Each time I teach my course on “Managing Sideways” to new managers in New York’s Office of the State Comptroller there is always one exercise that elicits a few quiet gasps. I ask students to tell me how many dollars the federal government spends on contracted services for every dollar of direct production. Most guess 4 or 6 to 1. The true ratio is at least 20 to 1. As a practical matter, local, state, and federal governments have decided to supplement and sometimes completely supplant direct delivery of public goods with service delivery by private sector organizations and networks of providers. This transformation—effected over the last 20 to 30 years—has rapidly and radically altered the landscape of public management and public service provision. The classic bureaucratic triangle of reporting relationships is more like a wedge of Swiss cheese—full of holes where for-profit and non-profit providers have stepped in to do things public agencies did in days gone by. As a field, we have made strides toward understanding the implications of these changes, but there is still much to do. Here I outline what I believe to be the big questions and challenges to the field that flow from this development.

Conceptualizing the politics of governance. Classically, public administration scholars assumed that “politicians decide and administrators do.” That was probably never completely true, but it is almost certainly not true in the world of networked and market-based public goods and services. Collaboration generates long-term relationships between public agencies and private sector organizations that create dependence between the buyer and seller. For instance, the social service providers I study have no alternative market for the goods and services they produce for the government. Without their annual state grant, they will fail. Organizational theory suggests organizations will take positive steps to cope with the vulnerability this introduces into their core business. Political activism is one primary option. As I and one of our recent graduates, Deene Hatmaker, have argued in a recent article, collaboration may actually create “micro political economies”: systems of politics and financial flows that have their own dynamics, are relatively self-contained, and certainly self-perpetuating. Politics and collaboration are inexorably linked through financial dependence. Yet we only dimly understand the nature of these new systems of politics and finance.

Who and what is left? A few years ago I was talking with an official from the New York State Education Department about their conversion of No Child Left Behind-related services to a network of providers. He noted that they were doing “reform by retirement.” As people leave, they are farming out more and more work to the members of the network. “When I retire, they will turn off the lights and close this place [meaning his office in State Ed] down entirely.” The impending wave of public sector retirements has been studied extensively as a human resource, knowledge capture, and socialization problem. However, the departure of the Baby Boomers may also become a moment for re-engineering...
A Message from the Dean

Theodore Herzl, the founder of Zionism, once said, “If you will it, it is no dream.” Now if Herzl had been a student at Rockefeller College of Public Affairs and Policy, he never would have gotten away with this statement. Someone would have demanded that Ted quantify his dream and subject it to the most stringent cost-benefit analysis. Assuming he could do this, Ted’s classmates would have then divided into groups of four to develop alternative strategies for implementing the dream. And surely someone would have pointed out that his dream had a high probability of being killed by some faceless analyst in the budget office.

Dreams provide the grist for other professionals but not hard-nosed policy and management wonks like the faculty and students at Rockefeller College. We are too analytical to consider dreams a subject of serious contemplation. But suppose we change the word from dreams to vision. There, now we can feel more comfortable, for the concept of vision signals a key ingredient of good management, indeed, good leadership that we all surely aspire to. Vision, more than simply a goal, is something that drives us and, if we are effective leaders, inspires others.

About a decade ago I took a trip to the Middle East and met three fascinating individuals. As I think back to that trip, I believe there are some lessons about dreams and visions and, most important, leadership.

Uriel Reichman is the founder and president of the Interdisciplinary Center in Herzliya, Israel. A graduate of the University of Chicago Law School and a former paratrooper in the Israeli Defense Forces, he described himself as a “bulldozer,” determined to make his vision of establishing the first private, non-subsidized university in Israel a reality. In his view, Israeli higher education was overly bureaucratic, resistant to change, and ill-equipped to educate the future leaders. His vision for an alternative university is built on four principles: (1) interdisciplinary education, (2) the importance of information systems, (3) a global perspective, and (4) leadership.

Less than an hour away in the Palestinian city of Ramallah on the West Bank sat the Jerusalem School of Economics and Diplomacy. Its prime mover and shaker, Samir Abed-Rabbo, whose mother then lived in the refugee camp only a few kilometers away, also had a vision. Abed-Rabbo wanted the Jerusalem School to provide high quality post-graduate executive education to Palestinians that rigorous analytic teaching, using modern technology—coupled with the finest instructors available—would make their visions a reality.

Now there was a third person in this story. Itzhak Galnoor was, at the time, a professor of political science and public administration at Hebrew University. When I asked him for advice about getting involved with either the Interdisciplinary Center or the Jerusalem Center, he said, “So you want to be involved with both the Palestinians and the Israelis? Do you want to teach them together?” My response was, “maybe.”

