Providing Relief
Three Rockefeller Alums Share Their Experiences as Red Cross Professionals Contending with the Aftermath of Hurricane Sandy

Following His Inner Compass
Q & A with Lou Tobacco, BA '94

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Rockefeller Alumni Respond to Superstorm Sandy

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Rockefeller College has a long history of serving both the public and nonprofit sectors through student training, applied research, and public service. In this issue of our news magazine, we highlight this engagement by focusing on Superstorm Sandy, which devastated our region of the country last October. Sandy, the most deadly and destructive tropical storm of the 2012 hurricane season, killed 147 and caused over $75 billion in damage. In the following pages, you will read about Rockefeller College alumni who played an important role in responding to the storm. You will also find a faculty analysis on the politics of disaster relief funding, a discussion of how our centers are training emergency management personnel to respond to crises, and a Q & A with a professor who is using case study methods to train her students to think about disaster response.

This collection of stories illustrates how Rockefeller College plays an important role in all aspects of a crisis — from preparation and forecasting to response and assessment. It also demonstrates our unique position at the intersection of the governmental and nonprofit sectors. Any natural disaster will require close coordination and collaboration between the two. Our outstanding alumni are placed throughout both and help establish the critical bridge between these sectors. I could not be prouder of their contributions.

In the pages that follow, you will also be introduced to the seven distinguished individuals Rockefeller College will honor this year at its Annual Alumni Dinner and Awards Ceremony on Friday evening, May 17th at the New York State Museum in Albany, New York. The event is open to all — students, faculty, alumni, staff, and members of the general public. Please join us. We had a wonderful time last year; over 150 members of the Rockefeller community attended. We are expecting to surpass that number this year.

Finally, I encourage our alumni and friends to contribute to the second annual Rockefeller College Double Challenge. Our goal is to expand student scholarships. We hope you will consider the College in your giving plans. Please visit www.albany.edu/rockefeller/doublechallenge to make your gift or to learn more about the Challenge.

David L. Rousseau, Dean
In late October 2012, all eyes were fixed on the track of Superstorm Sandy. Where would the massive hurricane make landfall and how widespread would the damage and destruction be? Comparisons were being made to Katrina, the monster hurricane that devastated the Gulf Coast, killing 1,800, practically swallowing the city of New Orleans, and leaving more than $100 billion of damage in its wake. By all reports Sandy was a meteorological wildcard, a “Frankenstorm.” She was huge, unpredictable, and hurtling furiously toward a head-on collision with the most densely populated area of the United States.

Federal, state, and local officials mobilized to protect lives, property, land and shoreline. Chief among the non-governmental organizations preparing for emergency response was the American Red Cross. Three Rockefeller College alumni who work for that organization — Gary Striar, Matt Burns, and Clayton Kolb — recently shared some thoughts on Sandy, providing insights on how they and their Red Cross colleagues responded to the calamitous storm.

Gary Striar, MPA ’79 is the regional chief executive officer of the American Red Cross, Northeastern New York (NENY) Region. He is responsible for a 17-county territory that comprises four chapters serving a population of nearly 1.9 million in a 14,900 square mile service area from the Mid-Hudson Valley to the Canadian border. In addition to providing traditional Red Cross services such as lifesaving training, swimming safety lessons, babysitting classes, and blood donations, Red Cross NENY responds to more than 300 disasters and emergencies each year. Gary oversees 27 paid staff and 2,500 volunteers. Working alongside Gary, Matt Burns, MPA ’10 is NENY’s deputy director of emergency services. During Sandy, he was involved in coordinating requests for volunteers and resources, ensuring coverage at the New York State Emergency Operations Center in Albany, and working with his counterparts throughout New York State to coordinate preparedness and response.

Clayton Kolb, MPP ’07 is a state disaster officer (SDO) covering New York, Puerto Rico and the U.S. Virgin Islands. Clayton, an employee of Red Cross National Headquarters in Washington, D.C., is based in Albany where he works closely with his colleagues throughout the state to support and increase New York’s capacity to respond to disaster. Serving as the deputy director of operations following landfall and most recently as deputy director of the Red Cross recovery program for New York during Sandy, Clayton has spent a great deal of time working in the affected areas in New York City and Long Island.
The Complexities of Sandy
In the five years he’s been with the Red Cross, Clayton Kolb has provided relief services for a wide array of natural and man-made disasters including Hurricanes Ike (2008) and Isaac (2012), the spring 2011 tornado outbreak that ripped through the South leaving 160 dead and over 1,000 injured in Joplin, Missouri and killing dozens more in Alabama, Mississippi, Georgia, and Tennessee, and the tragic 2009 crash of Colgan Air Flight 3407 just outside Buffalo that took 50 lives. In assessing the unique challenges posed by Sandy, Clayton remarked, “I see Sandy as the most complex natural disaster we’ve had to face because it occurred in the very densely populated areas of New York City, Long Island, the lower Hudson Valley, and New Jersey, and because of the vertical nature of the storm. By ‘vertical,’ I’m referring to the urban landscape where you had large apartment complexes many stories high. Being able to work with our partners to identify people living in those complexes who were in need was a huge challenge. In storms like Katrina, Isaac, or Ike on the Gulf Coast, you’re dealing with relatively flat terrain where you can set up a kitchen and distribute food to neighborhoods pretty efficiently, whereas with Sandy it was really difficult because of the bridge closures, flooded tunnels, traffic patterns, and fuel shortages. The timing of Sandy — coming at the end of hurricane season — was also a huge challenge. A week after landfall a nor’easter dropped 10–11 inches of snow on the impacted areas. Trying to coordinate service delivery in winter weather made the response and recovery that much more difficult.”

