Budgeting and Beyond

Professor David Matkin and his Rockefeller colleagues are committed to providing students with a skills-based public financial management education.

4 Budgeting and Beyond

8 Q & A with NYS Budget Director Mary Beth Labate, MPA ’86
10 The Inside Story: Meet Rockefeller Health Policy Scholars Erika G. Martin and Ashley M. Fox
12 A Commentary on Executive Orders by Bruce Miroff, PhD
14 Rockefeller Announces 2015 Alumni Award Winners
A Message from the Dean

All the truly wise things have already been said about change — it’s hard… it has to be managed… it creates chaos and opportunity… it never stops.

Maybe change simply is.

We are in a time of change at Rockefeller College. David Rousseau has been asked to take a temporary leave as Rockefeller’s dean in order to help lead the University at Albany’s effort to meet a new challenge from New York Governor Andrew M. Cuomo: the establishment of the nation’s first College of Emergency Preparedness, Homeland Security and Cybersecurity, which is set to have operational programs by September 2015. James R. Stellar, UAlbany’s senior vice president for academic affairs and provost, has asked me to act as interim dean of Rockefeller College during this time. I am honored to serve the College in this capacity for as long as David is needed for the new college.

David and I both view the College of Emergency Preparedness, Homeland Security and Cybersecurity as an exciting development for the University and Rockefeller College. Indeed, the new college will draw heavily on Rockefeller around intelligence analysis, training of first responders, analysis of terrorist organizations and networks, efforts to assist other countries with sanctions and export control, and programs to educate the next generation of public administrators who choose to work in these disciplines. The new college will allow us to expand and extend Rockefeller’s offerings while enhancing the status of our programs through the governor’s and state’s designation of UAlbany as the place for training, education and research on homeland security, cybersecurity and emergency management.

My task over the next year is to continue on with the major initiatives that David and his predecessor Jeff Straussman started that are central to the future of the College, including standing up the Master of International Affairs (MIA) degree, hiring new faculty to continue the growth and renewal of our academic departments, building linkages to other SUNY colleges designed to bring outstanding public affairs students to our MPA programs, and working to build online offerings that expand access while retaining our world-class quality.

It is indeed a time of great change and opportunity at Rockefeller College and the University at Albany. I look forward to working with faculty, staff, alumni, students, and friends as we continue to seize opportunities and collectively construct an even more dynamic Rockefeller.

Sincerely,

R. Karl Rethemeyer
Interim Dean
Contents

Budgeting and Beyond ......................................................... 4–7
Rockefeller’s skills-based public finance curriculum pays dividends.

Alumnus Profile ................................................................... 8–9
The Big Challenge: Q & A with NYS Budget Director Mary Beth Labate, MPA ’86

The Inside Story ................................................................. 10–11
Meet Rockefeller health policy scholars Erika G. Martin and Ashley M. Fox.

ROAR: Reactions, Observations and Ruminations .................. 12–13
A Commentary on Executive Orders by Bruce Miroff, PhD

Rockefeller College Announces 2015 Alumni Award Winners... 14–15

Student Stories ..................................................................... 16–17

Faculty News ......................................................................... 18–19

Center News .......................................................................... 20–21
Technically Speaking: The Work of CTG

Alumni Making a Difference .................................................. 22–23

Why I Love My Work .............................................................. 24

Alumni Notes .......................................................................... 25

Alumni Poll Results .................................................................. 26
BUDGETING and Beyond

Rockefeller’s skills-based public finance curriculum pays dividends for students.