Visions need to be tempered by reality. He started by saying, “First of all, it is a good idea. Now let me tell you all of the problems you will have.” He laid out all of the obstacles and cautioned us not to underestimate the myriad problems of trying to bring both groups together, even though both Reichman and Abed-Rabbo thought that it was not only possible but a goal to work towards. When he was finished Galnoor said the idea should be pursued. He even broadened the vision by suggesting that Jordanians should be included for genuine regional collaboration thereby complicating implementation even further.

What lessons do I offer you from that trip to the Middle East? Both Reichman and Abed-Rabbo shared the vision embodied in the ancient Athenian Oath where the citizens pledged that they “will transmit this city not only not less, but greater, better and more beautiful than it was transmitted to us.” But Galnoor provided the most complete role model for public administrators, because he combined vision with the clarity of thought and an analytical orientation first learned as a graduate student in public affairs and then honed with years of experience as a scholar and a senior official in government of Prime Minister Yitzhak Rabin.

Dreams need to morph into visions, but neither are substitutes for the details of implementation that must necessarily follow. Reichman’s vision became a reality and the university has flourished. Let’s hope that, one day, with a lasting peace in the Middle East, Abed-Rabbo’s vision will become a reality as well. As always, I welcome your comments, which you can send to me at jstraussman@albany.edu.
A host of new faces can be seen around Rockefeller’s classrooms and conference rooms this fall. The College has hired five new faculty, Torrey Shanks, Meredith Weiss, and Holly Jarman in the Department of Political Science and Ellen Rubin and Stephen Weinberg in the Department of Public Administration and Policy, and one new research center director, Malcolm Russell-Einhorn in the Center for International Development.

“Our new faculty and staff bring a wealth of knowledge and experience to Rockefeller College that will enrich the educational experience of both our undergraduate and graduate students,” said Dean Jeffrey D. Straussman.

Shanks and Weiss, both assistant professors, bring a great deal of teaching and writing experience to the College. Torrey Shanks will add to the strength of political theory in the Department of Political Science, while Meredith Weiss helps us further internationalize the College,” Straussman said.

Shanks joins Rockefeller from the University of British Columbia where she was a postdoctoral fellow in political science. She specializes in political theory, political communication, and women and politics. Shanks is an accomplished teacher and writer who has taught a variety of courses. She has published articles in the International Encyclopedia of Social Sciences and Political Theory.

An active researcher, Shanks wrote her dissertation on the “Political Imagination in the Thought of John Locke.” Shanks earned a bachelor’s degree in political science and women’s studies from the University of California at Berkeley and a doctorate in political science from Northwestern University.

Weiss comes to Rockefeller from a post as research fellow at the East-West Center in Washington, DC. A former Fulbright fellow in Malaysia and Singapore, Weiss focuses much of her work on Southeast Asia. Her dissertation was on “The Politics of Protest: Civil Society, Coalition-building, and Political Change in Malaysia.”

“Our new faculty and staff bring a wealth of knowledge and experience to Rockefeller College that will enrich the educational experience of both our undergraduate and graduate students.”

A prolific author, she has written two books—Crucible, Mirror, Sideshow? Universities and Students in Postcolonial Malaysia and Protest and Possibilities: Civil Society and Coalitions for Political Change in Malaysia—along with dozens of journal articles, book chapters, and book reviews. Weiss earned a bachelor’s degree, magna cum laude, in political science, policy studies, and English from Rice University. She went on to Yale University where she earned a master’s degree and a doctorate in political science.

Jarman, a visiting assistant professor with a two-year appointment, is an experienced teacher who earned a post-graduate certificate in higher education after a two-year teacher accreditation program at the London School of Economics and Political Science. A published author whose dissertation is on new trade politics in the European Union and United States trade policy, Jarman will teach several undergraduate and graduate courses while at Rockefeller.

She is expected to earn a doctorate in political science from the London School, where she also earned a master’s degree in the same subject. Jarman was also a summa cum laude graduate of the University of Hull, in the United Kingdom, with a bachelor’s degree in British politics and legislative studies.

Rubin and Weinberg, both assistant professors, have research minds trained in human resource management and experimental economics. “Ellen Rubin’s focus on human resource management, coupled with her work experience at the Government Accountability Office in Washington, DC, will add a much needed area of expertise to the Department of Public Administration and Policy,” Straussman said. “Stephen Weinberg brings experimental economics to the College—a growing field within the discipline of economics.”

Rubin gained experience in human capital management as a senior analyst at the US Government Accountability Office (GAO). There she authored numerous reports on federal human capital issues, and served as analyst-in-charge of several agency audits, including the Department of Homeland Security.