Preparedness, Response, and Recovery
Burns, Kolb, and Striar will tell you that while no two events are ever the same, there are similarities in the suffering and loss people experience during emergencies and disasters and in the steps involved in providing relief. Whether it’s a house fire or natural disaster like a hurricane or earthquake, Red Cross professionals meet those anticipated human needs through a three-part process: preparedness and planning, response, and recovery. “Disaster starts and ends locally,” said Matt Burns. “Our goal is to lessen the effect of natural or man-made disasters. We try to prepare our communities in a way that leverages our partners and leverages people and their own will to recover from a disaster. In terms of preparedness, we provide individual and family trainings. This is the ‘get a kit and be informed’ approach. That’s the first step.” When the impending event is a hurricane, the response operation has a pre-landfall readiness stage. At 120 hours pre-landfall, the Red Cross begins conversations with federal, state, and local partners, does call-downs of volunteers, and starts to identify potential evacuation centers. “We’re beginning to assess the potential impact and where we need to put our resources,” said Clayton Kolb.

Next comes response, which is usually considered short-term or the emergency phase of an operation. During response,
the Red Cross provides sheltering, feeding, and bulk cleanup items in order to help clients get back on their feet. “The third phase, recovery, is really about finding sustainable solutions for housing, feeding, physical and mental health issues — putting people back on the path to normalcy or their pre-landfall state,” explained Clayton. “Sandy was unique because it was such a huge storm. The response phase, not only for the Red Cross, but for government, spanned a lot longer time period than it usually does. For context, I was down in Louisiana for Hurricane Isaac. I’d say the response phase lasted about two weeks before things had really stabilized. The majority of the shelters had closed. We were feeding but not huge numbers. People had started to get back on their feet two weeks after landfall, whereas in Sandy a lot of our typical response activities were occurring all the way up to January and February of this year. In fact, we’re still providing feeding, which is considered a traditional response activity, but we’re doing it in the context of recovery. At peak operational time we had at least 4,000 people, mostly volunteers, serving.” The numbers reveal the scope of the emergency — over 17 million meals and snacks served, 6 million bulk and cleanup items distributed, and 81,000 stays in shelters provided.

“We were ready for a disaster to hit the NENY Region,” added Gary Striar. “By far, we and our partners had the largest number of shelters open in our area that we ever had opened before a storm — around 16. With the exception of some minor damage in our southern area, though, it quickly became apparent that the worst was well south of us in New York City and New Jersey, and in New England. Our job became supporting those relief operations. We deployed a number of staff and volunteers down to the relief area. The other big job for...
us here was the fundraising piece. Obviously to fund this relief operation we had to raise a lot of money. We raised about $2 million locally. We’re really proud of that,” said Gary.

The Need for Partners
In 32 hours over land, Superstorm Sandy claimed more than 100 lives, damaged or destroyed nearly 400,000 homes and buildings, and demolished critical infrastructure throughout the most heavily populated region of the country. The cost of the damage is estimated to exceed $75 billion. Only Hurricane Katrina, the worst natural disaster in U.S. history, carried a higher price tag. Six months after Sandy made landfall, the Red Cross continues to work with government and numerous other voluntary organizations to provide long-term recovery services to storm victims. “Teamwork is critical to a response like this. No one organization is going to come in and provide all the relief that is needed,” said Matt Burns. “We partner with federal, state, and local offices of emergency management, departments of health, other non-profits such as the Salvation Army and United Way, and a number of interfaith groups. In the case of Sandy, both the Canadian and Mexican Red Cross organizations deployed to provide support as well.”

A 16-year veteran of the Red Cross, Gary Striar noted that each crisis helps organizations learn more about how to work more effectively with one another and introduces them to new partners. “Fifteen years ago there wasn’t the level of collaboration in disaster response there is now,” said Gary. “Today, everyone understands the only way to respond to these events is to have everybody bring all their resources to the table, put their egos aside and do their part. It’s good for our clients and it makes for a much more effective response.”

Gratitude
Clayton Kolb points out one other key partner. “We couldn’t do the work that we do or have the robust recovery program that we have were it not for the generosity of the American people,” said Clayton. “Everything we do is through donations. I want to express gratitude for that. Even though Sandy is off the front pages, we still have people down there who haven’t moved into a sustainable living environment. We still have people who are using federal benefits and assistance and staying in hotels until they locate more sustainable housing. Even though disasters get on the front pages and leave the front pages pretty quickly, the Red Cross, local, state, and federal government are still here and still going to be working to meet the disaster-caused needs of clients and survivors, and that happens all over the country.”

Preparation to take on the challenge of a Superstorm Sandy begins long before the pre-landfall clock starts to tick. Our three alums offer advice for students considering careers in emergency services and disaster relief.

If you can get a foot in the door with an organization and link up with a mentor who takes you under his or her wing, that’s really key to moving forward initially. The paradigm has shifted from government service to the broader spectrum of service providers out there. So keep your eyes open and consider opportunities with NGOs and nonprofits like the Red Cross.

— Matt Burns, MPA ’10

Start volunteering with the fire department or Red Cross. Look for internships in homeland security or emergency management. Get a feel for it. Some people are better suited for it than others. Also, creative thinking and critical problem solving are important skills to have. Sandy required us to think beyond what we know and what we have done. You have to learn to be creative about how to address unique problems.

— Clayton Kolb, MPP ’07

Learn about organizational management and budgeting. In relief operations, we’re all operating in huge organizations and we all don’t have enough resources to do the job. You have to get every nickel you can of worth and work out of an organization. It requires creativity to figure out how to meet the needs you have to meet without necessarily having more money every year.

— Gary Striar, MPA ’79
In early 2012, Staten Island’s popular and affable representative from the 62nd Assembly District, Lou Tobacco, announced he would not seek re-election. It was simply a “priority-first, family decision,” said Tobacco. He wanted to spend more time at home with his wife Jennifer and four young children, Madison, Christian, Ella and Luke. Leaving office didn’t mean leaving public service, though. Today, Lou speaks with his former colleagues “on both sides of the aisle almost on a daily basis” and, as an active member of the Tottenville Civic Association on Staten Island’s South Shore, he’s very much involved in his community. This local son’s contributions are deeply appreciated, particularly as Staten Islanders struggle to recover and rebuild after Hurricane Sandy. “In an event like Sandy, people look for leadership and direction. My experience has taught me how to set goals, organize people, delegate and execute a task. Those skills came in very handy over the last few months,” said Tobacco.
Q: How are your family, friends, and neighbors in Staten Island doing after Hurricane Sandy?

