Relentless Awareness LLC, an Albany public relations and advertising firm, received a 40 Under 40 Award from the Albany Business Review.

Joseph M. Alicata, BA ’13 received a 30 under 30 Award from the Huntington (NY) Chamber of Commerce for having a significant impact on his community. In addition to serving as community liaison for Assemblyman Brian Curran (NY’s 21st District), Joseph is now a sales associate at Westwood One.

Alex Delgado, MPA ’13 is now an officer with the New York City Police Department.

Call for Nominations:
2015 Rockefeller College Alumni Awards

For more information on awards categories and to make your nomination by November 1, 2014, please visit
https://www.surveymonkey.com/s/DRXMFB3
WE ASKED OUR ALUMNI WHAT MOVIE OR TV PROGRAM EVERY ROCKEFELLER STUDENT ASPIRING TO WORK IN PUBLIC SERVICE OR POLITICS SHOULD WATCH.

THE RESULTS ARE IN...

The **TOP PICK**, named by **20%** of respondents, is

**The West Wing**

**RUNNERS-UP** were

- **House of Cards** with **15%** of the vote
- **&**
- **Mr. Smith Goes to Washington** with **6%** of the vote

Other **MUST-SEES** suggested by Rockefeller alumni

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<td>Blade Runner</td>
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<td>Charlie Wilson’s War</td>
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<td>Groundhog Day</td>
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<td>Lincoln</td>
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<td>Street Fight (The story of Cory Booker’s 2002 campaign against Sharpe James for Mayor of Newark, NJ)</td>
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**Thank you for taking the alumni poll!**
It only takes a minute to make a gift that lasts a lifetime.

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Tell Us What You Think: Take our reader survey @ albany.edu/rockefeller/readersurvey

Rockefeller College alumni, students and faculty form a “Rock Mob” on the steps of the New York State Capitol.

Want a copy of our Rock Mob photo? Download it at albany.edu/rockefeller/capitolrockmob

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albany.edu/rockefeller/alumni