She has spent the past few years finishing her studies, teaching, and researching at the University of Georgia. Rubin wrote her dissertation on “Perceptions of Procedural Justice in the Federal Government.” Rubin is ABD in public administration at the University of Georgia. She earned a master’s degree from Syracuse University’s Maxwell School of Citizenship and Public Affairs, and a bachelor’s degree from George Mason University.

Weinberg brings teaching and researching experience in the fields of public finance, health economics, behavioral economics, industrial organization,
Rockefeller College faculty have been productively engaged in research, writing, presenting, and teaching. Here is a selection of their more recent accomplishments.

Ik Jae Chung, research associate professor of public administration and policy, wrote a chapter, “Toward E-Government Sustainability in South Korea,” in Strategies for Local E-Government Adoption and Implementation: Comparative Studies. He also directs the East Asia Program, which had its first students in the Korean MPA program graduate this spring.

José Cruz, associate professor of political science, secured a $75,000 legislative initiative grant to support the work of the New York Latino Research and Resources Network, of which he is the director. Cruz edited Latino Immigration Policy: Context, Issues, Alternatives, a book published by the Network in May.


Michael Malbin, professor of political science, co-authored Vital Statistics on Congress, 2008 which was published in August by The Brookings Institution Press. The book provides voluminous data, historical context, issue and trends discussions, and in-depth analysis about the 109th US Congress.

Robert Nakamura, professor of political science, presented “Assessing Three Scenarios for Developing Democratic Legislatures: Implementation Lessons from the Field” at the American Political Science Association meeting in August in Boston.

Gerald Marshke, associate professor of public administration and policy, is spending the 2008-09 academic year at the Kennedy School of Government at Harvard University and the National Bureau of Economic Research. Marshke presented a paper on “Inventor Mobility and Knowledge Transmission in Nanotechnology” at the Nanobank Research Conference in Cambridge, MA.

Jeffrey D. Strausssman, dean of Rockefeller College, was inducted into the National Academy of Public Administration at the fall meeting in Washington, DC. Straussman also delivered a paper at Corvinus University’s 60th Anniversary International Scientific Conference in Budapest, Hungary.
In Memoriam – Walter L. Balk

Emeritus Professor of Public Administration and Policy Walter L. Balk died at his Delmar, NY, home in July after a two-year battle with cancer. Balk, who taught at the University at Albany for 25 years, was a founding member of the Rockefeller College faculty. His dedication, intellect, and scholarship truly helped mold the younger generation of faculty and transform the College into the nationally ranked institution that it is today.

A noted author, researcher, and teacher, Balk mentored a generation of young faculty members and students during his time at Rockefeller. Balk, who considered himself a champion of grass roots democracy, shared his insight and knowledge with thousands of men and women who have gone on to careers as university professors, elected officials, public servants, company leaders, and non-profit administrators among countless others.

The author of numerous articles and the book Professional Empowerment in the Public Service, Balk traveled the world to study and promote ethical and effective work, public productivity in the collective bargaining process, use of new technologies to enhance productivity, and other issues pertaining to democracy and public service. Balk, a Fulbright Fellow and sought after consultant, worked with organizations in Africa, Europe, South America, and Southeast Asia, as well as across the United States.

New Leaders Fill Department Chairs

Leadership of Rockefeller College’s two academic departments changed hands over the summer. Associate Professor David Rousseau took over as chair of the Department of Political Science from Professor Thomas Church, while Professor David Andersen took the reins as chair of the Department of Public Administration and Policy from Professor George Richardson.

“Both David Rousseau and David Andersen have the intellect and temperament for the job of department chair. They have great ideas about the future of their departments and the College,” said Rockefeller Dean Jeffrey D. Straussman. “They both have hard acts to follow. Tom Church and George Richardson did splendid jobs and continue to receive the kudos of all of their colleagues for jobs well done.”

Church, who just finished four years as chair, retires from teaching this year. Richardson, who completed a five-year term as department chair, has returned to teaching full time. Rousseau, who joined the faculty in 2005, is new to the leadership role, while Andersen has served as chair several times during his three decade career at Rockefeller.

A Few Good Books

Two faculty members have written and edited notable books in the past few months.

The second edition of Joseph Zimmerman’s classic text, The Government and Politics of New York State, was published this spring by the State University of New York Press. The book provides an overview of the organizations and processes involved in New York politics. Zimmerman, professor of political science, covers the legislature, governor, judiciary, executive branch, intergovernmental relations, constitution, elections, political parties and special interest groups, and finance.

Two books with themes about race and politics were co-edited by Julie Novkov, associate professor of political science. Security Disarmed: Critical Perspectives on Gender, Race, and Militarization, published by Rutgers University Press in September, examines the gender and racial dimensions of militarization in a context of global economic and political restructuring. Race and American Political Development, released in June by Routledge, critically questions the role of racial politics in US political development.
Important research on a wide variety of topical issues is happening every day at Rockefeller College’s affiliated research centers and programs. Dozens of Rockefeller faculty, staff, and students collaborate on research that advances the understanding and implementation of public policy initiatives at all levels of government in the United States and abroad. Here we share some of our most recent research activities.