A: We had minimal damage — some shingles down and our gate was broken, but two blocks down and two blocks over from us, a whole community was wiped away. When you see the destruction and devastation in the affected areas, you ask yourself — was it really four months ago or was it four days ago? God bless the citizens of Staten Island. Although I was in government, I have to say it was the private citizens of Staten Island who really were the first responders and who were there for one another. They organized themselves in a very professional manner. I’m very proud of my community. Staten Islanders are used to helping people. They’re very generous. It’s going to take time for people to get their lives back together. It’s not going to be a quick fix.

Q: How did you get interested in politics and running for public office?

A: It truly goes back to my scouting experience. That’s where I got my compass, so to speak. I’m an Eagle Scout. I was always involved with leadership initiatives as a young child. When I was around 11 or 12, I had to write a letter to a local elected official. I wrote Congressman Guy Molinari from Staten Island. He actually responded to my letter by calling me into his office. The rest is history. I spent my summers interning for him and then campaigning with him when he ran for Staten Island borough president. After graduation, he gave me a job in Borough Hall as assistant director of contract oversight.

Q: What aspect of your public service are you most proud of?

A: One thing I’m really proud of during my 5 years, 10 months in the New York State Assembly is my crusade against smoking. I have a program called Tobacco Against Tobacco. I will continue to go into the schools and speak to children in grades as early as kindergarten about the dangers of smoking. It’s something I’m very passionate about.

Q: You like to speak to students. What advice do you give them?

A: I recently spoke at a leadership conference at Syracuse University and I urged all the students to take advantage of any form of internship they can. Not only is it important to gain that experience, but conversely it’s important to find out if it’s something you don’t like and don’t want. In my junior year at UAlbany, I had the chance to intern for Assemblyman Robert Straniere from Staten Island through the New York State Assembly Internship Program. That experience brought me closer to my eventual goal of becoming an elected official. It helped me to see myself in that environment and in that capacity. I tell students that one needs to lead by example, not just direction. One needs to do every type of job and task that he or she would direct or require others to do. You have to roll your sleeves up, get in there and get your hands dirty. Whenever I speak to graduating classes I say, ‘I wish you all fail and I hope you all know failure early on in your career. And may you get up, brush yourself off, step back, reassess and get right back in there. What makes a good leader is failure.’ I lost my first race for Assembly when I was 24 years old. We gave it everything. We ran to win, although in the back of my mind I knew I wasn’t going to be taking down a popular 18-year incumbent. But I still ran that campaign to win. In the end I lost, but I came back and I learned from the experience. You reassess and come back stronger. You persevere.
Several of our Rockefeller College alumni — now employees of the New York State Division of Homeland Security and Emergency Services (DHSES) — responded to Superstorm Sandy as it crashed into the New York and New Jersey coastlines on October 29, 2012. The storm caused more than 100 deaths, massive power outages and billions of dollars in damage to property. In anticipation of the devastating impact of Sandy and as a preparatory action, New York Governor Andrew Cuomo declared a state disaster emergency prior to the storm’s landfall, resulting in the activation of DHSES and numerous state agencies.

(Pictured from left) Dan Albert, General David Sheppard, Richard Pearson-Strain, and Meghan Dudley
DHSES Intelligence Analyst Meghan Dudley, MA '04 was activated and deployed to the New York State Emergency Operations Center (EOC) on October 29. Meghan was assigned to a unit responsible for the completion of the Executive Situation Report (ESR). The ESR is completed every four hours during an emergency activation and is designed to provide executive leadership with a highly accurate and quick snapshot of the most critical information related to response and recovery efforts. “I was extremely impressed with the work of my colleagues at DHSES during the response to Sandy. Many were deployed for weeks at a time to downstate New York, away from their families. They did so without complaint, knowing that they were helping their fellow New Yorkers in need,” said Meghan.

Richard Pearson-Strain, MPA ’07, a senior administrative analyst for DHSES, was activated and deployed to the EOC on November 1. Rich was responsible for assisting in the management of the EOC’s staffing pattern within the Resource Unit under the Planning Section. His duties included modifying the master staffing pattern to reflect the changing needs of the EOC’s sections and units, especially as the activation transitioned from a response to a recovery mission. “My time at the EOC was both a rewarding opportunity to witness the interplay of federal, state and local emergency management operational capabilities during a critical incident and a chance to see how we can improve our capabilities, specifically through federal grant funding in the future,” said Rich.

On October 26, DHSES Criminal Justice Program Representative Dan Albert, MPA ’07 was activated and deployed to the EOC where he was assigned to the Planning Section and supported the Situation and Executive Situation Units. The Situation Unit maintains awareness of the events as they unfold and produces a situation report every 12 hours summarizing relevant activities and events for that operational period. “The fields of homeland security and emergency services present an ever-changing environment that creates the opportunity to be involved in a variety of valuable public safety programs and initiatives,” said Dan.

Meghan, Rich and Dan are all former DHSES interns. Students interested in an internship should visit the DHSES website at www.dhses.ny.gov for more information.

There were several more Rockefeller College alumni who deployed as part of the DHSES team. They are dedicated to working closely with all levels of government, the private sector, and volunteer organizations to improve readiness, response and recovery capabilities of communities throughout the Empire State.

F. David Sheppard is a public service professor at Rockefeller College of Public Affairs & Policy, University at Albany. Professor Sheppard is a former Director of the New York State Office of Homeland Security, serving as the Homeland Security Advisor to the Governor from 2006 through 2008. During this period, Sheppard directed and coordinated federal, state and local homeland security strategies to prevent a terrorist attack, protect critical infrastructure and prepare first responders to respond to natural and man-made disasters. As the Director of Homeland Security, Sheppard also managed more than $2 billion in Federal Homeland Security Grant Program funds involving 14 separate preparedness grants. He developed a Critical Infrastructure — Suspicious Activity Report (CI-SAR) model for law enforcement and intelligence analyst use at state intelligence fusion centers and authored numerous classified homeland security advisories and intelligence products.