Doing more with less is the new normal for governments and nonprofits today. Despite escalating service demands and increasingly scarce resources, public service professionals are still expected to operate programs efficiently and effectively. It isn’t easy. In times of fiscal austerity, the list of pressing concerns is long and daunting — spiraling pension, benefit, and healthcare costs; growing entitlement expenses; deficits and mounting debt; staffing versus outsourcing; and political conflict, to name a few. Michael Massiah, MPA ’81, Chief of Capital Planning, Execution and Asset Management at the Port Authority of New York and New Jersey, experiences the challenges every day. “Governments are under intense pressure to do more with fewer resources to support the regions in which they exist,” says Massiah. “Even with our very real limitations, there is pressure to support regional vibrancy and competitiveness as well. We have to optimally utilize the resources we have, and develop additional resources to get more done.” As the economy continues to recover from the recession, public financial managers and the public administration and policy schools that train them must chart a better course toward sound
fiscal stewardship and responsible decision making regarding public resources. Successful managers need to be able to call upon a tool kit of practical skills that enables them to put theory into action and navigate through the complexities of operating a public entity — budgeting, contracting, negotiating, consensus building, planning, issuing debt, managing risk, and maintaining accountability.

The Rockefeller Response

Rockefeller College is committed to providing a skills-based public financial management education that prepares its graduates for the realities and rigors of the public and nonprofit sectors. The College boasts six full-time and two part-time faculty members specializing in public finance who teach a wide array of graduate course offerings — from the core finance course required of all MPA students to more specialized courses in budgeting, governmental and cost accounting, contracts and procurement, debt and capital financing, financial management, health care finance, and internal control. “Very few schools of public administration are able to offer the variety and depth of public financial management courses that Rockefeller does,” says Assistant Professor David Matkin. “Our public finance faculty has a very high level of experience and expertise. Students in the public finance concentration can go deep into the field while those in other concentrations are able to go just deep enough to develop a sound set of financial management skills that they can carry anywhere.”

For Rockefeller students beginning the Master of Public Administration program, the value of learning and applying the practical skills required in public financial management is lesson number one. During Welcome Week, Rockefeller’s innovative orientation to the MPA program, students participate in a group case study that involves making critical budget decisions for a department within a fictitious local government. This exercise illustrates for students the realities that public administrators face and the hard choices they routinely have to make. From the very outset of their graduate studies, MPA students are developing the analytic skills they’ll need to make similar real-world decisions as public service professionals.

“It’s no accident that the Welcome Week activity is a budget case,” notes Rockefeller Interim Dean Karl Rethemeyer. “Whether our graduate students are going into concentrations in homeland security, policy analytical methods, public or nonprofit management, or public finance, they need to develop and internalize what budgets are, how they work and how finances affect the choices available.” Rockefeller Advisory Board Member John Cape, a former New York State budget director and currently managing director at Public Financial Management, Inc., agrees. “Any government’s budget is the place where politics, policy and public management come together,” says Cape. “To be effective in any of those realms, you have to understand public budgeting and finance.”

In their article, “Beyond Budgeting: Public-Service Financial Education in the 21st Century,” Rockefeller Public Administration Professors Robert M. Purtell, now retired, and James W. Fossett observed that in addition to escalating demands and limited resources, today’s public and nonprofit organizations face business problems of increasing complexity, especially in the public finance arena. In a climate characterized by shrinking resources, rebellious taxpayers, increased market exposure, and the use of complicated financial instruments, Purtell and Fossett argue that program and financial managers must be able to apply the full array of financial knowledge, skills and tools to address society’s needs — and do so effectively, efficiently, ethically, and equitably. Professor Fossett hasn’t wavered on that position. “Public service financial education needs to recognize the wide array of positions that program graduates will serve in their careers. We have to provide students with the real-world business skills required to efficiently manage programs and effectively perform their public service missions,” urges Fossett. This is the conviction of Rockefeller College as well — teach students to be job-ready through skills-based training provided in the classroom and through experiential learning and internship opportunities with leaders in their fields.