**Center for International Development**

Kenya Program Helps Strengthen Country’s Parliament

The Center for International Development (CID) is playing a role in the drive to reform Kenya’s parliament. Under the leadership of Country Director Fred Matiangi, CID is working to increase the governing body’s ability to effect economic development and democratic reforms, hear and voice citizen concerns to leaders, and monitor the policies and actions of the executive branch.

“Parliament’s embrace of all these reforms is the strongest indication of its commitment to reform and modernization,” Matiangi said of the institution that recently adopted new Standing Orders. “It is especially a joy for SUNY and all its partners because we have been involved in the process from the very beginning and have worked with Parliament every step of the way.” For more information about CID, visit www.cid.suny.edu.

**Professional Development Program**

Multi-Million Dollar Contract Targets Tobacco Interventions

The Professional Development Program (PDP) was awarded a $4 million contract earlier this year from the New York State Department of Health’s Tobacco Control Program to help chemical dependence providers adopt and integrate a State Office of Alcoholism and Substance Abuse Services regulation that addresses tobacco use and dependence. New York is leading the nation in this public policy and clinical practice change initiative. Growing evidence indicates that continued use of tobacco during recovery from other chemical dependencies actually increases cravings for alcohol and other drugs, increases the risk of relapse, and is the primary cause of poor health and death.

“Our Tobacco Interventions Project is helping to change policy and practice for the New York State addictions workforce through training, technical assistance, e-learning, and web-based resources,” said PDP Executive Director Eugene J. Monaco. “Programs need to integrate the assessment, diagnosis, and treatment of tobacco dependence with the services they provide to patients with chemical dependence or gambling addiction.” For more information on the project, please visit www.tobacco covering.org/default.cfm.

**The Intergovernmental Studies Program**

Municipal Cooperation Research Underway

The Intergovernmental Studies Program (IGSP) was recently awarded a contract to explore opportunities for shared services in Ulster County’s justice courts. This work is part of a larger effort to examine possible avenues for municipal cooperation and consolidation that would create cost savings in the county, as well as its towns and villages.

“IGSP has an established record in studies of inter-local issues that arise when governments attempt to integrate services and functions,” said IGSP Director and Rockefeller Assistant Dean Sydney Cresswell. “In today’s tumultuous economic climate, more and more governments are looking at cooperation and consolidation as a means to save money and improve services.” The team is collecting data, interviewing key stakeholders, and reviewing the justice court system to determine the feasibility of restructuring opportunities. IGSP is partnering with three other organizations in the project which is funded by a New York State Shared Municipal Services Incentive Program grant. For more information about IGSP, visit www.albany.edu/igsp.

**Center for Policy Research**

Education, International Migration Focus of Studies

Two research projects—targeting education finance and global migration—are in progress under the auspices of the Center for Policy Research (CPR). The Education Finance Research Consortium, directed by Research Professor James Wyckoff, promotes educational research and discussion by leading public forums, conferences, and symposia to address relevant issues in education. The Consortium also supports researchers studying issues at the forefront of education finance. Associate Professor of Political Science Rey Koslowski is spearheading work related to the growing field of international migration. He oversees the Global Mobility Regimes project, funded by the MacArthur Foundation, to identify potential linkages that may be leveraged for widening the scope of international cooperation in migration and mobility. For more information about CPR, visit www.albany.edu/cpr.

**Center for Legislative Development**

Lebanon Project Marches Forward

The Center for Legislative Development (CLD) continues to implement the Municipal Governance Assistance Program in Lebanon under a $19-million USAID grant broadly supporting the establishment and function of democratically credible and transparent institutions.

Thanks to CLD program assistance in developing strong administrative and financial bases, municipalities in Lebanon have seen their directly collected revenues between 2003 and 2006 increase by 29 percent. At the same time, positive citizen perceptions of municipal work have increased—approval ratings rose by 18 percent before and after assistance—and citizens have become more aware of...
their obligations and responsibilities as citizens. Municipal councils in Lebanon now offer improved services and are better positioned to coordinate with international donors and non-governmental organizations to implement responsible community projects. Mahmoud Battleouni, CLD regional director in Lebanon, said assistance to local government there is critical to ensure the continuity of municipalities as modern, effective entities able to meet constituent needs and to positively impact democratic processes at the national, regional, and local levels. For more information about CLD, visit www.albany.edu/cld.