Professor Sheppard is also a retired U.S. Army General Officer and former Commanding General of the 53rd Troop Command, New York Army National Guard. He directed and coordinated the New York National Guard’s military support to civil authorities after the September 11, 2001 attack on the World Trade Center. General Sheppard also served as the Joint Task Force Commander of military forces protecting critical infrastructure during the 2004 Republican National Convention in New York City, and is a rated military and commercial fixed-wing and rotary-wing aviator. He is a Vietnam combat veteran.
The contentious congressional debate over Hurricane Sandy recovery suggests that the politics of disaster relief are getting more difficult. Historically, votes on disaster relief bills have been bipartisan and not particularly controversial, but changes in disaster relief policy and the political environment surrounding these debates indicate that voting has become partisan and divided, making the scope and size of the federal response to any particular disaster far from certain.

Over the last dozen years, the financial stakes of federal disaster policy have risen appreciably. The frequency of such major events as Hurricanes Katrina and Sandy appear to be increasing, and the population residing in areas vulnerable to these events has been increasing as well. Federal disaster relief has become more generous after the 9/11 terrorist attacks in New York City and Hurricane Katrina in 2005. Estimates by the New York Federal Reserve Bank indicate that the federal share of disaster costs after Katrina has risen to almost 70 percent, from less than 30 percent before Katrina. In addition, federal support has been extended to a broad range of purposes in such mega-disasters as Katrina and the 9/11 attacks. Total federal support for recovery from Katrina, for example, has been estimated at $110 billion, including rebuilding and redevelopment as well as general budget relief.
This combination of increased risk and increased federal generosity has significantly expanded the federal government’s potential liability for damage from future storms. One recent study has estimated that the government’s potential exposure over the next 75 years has a net present value (NPV) between $1.2 and $7.1 trillion — roughly comparable to the shortfall in the Social Security system over this same period. Congress has historically provided financing through emergency appropriations outside the normal budget process which typically come soon after disasters. Members of Congress have supported relief in other regions represented by opposition parties in the expectation that future disasters closer to home will receive prompt and equally generous support.

In contrast to this historical pattern, relief spending for Sandy was a heavy political lift, particularly in the Republican-dominated House of Representatives. Large-scale disaster relief has become a major target for Tea Party Republicans, who largely come from the South and the West, and such conservative interest groups as the Club for Growth. These advocates pressed claims that the Obama Administration’s $60 billion proposal was loaded with “pork” and should be voted down or paid for by offsets in other parts of the budget. The Senate passed a version of the administration’s bill before adjourning in December 2012, but Republican leadership in the House refused to bring the bill to the floor. This meant that the bulk of the package had to be reconsidered by both houses of the newly elected Congress when it convened in January 2013. Both Republican- and Democratic-elected officials from the Northeast lobbied furiously in support of the measure, were harshly critical of the delay, and made veiled threats of retaliation for future claims from other parts of the country.

This unprecedented level of partisan conflict led congressional leaders to devise a complex procedure for considering the bill. The bill was split into three separate pieces — a package to pay flood insurance claims; a limited package for immediate recovery; and a larger, more controversial package to provide for longer-term costs. Congressional leaders also allowed a vote on an amendment to require sizeable offsetting cuts in the rest of the discretionary budget.

The pattern of partisan voting on these various measures indicates that disaster relief votes have become more contentious. Majorities of both Democrats and Republicans voted to support the flood insurance package and the package for immediate recovery. Overwhelming numbers of Republicans, however, voted against the larger spending package and in favor of the amendment to require offsetting cuts. While the larger package was passed and the amendment was defeated, these majorities were composed of large numbers of Democrats and small numbers of Republicans. This sharp partisan division and the regional hostility expressed in the debate suggests that disaster relief politics, at least in the case of Sandy, have become polarized.

The rancorous politics around Sandy may represent the “new normal” in dealing with disaster relief. Both the Republican majority in the House and its internal configuration are likely to persist. A number of Tea Party Republicans are in newly created safe districts and some of the groups that support them are planning primary challenges in 2014. Debates over the deficit and demands to offset disaster relief with spending cuts elsewhere are likely to continue. Under these circumstances, the Sandy votes suggest that it’s still possible to pass large scale disaster relief bills, but only with large numbers of Democratic votes and the minority of Republicans from affected areas, whether in the Northeast or along the Gulf Coast. Such votes are politically difficult for House Republican leadership. Republicans from coastal areas might support future relief packages for hurricanes that hit these areas, but it can’t be taken for granted that such requests will be supported by conservative Republicans from other areas without spending offsets or other concessions. Some number of Republicans will continue to find themselves in the “Vote No, Hope Yes” position of voting against bills they hope will pass in order to avoid primary challenges. Finally, representatives from Northeastern states may engage in some form of “payback” for Sandy. In any case, disaster relief politics seem likely to become more difficult and more conflictual.

James W. Fossett is an associate professor of public administration and policy at the Rockefeller College of Public Affairs & Policy, University at Albany and senior fellow at the Rockefeller Institute of Government. Dr. Fossett’s research specialties include health policy and state and federal budgeting.
A Tradition is Born – Rockefeller’s First Annual Jeopardy Challenge Brings Students and Alums Together
Rockefeller’s First Annual Alumni-Student Jeopardy Challenge was a huge success! The event, which coincided with the Rockefeller College Dean’s Leadership Council kickoff party for the spring semester, was held on January 22, 2013 in Husted Hall. Sixteen teams battled it out for bragging rights as the inaugural Jeopardy Challenge champions. Congratulations to winning team Schadenfreude (Cyndi Mellen, MPA ’12; Brian Peter, MPA ’12; and Ben Spear, MPA ’12) and to the members of runner-up team Wolf Pack (David Belsky, MPA ’09; Kathryn DiLello, MPA ’08; Emily Schwartz, MPA student; and Laura Stetson, MPA ’10).
Lessons Learned

Rockefeller Assistant Professor Ellen Rubin hopes the lessons of recent natural disasters like Hurricanes Katrina and Sandy will help inform the decision making and problem solving of future leaders and public servants. To better prepare MPA students in Rockefeller’s Foundations of Public Administration class to tackle the complex real-life challenges they’ll face in their careers someday, she and colleague Jennifer Dodge, also an assistant professor in the department of public administration and policy, have developed a series of case studies based on issues seen in the aftermath of Katrina.