Institute for Traffic Safety Management & Research
Studies on Seat Belt Use and Impaired Driving Yield Data
In a statewide observational survey of seat belt use conducted in June, the Institute for Traffic Safety Management and Research (ITSMR) found that 89 percent of New York State’s motorists were using seat belts, up from 83 percent in 2007, and the state’s highest compliance rate to date. The Institute has been conducting statewide seat belt surveys since 1984 when New York became the first state to pass a mandatory seat belt law.

The Institute is also assisting the New York State Governor’s Traffic Safety Committee in the establishment and implementation of a new statewide Task Force on Impaired Driving. The task force is charged with conducting a comprehensive examination of the impaired driving problem in New York State and developing recommendations for reducing traffic crashes, fatalities, and injuries resulting from alcohol and drug impaired driving. The Institute is leading one team, and providing analytical support and guidance for eight other teams. For more information about ITSMR, visit www.itsmr.org.

Banner Year for CWIG-CS
The year 2008 is an exciting one for the Center for Women in Government & Civil Society (CWIG-CS). In August, Professor Judith Saidel, executive director of the Center, published a new research report, The Glass Ceiling in Gubernatorial Appointments, 1997-2007. This report, the culmination of over 10 years of original data collection and research on women’s policy leadership, examines the trends in the number of women appointed to executive posts in state government during that time.

The report, released as women are making US political history, helps focus attention on the progress that has been made, and the barriers that still exist, for all women and men of color seeking top-level positions in state government. A September New York Times editorial based on the report concluded, “For leaders to rise from the mix that is America, governors need to cast a wider net for appointees today.”

This year also marks the 30th anniversary of the Center and the 25th anniversary of the Fellowship on Women and Public Policy, which were celebrated on September 25. The synergy of these two milestones underscored the Center’s 30 years of dedication to creating opportunities and expanding possibilities for women, children, and families in New York State.

The highlight of these events was the 2008 Women in Public Service Leadership Awards, which were presented to: Carolyn McLaughlin, majority leader of the Albany Common Council; Elba Montalvo, executive director of The Committee for Hispanic Children and Families; Karen Carpenter-Palumbo, commissioner of the New York State Office of Alcoholism and Substance Abuse Services; and Janet Colón Sapio-Mayta, director of the Capital District Chapter of 100 Hispanic Women. “The Center is honored to celebrate 30 years of research, leadership development, and capacity building in government and civil society on issues related to women, children, and families. We recognize the achievements on these issues by four extraordinary women in public service,” said Saidel.

To learn more about the Center, which is seeking candidates for its 2009 Fellowship on Women and Public Policy, visit www.cwig.albany.edu.
Alumnus Gives Back with Fellowship

Rockefeller College alumnus Edward Winders (MA, PhD) has had a life-long commitment to political and civil society reform and believes in supporting students who share this interest. For 10 years, he has sponsored the Joseph F. Zimmerman Fellowship for a doctoral student at Rockefeller College who is focusing on political theory, American government, or public administration.

“Dr. Zimmerman, chair of my PhD Field Committee at Rockefeller College, was the toughest professor I’ve ever had but he unquestionably made me a better scholar,” Winders said. “The fellowship both honors Dr. Zimmerman and gives the recipient PhD student extra financial assistance that will help facilitate completion of the doctoral program.”

For 10 years, Winders has served as president of Transnational Public Policy Advisors (TPPA), a developmental firm headquartered in Washington, DC, that has provided training and technical assistance in more than 15 transitional and developing countries. TPPA programs concentrate on strengthening political parties and civil society, coalition building, leadership development, government reform, microenterprise, and micro-finance. In June TPPA merged with Voices for Global Change.

Winders said he is “honored to have worked with charismatic, committed persons” in developing public policy programs at the national, state, and local levels in the US and developing countries. “The challenge is to use the abundant public policy making talent in the US to assist civil society in emerging countries, while in-country stakeholders maintain ‘ownership’ of the projects,” he said. During his development career, he has seen the American perspective shift from supply oriented—“we know best”—to demand oriented—“we will assist you to reach your goals.”

Zimmerman Fellowship Awarded to Political Science Student

Jennifer Woodward, a third-year political science doctoral student from Tennessee, is the 2008-2009 recipient of the Joseph F. Zimmerman Fellowship. The fellowship, which was created by Rockefeller alumnus Edward Winders and named for the longtime political science professor, provides a $2,000 award each year to a doctoral student.

Receiving the Zimmerman Fellowship enabled Woodward to take time off from work to study for and pass her minor comprehensive exams, and to attend the Law and Society Association Meeting in Montreal this summer where she presented a research paper on the implementation of school desegregation.