What makes the Katrina case studies such a useful tool in teaching?

Ellen Rubin: In any disaster, the government and nonprofit response isn’t going to be perfect, but I like to think that it didn’t have to be as bad as it was after Katrina. My motivation for using the case studies is to make things better. I want our students to learn from the response to Katrina and not repeat the same mistakes. The Katrina response can be related to just about any issue in public administration, including personnel management, financial management, local government management, IT, contracting, and housing. By analyzing the Katrina cases, students begin to think about the real-life, everyday issues they’ll have to deal with as professionals.

What issues do the case studies address?

Ellen Rubin: The Katrina cases provide the basis for four essay assignments. The first case focuses on accountability for the failure of the levees around New Orleans. Students look at the political pressures that pushed the Army Corps of Engineers and affected how the levees were constructed and maintained before the storm hit. The second case focuses on public participation in decision making. We use a case related to the Chef Menteur landfill in New Orleans, which was opened after the storm on emergency orders. The landfill was next to a very active Vietnamese community. Students consider how to involve these stakeholders in the resolution of a problem related to the landfill.

The third case focuses on regulations used by the federal government to help individuals and local governments recover from the impacts of the disaster. Students selected two regulations to analyze from a list of three on: emergency Medicaid coverage; support to local governments so that they can continue to provide essential services like police, garbage collection and firefighting; and the provision of mental health counseling services to victims of the storm. The students were asked to analyze the strengths and weaknesses of two of those regulations in order to gain a better understanding of what regulations look like and a better sense of what makes for a clear and easy-to-implement regulation.

The fourth case focuses on contracting. Specifically, we look at the toxic trailers that were used after Katrina to house storm victims and everything that went wrong at different stages of the contracting process — purchasing, installation and maintenance. Through this exercise, students begin to connect the theory we talk about in class to real-life cases.
What lessons do you anticipate future students might learn from the response to Hurricane Sandy?

Ellen Rubin: One of the issues I think would be interesting to learn from Sandy is what to do about housing. The areas that were hit by Sandy, such as Manhattan and Connecticut, have dense housing whereas in New Orleans things were a lot more spread out. In Sandy, there weren’t places to put trailers. There have been plenty of news reports over the last few months about people living in tents and houses that are essentially just a shell with no insulation and no real walls. The housing vouchers provided by FEMA just aren’t enough and there’s a shortage of apartments and hotel rooms. Going forward, how do we ensure adequate housing in an area where there’s very little space? The provision of emergency housing after a natural disaster is an ongoing challenge.

What kind of feedback have you gotten from students?

Ellen Rubin: Generally, right after they turn in the assignments they’re tired (laughter). They usually get a lot out of the cases; the cases help them better apply the theory. A number of students have said whenever they hear stories about New Orleans or other big storms, they think about the Katrina cases. They’re beginning to apply what they’ve learned through the Katrina cases to other things.
Rockefeller College Announces
2013 Alumni Award Recipients

Each year, Rockefeller College of Public Affairs & Policy proudly bestows its highest honor on a number of distinguished individuals for their exemplary service to the public and to the College. We are delighted to present 2013 Rockefeller College Alumni Awards to the following seven extraordinary men and women for their achievements in the areas of political science, public administration, leadership, and continuing professional development. Please visit albany.edu/rockefeller/alumniawards2013 to learn more about the important contributions made by this year’s honorees.

Rockefeller College Lifetime Achievement Award

The Honorable John M. McHugh, MPA ’77
Secretary of the Army

Mr. John M. McHugh was sworn in as the 21st Secretary of the Army on September 21, 2009, following his nomination by President Barack Obama and confirmation by the United States Senate.
Distinguished Alumna in Political Science Award

The Honorable Addie J. Russell, BA ’00
Member
New York State Assembly
Assembly District 116

Young Alumnus in Political Science Award

Dr. Peter W. Brusoe, BA ’03, MA ’04
Campaign Finance and Lobbying Data Analyst
Bloomberg, L.P.

Distinguished Alumna in Public Administration and Policy Award

The Honorable Bonnie D. Jenkins, MPA ’88
Coordinator for Threat Reduction Programs
U.S. Department of State

Young Alumnus in Public Administration and Policy Award

Mr. Brian C. Fessler, BA ’06, MPA ’07
Assistant Specialist, State Aid and Financial Planning
Questar III BOCES

Distinguished Continuing Professional Education Leadership Award of Excellence

Mr. Edward Murphy, MPA ’81
President and Executive Director
Workforce Development Institute

Rockefeller College Distinguished Service Award

Dr. George P. Richardson
O’Leary Professor
Rockefeller College of Public Affairs & Policy, University at Albany

Distinguished Service Award

Dr. George P. Richardson
O’Leary Professor
Rockefeller College of Public Affairs & Policy, University at Albany
Center for International Development (SUNY/CID)  www.cid.suny.edu

In October 2012 in Dar es Salaam, Tanzania, SUNY/CID Senior Associate and Research Professor of Political Science Mark Baskin worked with members of Parliament from the Commonwealth Parliamentary Association (CPA) to adopt a design for a toolbox for constituency development funds (CDFs) and a public participation tool for the operation of these funds. Since 1990, more than 20 emerging democratic governments have adopted CDFs and many others are preparing legislation to initiate them. CDFs dedicate public money to benefit parliamentary constituencies through allocations and/or spending decisions influenced by members of Parliament.

On December 14, 2012, USAID/West Africa awarded SUNY/CID a five-year, $13.4 million contract to implement the Legislative Strengthening Program in Cote d’Ivoire (CI LSP). The two objectives of the CI LSP are to support the National Assembly to better fulfill its basic legislative, representational and oversight functions and to improve the deputies’ constituency representation and oversight in a number of communes. In the implementation of this project, SUNY/CID will work closely with MSI, a preeminent center of monitoring and evaluation as well as governance work, Cote d’Ivoire’s Center for Political and Economic Analysis (CAPEC), the International Federation of Library Associations (IFLA), and a large number of local experts. A delegation from Cote d’Ivoire (Ivory Coast), led by the President of the National Assembly of Cote d’Ivoire, Guillaume Soro, visited the University at Albany on December 5, 2012. The visit, hosted by Dean David Rousseau, explored possible collaborations between the Government of Cote d’Ivoire and the University of Albany through educational exchanges and partnerships in research and democratic development.