“I consider the scholarship to be an investment in me as a student,” said Woodward, who is studying public law and public policy. “It gave me an opportunity to focus more on accomplishing my academic goals. I am extremely grateful for the opportunities the scholarship provided. Balancing the demands of a job outside the university while being a full-time graduate student is difficult, but the scholarship made it possible during a crucial time in my academic career.”

Winders, who earned doctoral and master’s degrees from Rockefeller and a bachelor’s degree from Boston University, previously served as deputy commissioner of the New York State Racing and Wagering Board, minority leader of the Albany County Legislature, chair of the John J. Kassner Long Island engineering/architectural firm, and corporate senior vice president of Bettigole, Andrews & Clarke.

Winders’ public service work has led him across the globe. He worked with professionals from the Republic of Georgia and Abkhazia, an Ethiopian opposition non-governmental organization, provincial and municipal officials in South Africa, and political opposition leaders in Indonesia.

When asked why he works in some of the riskiest countries in the world he said, “It all goes back to helping people where the need is the greatest.”

In January, Winders was elected to the National Advisory Board of the National Salvation Army, where he is involved in developing a strategic action plan to address critical national and international challenges. His other volunteer experience includes the American Red Cross and the Chamber of Commerce. He is a member of the Rockefeller College Advisory Board.
Annual Fund Gifts Send Interns to Washington, DC

Edward Moynihan and Jessica Pena interned in Washington, DC, during summer 2008 thanks to the generous support of a group of donors to Rockefeller College through the University at Albany annual fund.

In addition to helping Moynihan and Pena, gifts to the annual fund in fiscal year 2008 expanded the undergraduate intern program, supported several undergraduates participating in the Washington Semester program, sent graduate students to present papers at professional conferences, and underwrote the costs of the Tuesday Policy Lunch speaker series and the annual John E. Burton Lecture.

“The internship allowed me to better define my career goals and helped me develop specific professional skills that I'll need to pursue these goals.”

Moynihan and Pena received assistance from the Professional Enhancement Scholarship, which is a selective, competitive scholarship program to aid students who take internships outside of the Albany area to explore careers in international affairs, nonprofit organizations, and public service at the federal, state, or local levels.

Jennifer Manner (BA, 1986) led a special initiative in the Washington, DC, area to fund this scholarship, with the assistance of Sheri Denkensohn Trott (BA, 1989), Frank Jazzo (BA, 1980), and Vincent Abramo (BA, 1967), all of whom are members of the Rockefeller College Advisory Board. The scholarships enabled Moynihan to intern at the Smithsonian Institution and Pena at the Organization of American States.

“It was quite a surprise and an honor to be afforded an opportunity to work for the world's largest public cultural institution,” Moynihan said of his Smithsonian internship. “The internship allowed me to better define my career goals and helped me develop specific professional skills that I'll need to pursue these goals.”

While interning with the Smithsonian’s human resources department, Moynihan was awarded a graduate fellowship from the institution’s National Collections program, which gave him the opportunity to work an additional 20 hours per week developing a collections assessment tool to measure and report performance. Moynihan, who is in his last semester working toward dual master's degrees in history and public policy, plans to work at the intersection of art and public policy.

Pena, a graduating senior in the Political Science Honors Program, interned in the department of international affairs at the Organization of American States. Receiving the scholarship expanded her internship possibilities and encouraged her to pursue work in the nation's capital. Her academic concentration is international relations.

“I developed this interest at an early age while living in the Dominican Republic and experiencing first hand the challenges faced by developing countries,” Pena said. She would like to join the foreign service or work for USAID assisting developing countries with political, economic, and social development.

Thanks to the generosity of our alumni and friends, Rockefeller College continues its long-standing tradition of providing students with a stimulating environment in which to live and learn. Contributions to Rockefeller through the UAlbany annual fund provide resources that are vital to enable the College to advance our nationally recognized programs and innovative academic opportunities.

If you would like to learn more about giving at UAlbany, please call (518) 591-8711 or email pheighton@uamail.albany.edu.

Wonderful 100 Give to Thompson Scholarship

One hundred wonderful donors have given to the graduate student scholarship established in honor of former Dean Frank J. Thompson, and we are approaching our goal of raising $100,000. Thank you!

Scholarships from this fund will support academically outstanding graduate students, with preference given to those who share Thompson’s interests in health policy, human resources, or public management.

In order to attract and retain the best and brightest students, the members of the Rockefeller College Advisory Board started this graduate student scholarship fund that honors the leadership and vision shown by Thompson during his nearly two decade tenure as dean. Under his guidance, the College became a nationally recognized institution, admired and respected for the excellence of its scholarship, faculty, and students. After serving as dean, Thompson became interim provost of the University at Albany, and retired from the University this past summer.