From January 21 through February 1, SUNY/CID’s Kenya Parliamentary Strengthening Program (PSP) sponsored a delegation of four senior staff of the Parliament of Kenya to visit Albany, New York, Annapolis, Maryland and Washington, D.C. for a comparative perspective on bicameral legislative operations.

Center for Policy Research (CPR)  www.albany.edu/cpr

Rockefeller Assistant Professor Bryan Early and his colleagues in the Project on International Security, Commerce, and Economic Sanctions (PISCES) continue their efforts to prevent the international proliferation of weapons of mass destruction and military technologies. PISCES has received several new grants to support its work with governments in the Middle East and Central and East Asia. In total, Dr. Early’s team received five new grants from the U.S. Department of State totaling approximately $625,000. The funding will support work on the following projects: Strategic Trade Management Law Industry Outreach — Mongolia; Strategic Trade Control Legislation Development and Legal-Regulatory Assistance — Saudi Arabia; Industry/Government Outreach — Saudi Arabia; Follow-up Consultations with the Government of Armenia Concerning Gaps in and Recommendations for Armenian Strategic Trade Controls; and Strategic Trade Controls and Nonproliferation for Visiting Officials from Taiwan.

A delegation from Cote d’Ivoire visited UAlbany on December 5, 2012.

State Assemblyman John McDonald, center, hosted the Kenyan delegation in Albany in January 2013.

The PISCES team (Top row, left to right) Bryan Early, Jay Nash (Lower row, left to right) Richard Young, Lara Howe, and Ryan Cathie
Rockefeller Associate Professor Victor Asal, Assistant Professor Kathleen Deloughery, and UAlbany Associate Professor of Sociology Ryan D. King have received an additional $40,000 award from the U.S. Department of Homeland Security to support the continuation of their work on “Hot Spots of Hate and Violence,” a project that examines how lone wolf terrorists fit within the parameters of hate crime and terrorism.

Center for Technology in Government (CTG)  www.ctg.albany.edu
The Center for Technology in Government is leading an effort, funded by the World Bank, to assist the Federal Government of Nigeria in its pursuit of a more open government and vibrant economy. CTG, along with partners in the Open Government Alliance, will produce an Open Government Partnership Action Plan for Nigeria’s ascension into the partnership, a readiness assessment for carrying out that action plan and two roadmaps: one focused on open data for Nigeria and the second on an innovation economy.

CTG is actively involved in cultivating a new community of inquiry and practice (CoIP) within the public policy research and management arena, known as policy informatics. As part of this initiative, CTG is leading the coordination of a panel of papers at the International Research Society for Public Management (IRSPM) 2013 annual conference in Prague, Czech Republic.

The Center recently released Designing Replicable Strategies for International Collaboration, a report that evaluates two innovative approaches or “on-ramps” to international collaboration in digital government research: self-organizing working groups and an immersive PhD institute. Both approaches proved to be low-cost, high-impact strategies to forge lasting networks of relationships as well as long-term career benefits.

Professional Development Program (PDP)  www.pdp.albany.edu
On December 20, 2012, PDP’s Early Childhood Education and Training Program broadcast a videoconference to help child care providers better prepare for emergency situations. Many of the participating providers had suffered the effects of Hurricane Sandy and looked to PDP for information on recovery and strategies for preparing for future emergency situations. The program took place just a week after the tragedy at Sandy Hook Elementary School. Panelists with expertise in fire and safety programs, public health preparedness and environmental safety discussed how to prepare for both natural and man-made emergency situations. Participating experts shared information about preparing for lock-down situations in child care settings and offered guidance on how service providers can help children in their care feel safe. Panelists also addressed the topic of how to communicate emergency plans to families before and during an emergency situation. The Early Childhood Education and Training Program (ECETP) has begun adapting this videoconference content to develop an emergency preparedness e-learning course for child care providers.

PDP’s Department of Computer Training Services recently developed and launched training on the Child Fatality Review and Prevention (CFRP) System for the New York State Office of Children and Family Services (OCFS). The CFRP System is used to maintain and manage information on child fatalities in New York State and to track child fatality reporting according to state and federal mandates. PDP’s Department of Child Welfare Training partnered with the OCFS’s Bureau of Youth Development to develop a training curriculum on Promoting Positive Youth Development Outcomes. The curriculum will be used by OCFS trainers working with community-based organizations that provide services to youth.

NCSP Supports NYS’s ‘Lean Forward’ Approach to Emergency Management

In the wake of Hurricane Irene and Tropical Storm Lee, Governor Andrew Cuomo expressed the need for New York State to develop “the best state emergency management operation in the country.” The damage caused by Hurricane Sandy last fall underscored this need. To respond to the governor’s call, NYS Division of Homeland Security and Emergency Services (DHSES) Commissioner Jerome Hauer has, along with the Governor’s Office, spearheaded an aggressive, lean forward approach to emergency management.

The National Center for Security & Preparedness (NCSP), through its strategic partnership with the Division, provides expertise, training and exercise development, and technical assistance to support DHSES in its efforts to institutionalize this new approach across the state. NCSP staff and subject matter experts (SMEs) also provided support during the state’s response to Hurricane Sandy. NCSP is a national leader in emergency management, homeland security training, and preparedness exercise development and delivery. Since its founding in 2007, the Center has assisted DHSES, and formerly the New York State Office of Homeland Security, in building the state’s capacity to prevent, prepare for, protect against, mitigate, respond to, and recover from high-consequence/catastrophic events.

Building on Lessons Learned

Following Hurricane Irene and Tropical Storm Lee, the state took an introspective look at its emergency management posture. At the time, the two storms combined marked the second largest disaster in the state’s history in terms of cost, next to the 9/11 terrorist attacks. Commissioner Hauer asked NCSP to lead a limited-scope After Action Review (AAR) designed to examine the state’s response to the two storms from the perspectives of the New York State Office of Emergency Management (SOEM), other state agencies involved in the response, and federal, local, and private sector stakeholders. The AAR team included NCSP staff and emergency management SMEs from across the country, including Florida, Kansas, Alabama, Louisiana, and New York State.

This past summer, NCSP built and delivered a confidential functional exercise designed to assess the systems in the New York State Emergency Operations Center (SEOC). During the exercise, NCSP staff and SMEs worked as exercise controllers, SimCell operators, and recorders and acted to regulate and adjust exercise flow. The exercise was successful in assessing strengths and areas for improvement based upon SME and staff observations during play.

Hurricane Sandy Response

New York State’s response to Hurricane Sandy required extraordinary effort from state and local agencies, supporting teams from other states, the private sector, and the general public. For its part, NCSP supplied SMEs and staff in the SEOC, State Watch Center, and State Regional Operations Centers in New York City and on Long Island. These individuals worked at the direction of the SOEM leadership, providing expertise and support in many areas. NCSP is proud to have been involved in New York State’s response to Hurricane Sandy and continues to support the state during recovery.

Moving Forward

The National Center for Security & Preparedness continues to collaborate with DHSES to strengthen the state’s emergency preparedness and management. Currently, the Center is working with a national team of SMEs to conduct a full-scale AAR for New York State’s response to Hurricane Sandy. In addition, as the programmatic lead at the New York State Preparedness Training Center (SPTC), NCSP is designing and delivering high-end, scenario-based training that will enhance homeland security efforts across various disciplines. NCSP’s partnership with DHSES is part of the Center’s wider goal to build preparedness and response capabilities for New York State and the nation.

NCSP is a center at the University at Albany’s Rockefeller College of Public Affairs & Policy. The Center is proud to serve as a strong link between the College’s high-level academic offerings and the homeland security and emergency management communities. Such efforts include expert forums on relevant homeland security policy issues, student employment and internships, and annual practical workshops for academia at the New York State Preparedness Training Center. For more information on NCSP, please visit the Center’s website at www.albany.edu/ncsp.
Public Administration Students Learn the Practical Skills of Interpretation

By Renee Wallingford

Rockefeller College graduate students took part in an intensive two-day workshop on interpretive thinking and research sponsored by the dean’s office on October 18-19, 2012. Organized by Assistant Professor Jennifer Dodge and colleague Tamara Metze of Tilburg University, the Netherlands, *Interpreting Public Administration: Why Words Matter in the Real World*, offered students the opportunity to learn tools of interpretation that can be applied to both the practice and research of public administration through the exploration of two central questions: What meanings do policies, politics, organizations, and institutions convey in the real world, and what effect do these meanings have on the exercise of public administration and policy?

Students were exposed to tools of interpretation not commonly offered in most standard public administration curricula. They were also given the chance to interact with peers at Tilburg University through video conferencing. “The exchange between the two groups really added to what the students took away from the workshop,” explained Professor Dodge. “They were given the opportunity to learn from each other and were able to experience firsthand the way different international contexts lead to different ways of thinking and interpreting.” Doctoral student Aneela Salman agrees. “The exercises we did had whole new meanings when we interacted with the students in the Netherlands. It showed how the same words can be perceived and interpreted so differently in different contexts,” said Salman. This sentiment was echoed by Salman’s fellow PhD student Marcelo Marchesini who added, “Interpretive approaches are not mainstream so the participation of the Dutch was particularly interesting. Events such as these lay the foundation for international networks for student research and open up opportunities for students interested in interpretive theories and methods.”

As a future policy manager, Master of Public Administration student Frank McStay II found the workshop very beneficial. “I see many useful applications of the material presented, especially when it comes to understanding and implementing the public service perspective, one of the MPA program’s core competencies,” said McStay.

Professor Mitch Abolafia of Rockefeller College and Merlijn van Hulst of Tilburg University joined colleagues Dodge and Metze as workshop presenters. The four scholars are at the forefront of interpretive thinking and research. Professor Dodge hopes the workshop will lead to future collaborations between Rockefeller College and Tilburg University. A formalized exchange program is already in the works, with a Tilburg student applying to Rockefeller for fall 2013.


José Cruz, associate professor of political science, was asked to serve as a panelist for the Ford Foundation Fellowship Program’s Social Sciences panel for the 2013 program year. Assistant Professor of Public Administration and Policy Jennifer Dodge presented “The Discourse Ecology of Hydraulic Fracturing in New York State: Associations and Their Storylines of Public Policy and Governance” at the ASPA annual meeting in New Orleans in March. The paper was co-written with doctoral students, Steve Jackson and Jeongyoon Lee. In November 2012, Dodge and colleague Sonia Ospina of NYU presented “Developing Advocates for Change: A Practice Approach to Understanding Associations as ‘Schools of Democracy’” at the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference in Indianapolis.

Assistant Professor of Public Administration and Policy Sonia Ospina of NYU presented “Developing Advocates for Change: A Practice Approach to Understanding Associations as ‘Schools of Democracy’” at the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference in Indianapolis.


Rockefeller Assistant Professor Bryan Early and his colleagues in the Project on International Security, Commerce, and Economic Statecraft (PISCES) have received a $69,757 grant from the U.S. Department of State to provide strategic trade control assistance to Taiwan.

Professor Laura Valeria González-Murphy’s book Protecting Immigrant Rights in Mexico: Understanding the State-Civil Society Nexus was published by Routledge in March.

“The Best and Worst of Board Chairs” by Assistant Professor Yvonne Harrison and colleague Vic Murray from the University of Victoria appeared in the Winter 2012 issue of the Nonprofit Quarterly. Harrison and Murray also presented their paper, “The Efficacy of Board Performance Self-Assessment Using the Board Effectiveness Survey Application (BESA),” at ARNOVA in November 2012.

On December 4, 2012, Assistant Professor of Political Science Matthew Ingram participated in a day-long event on ongoing criminal justice reform in Mexico at the Woodrow Wilson International Center for Scholars in Washington. Ingram’s policy paper “Criminal Procedure Reform in Mexico: Where Things Stand Now” was commissioned by the Wilson Center and released on January 20, 2013.