We gratefully acknowledge the lead donors to the Thompson Scholarship Fund: Michael A. Lampert, Esq. ’73; Jeffrey A. Mishkin, Esq. ’69 and Patricia J. Clarke; and Lewis S. Wiener, Esq. ’84 and Alisa Wiener.

To add your gift to the Frank J. Thompson Scholarship Fund or to learn more about this and other scholarships, please contact Paula-Christy Heighton, Rockefeller College director of development, at (518) 591-8711 or pheighton@uamail.albany.edu.
Student Showcase

Researc. Write. Present. Publish. Rockefeller faculty flow through this cycle of work all the time. But our students are also distinguishing themselves as qualified researchers, lauded authors, and noted leaders.

Here is just a small sample of some of the outstanding work being done by Rockefeller students.

Doctoral Student Shares Research with Major League Baseball

Baseball and public administration sound like an odd mix. But to doctoral student Ryan Taylor (PhD, Public Administration) it hits the sweet spot.

Taylor’s research interests in judgment and decision making, forecasting, and quantitative methods culminated in a paper, “A General Framework for Comparing and Improving the Judgmental Forecasts of Sports Professionals—Applications of an Expanded Lens Model Equation,” that was featured at last year’s New England Symposium on Statistics in Sports at Harvard University. The paper caught the eye of faculty from New York University’s Stern School of Business who invited him to present a guest lecture in July at the Symposium on Statistics and Operations Research in Baseball in New York City. Coinciding with the Major League Baseball All-Star game at Yankee Stadium, the symposium drew faculty from leading universities, members of the sports media, city officials, economists, and baseball executives.

MPA Student Publishes Work

Huaxiang (Susan) Xu, who graduated in August with a Master of Public Administration degree, published two articles in academic journals during her last few months as a student at Rockefeller. “Advancing Return on Investment Analysis for Electronic Health Record Investment: Impacts of Payment Mechanisms and Public Return” was published in the Journal of Healthcare Information Management. “The Historical Development of Hospital Information Technology in USA and the Inspirations to China” appeared in the June issue of the Chinese-language International Medical Devices.

Student Pursues Summer Internship in South America

Simone Grant, a student in the Public Administration Doctoral Program, received the Arthur K. Sist Fellowship through the Center for International Development and the Poletti Scholarship from Rockefeller College. These awards enabled her to spend five weeks this summer working in São Paulo, Brazil, at the Universidade de São Paulo and the Nucleio de Apoio de Políticas Publicas.

“My research centered on the representation of women in legislatures within Brazil, Latin America, and more generally, in the world,” Grant said. “This internship provided me with the opportunity to pick up Portuguese, to network, to learn about a new culture first-hand, hone my research skills, and tackle an issue that I had given little thought to before: women in politics. I have developed a wealth of resources for research on women and other excluded groups that could prove useful in the future.”

Recent Alumna Honored for Dissertation Work

Pavani Rangachari, a 2007 graduate of Rockefeller’s doctoral program in public administration and policy, was honored this summer with the Best Paper Based on a Dissertation award at the Academy of Management’s Health Care Management Division annual meeting in Anaheim, CA. The paper, “Knowledge Sharing Networks Related to Hospital Quality Measurement and Reporting,” is based on a study of knowledge exchange among hospital administrators, physicians, and other staff regarding measurement and reporting of hospital care.

“My goal is to apply network methods to health services research to gain insights into improving the performance and quality of health care organizations,” Rangachari said. “This recognition goes a long way in legitimizing this goal.” She is an assistant professor at the Medical College of Georgia in Augusta where she teaches health management, quality improvement, and health informatics.

Doctoral Student Receives Scholarship to Study Abroad

Susan Appe, a second-year doctoral student in public administration and policy, was awarded the Rotary Foundation Ambassadorial Scholarship. The $23,000 award allows Appe to travel to Ecuador, Venezuela, or Peru in the winter and spring of 2010 to conduct research on relationships between non-governmental organizations and states in urban areas. As part of the competitive scholarship, Appe will also act as an ambassador of goodwill by presenting at Rotary Clubs, schools, and civic organizations in whichever South American country she chooses to do her research.
Living and Teaching in the Public Service Network
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across government that favors collaborative, networked solutions. To my knowledge, we do not know the extent to which other government agencies are seeking to follow the “reform by retirement” model, but there could be many.

Why might this matter? In part, the field of public administration scholars has yet to figure out just how many holes may be punched in a hierarchical triangle before it collapses. What core competencies must an agency retain to have any substance? In the for-profit world, supply and production chains are becoming disaggregated, but each “node” in the chain knows how to do something well—each has a “distinctive competence.” What are the distinctive competencies that public sector agencies must retain in the new environment? Additionally, are there some goods and services that must be publicly created to be legitimate? For instance, after September 11th it became clear that a majority of the public wanted the federal government to provide airport security, leading to creation of the Transportation Security Administration (TSA). What are the limits to network provision? How will we know them? Can we have a government that as my colleague David Andersen sometimes styles it, “only shuffles information and money”?