An article by Erika Martín, assistant professor of public administration and policy, and Bruce R. Schackman of Weill Cornell Medical College was published in the March 7 edition of The New England Journal of Medicine. “Updating the HIV-Testing Guidelines — A Modest Change with Major Consequences,” discusses proposed changes in HIV-testing guidelines by the U.S.
Eugene Monaco, public service professor and executive director of the Professional Development Program, presented a paper, “Demonstrating the Need for E-Learning in Work Environments: How Online Instruction for the Public Workforce Makes a Difference,” in March at the 7th International Technology, Education, and Development Conference in Valencia, Spain.

Professor Julie Novkov’s latest book, The Supreme Court and the Presidency: Struggles for Supremacy, was published by CQ Press in April. Novkov, chair of the political science department, presented “Lincoln Hagiography and the Cultural Resonance of Executive Supremacy” at the Maryland Discussion Group on Constitutionalism at the University of Maryland School of Law in December 2012. In November, Novkov participated on a panel concerning marriage politics and policies at the B’nai Sholom Shabbaton. In January 2013, she delivered a lecture, “The River of Blood and our Environmental Covenant,” as part of the B’nai Sholom synagogue speakers’ series. Professor Novkov has just begun a term on the editorial board of the American Political Science Review and recently completed service on the search committee for a new executive director for the American Political Science Association.

Congratulations to Theresa Pardo, director of the Center for Technology in Government (CTG), Sharon Dawes, senior fellow at CTG, and Taewoo Nam, PhD ’12, for receiving the Best Innovations in Practice Paper Award for their work “Transforming City Government: A Case Study of Philly311” at the 6th International Conference on Theory and Practice of Electronic Governance (ICEGOV) held in Albany, October 22–25, 2012. Professor Dawes and Mohammed Gharawi, a 2012 PhD graduate from the UAlbany Information Science Department, received the Best Paper Award in the E-Government Track for “Exploring the Influence of Contextual Distances on Transnational Public Sector Knowledge Networks” at the 2013 Hawaii International Conference on System Sciences (HICSS).

This past winter, Professor George Richardson visited Radboud University Nijmegen, the Netherlands to work in the European Master Programme in System Dynamics. While there, Professor Richardson presented lectures on group model building, including the UAlbany notion of “concept models,” diagrams for conceptualization and communication, and system dynamics applications with impact. He also gave a talk on concept models at the annual meeting of the Benelux Chapter of the System Dynamics Society, held in Nijmegen.

Stephen Weinberg, assistant professor of public administration and policy, presented his paper “Medicaid Fraud Enforcement: Evaluating Strategies for More Efficient Investigations” at the Association for Public Policy Analysis and Management (APPAM) Fall Research Conference in Baltimore last November.

Professor Joseph Zimmerman’s book Interstate Water Compacts: Intergovernmental Efforts to Manage America’s Water Resources was published by SUNY Press in December.
Rockefeller Alumnus Wins Major Book Award

Rockefeller College alumnus Michael J. Korzi, PhD ‘98 has been named the winner of the 2012 Richard E. Neustadt Award for his book Presidential Term Limits in American History: Power, Principles, and Politics (Texas A&M University Press, 2011). The Neustadt Award is given to the best book published that contributed to research and scholarship in the field of the American presidency. Korzi is also the author of A Seat of Popular Leadership: The Presidency, Political Parties, and Democratic Government (University of Massachusetts Press, 2004).

Dr. Korzi is a professor of political science at Towson University in Maryland. His teaching and research interests are in the areas of political theory, the presidency, and Congress. His articles have appeared in publications such as Presidential Studies Quarterly and Congress and the Presidency.

While at Rockefeller College, Dr. Korzi worked on his dissertation under the direction of Professor Bruce Miroff. Also serving on his dissertation committee were Professors Michael Malbin, Anne Hildreth, and José Cruz. His dissertation on the development of the presidency in the 19th century won the University’s Presidential Distinguished Doctoral Dissertation Award in 1999.

Kara Pangburn, MPA ‘06, director of admissions for Rockefeller’s Department of Public Administration and Policy, visited Bocconi University in Milan, Italy this past February for meetings with colleagues about Rockefeller and Bocconi’s dual degree program. While there, she had the opportunity to visit with a number of Rockefeller alumni. Seated from left to right are Francesca Ferre, MPA ‘09; Silvia Sommariva, MPA ‘11; Paola Cantarella, MPA ‘10; Kara Pangburn; and Alessandro del Ponte, MPA ‘12.

Ellen Baum, MPA ‘12 receives the New York State Scholarship from Michael Wilson, CEO of the International Foundation of Employee Benefit Plans (IFEBP) at the 58th U.S. Annual Employee Benefits Conference in San Diego, California, November 11-14, 2012.
Lei Zheng, PhD ‘09, CTG Senior Fellow Sharon Dawes and Rockefeller MPA student Manuel Pardo visit a historic site outside Shanghai. Manuel Pardo was Rockefeller’s first student to participate in a new exchange program between the College and Fudan University in Shanghai. Lei, an assistant professor at the School of International Relations and Public Affairs at Fudan University and a mentor to Manny while he was in Shanghai, organized the partnership agreement between Rockefeller College and Fudan University.

Jim Douglas, MPA ’72; Frank Jazoo, BS ’80; Justin Hogan, BA ’03; and Catherine Provost, BA ’05 at Rockefeller’s alumni reception in Washington, D.C. on December 7, 2012.

On Tuesday, March 19, Lew Wiener, BA ’81 graciously hosted a Rockefeller alumni GOALS (Go Out and Learn Something) event at Sutherland Law Offices in Washington, D.C. Rockefeller alumnae Sue Felt-Lisk, MPA ’87 of Mathematica Policy Research and Jill Gallagher, MPA ’90 of Booz Allen Hamilton led a discussion about what it’s like to work as a consultant in the public sector.
Dean David L. Rousseau cordially invites you to attend the

**Rockefeller College of Public Affairs & Policy**

**2013 Alumni Dinner and Awards Ceremony**

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

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

$65 per person
$45 per GOLD alumnus
(Graduates of the Last Decade, 2003-2012)
$30 per student

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