Hey, what about those 20 million people standing over there? For those of us interested in collaborative public service provision, we sometimes forgot the 20 million people still working in government. Schools of public administration, public policy, and public affairs have branched out into research and teaching endeavors that prepare students to work in non-profits and for-profits that work with government, but sometimes at the expense of core programs for those who wish to serve in “traditional” public sector jobs. The challenge for academic institutions is to prepare students to do both of these things well at once. Do we hire that specialist on non-profits or

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the human resources scholar who wants to study the civil service? Given trends in hiring recently, public affairs schools and programs may be tilting toward building capacity of students to serve the public through nonprofit organizations over re-investing in more traditional forms of government service. And it is easy to see why: The fastest growing segment of the public affairs market is students who want to work in civil society, not in government.

As academic institutions, we need to discover the right balance between serving new, broader needs and our core mission. Or better still, we need to find a third way. Programs often track students into concentrations that are tied to either traditional visions of public service or new approaches to participating in civil society. Yet recent studies of collaboration find that public service careers take students from public to private and back again. In my own work I have traced senior leaders who move from public agencies to non-profits to for-profits and back to government. So it may be that every graduate needs to understand the basics of public and non-profit management. If you work in government you will, at minimum, work with private sector actors and vice-versa. The third way, then, is to redefine public service as a multi-sectoral career that requires a common set of public and private sector expertise that matches emerging career tracks. The challenge is to define more effectively that common corpus of knowledge, skills, and expertise that should be taught in MPA and MPP programs.

As an applied field, public affairs seeks both systematic knowledge and immediate relevance. To retain our claim to relevance, we need to engage more deeply in our research and teaching with the implications of a public sector made of Swiss cheese rather than solid triangles.

Rockefeller Grows…
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applied econometrics, and experimental economics to Rockefeller. He previously taught writing and microeconomics at Duke University. He also taught economics and econometrics at Harvard University. Weinberg has authored several articles in such publications as the Journal of Economic Perspectives and American Economic Review.

He graduated magna cum laude with a bachelor’s degree in social studies from Harvard College. Weinberg earned a doctorate from Harvard University, and wrote a thesis on “Essays in Lifecycle Consumption Decisions.”

The College also welcomes Malcolm Russell-Einhorn as director of the Center for International Development. “In Malcolm Russell-Einhorn, we have found a leader for CID who brings a unique combination of practical international development experience and a background in policy research and teaching in the law and governance arena,” Straussman said.

Russell-Einhorn began directing CID in July. The Center, which has conducted more than $150 million in projects on five continents, designs and implements international technical assistance and training projects, conducts research, and contributes to the theory and practice of international development.

The new director comes to Rockefeller from the Center for Institutional Reform and the Informal Sector at the University of Maryland in College Park. An accomplished scholar who speaks four languages, Russell-Einhorn earned a bachelor’s degree from Yale College, a master’s degree from Yale University, and a law degree from Harvard Law School.
Doctoral Students Win Multiple Awards at System Dynamics Conference

Navid Ghaffarzadegan and Hyunjung Kim, two Rockefeller College doctoral students in the public administration and policy program, won several awards in July at the International Conference of the System Dynamics Society in Athens, Greece.

Ghaffarzadegan was honored twice for his paper “Effect of Conditional Feedback on Learning.” This study provides a new explanation for the imperfectness of decision making in a series of tasks. People underestimate their wrong decisions (often assuming that negative decisions are the correct ones) in conditional feedback situations. This impacts their ability to learn from their mistakes and gives them biased perceptions of their performance. A third-year student from Iran, Ghaffarzadegan focuses his research on decision and policy science, group and individual learning, and system dynamics.

Kim was recognized with two awards for her paper on “Broadening Boundary Perception in a Multi-Organizational Context: Study of a Community Mental Health Program in New York State.” The paper reports on how “systems perspective and simulation modeling method can help healthcare administrators and practitioners broaden their boundary perception and create shared understanding of their system.” Kim, a native of Korea who expects to complete her PhD in May, centers her studies on group decision making, organizational learning, and system dynamics.

Both Ghaffarzadegan and Kim received honorable mentions for the Dana Meadows Award, which is given annually for the best paper by a student presented at the conference. Kim also received the Lupina Young Researchers Award, which is given to outstanding papers dealing with health-care related topics. Ghaffarzadegan also won the Barry Richmond Scholarship Award, which is presented to a deserving systems thinking or system dynamics practitioner whose work demonstrates a desire to expand the field or apply it to current social issues.