Given the wide-ranging expertise and considerable experience of Rockefeller’s public finance faculty and the depth and breadth of the courses they teach, it is not surprising that over one-third of Rockefeller College MPA students choose to pursue a concentration in public finance. In addition, many students in other concentrations, especially public management, nonprofit management, local government, government information strategy and management, and policy analysis, opt to take elective courses in the public finance area. A solid understanding of public finance and its importance to public policy, politics and administration enables Rockefeller College MPA graduates to obtain employment — often before they complete their degree — and have successful public service careers. As John Cape proudly states, “Rockefeller graduates really are able to hit the ground running.”
The Rockefeller Team

**Kevin Bronner** (PhD, University at Albany, 1991)
Public Service Professor Kevin Bronner, a trained accountant, has a long and distinguished career in public service. A member of the UAlbany faculty since 1997, he currently teaches *Cost Management for Government & Nonprofit Organizations, Basic Governmental Accounting and Regulatory Administration.*

**Gang Chen** (PhD, University of Nebraska, Omaha, 2013)
Assistant Professor Gang Chen’s area of expertise is public pension management. His other research interests include state and local budgeting and finance, fiscal stress management and comparative public administration. He teaches *Public and Nonprofit Financial Management and Public Budgeting* at Rockefeller.

**Kathleen Deloughery** (PhD, The Ohio State University, 2009)
Assistant Professor Kathleen Deloughery, whose research centers on terrorism, labor economics and econometrics, teaches *Principles of Public Economics and State and Local Fiscal Systems.*

**Peter Finn** (MPA, University at Albany, 1977)
Public Service Professor Peter Finn joined Rockefeller College in 2012 following a 35-year career in New York State government financial management. His courses include *Managing Public Service Organization Finances and Performance Measurement and Contracting in Government.*

**James Fossett** (PhD, University of Michigan, 1984)
Associate Professor James Fossett’s research focuses on health policy and state and federal budgeting. *Health Care Finance and Health Care Financial Analysis* are among the courses he teaches.

**David Matkin** (PhD, University of Kansas, Lawrence, 2007)
Assistant Professor David Matkin teaches the core financial management course *Public and Nonprofit Financial Management,* as well as specialization courses in nonprofit financial management and auditing, and oversight and control in government and nonprofit organizations. Professor Matkin’s research examines state and local retirement systems, internal control and accountability, debt management and interlocal cooperation.

**Elizabeth Searing** (PhD, Georgia State University, 2015)
Assistant Professor Elizabeth Searing, the newest member of the Rockefeller College faculty, specializes in nonprofit finance and social enterprise, in particular the challenges facing young and small organizations. Professor Searing has previously taught nonprofit financial management, economics and program evaluation. At Rockefeller College, she will teach *Issues in Nonprofit Management.*

**Stephen Weinberg** (PhD, Harvard University, 2007)
Assistant Professor Stephen Weinberg, director of Rockefeller’s MPA program, conducts economic research on program evaluation, especially with respect to Medicaid in New York State. He teaches *Economics of Government Programs, Psychological Economics and Principles of Public Economics.*
A Balanced Public Finance Portfolio

Public finance courses available for Rockefeller graduate students in the 2014-15 academic year:

- Cost Management for Government and Nonprofit Organizations
- Nonprofit Financial Management
- Basic Governmental Accounting
- Capital Markets, Risk and Governments
- Risk Management and Internal Controls
- Public and Nonprofit Financial Management
- Principles of Public Economics
- Performance Measurement and Contracting in Government
- Public Budgeting
- Economics of Government Programs
- Health Care Finance
- Economics of Government Revenues
- Managing Public Service Organization Finances
- Health Care Financial Analysis
- Economics of Health Policy

Positive Returns on Investment

Every day, alumni are applying the skills they acquired during their graduate studies at Rockefeller College in a variety of leadership positions in public service.

Robin Prunty, MPA ’87
Managing Director, Standard & Poor’s
“The coursework at Rockefeller College was detailed and hands-on as it relates to governmental accounting, budgeting and tax policy. This gave me a tremendous advantage during the training process at S&P. The internship opportunity at the Division of Budget was most valuable because it established the connection to the municipal bond market and S&P.”

Anthony Scardino, MPA ’90
Chief Financial Officer, U.S. Patent and Trademark Office
“Public sector financial management challenges have been facing a paradigm shift over the last two decades. As the explosion of data has involved all government programs, it’s incumbent upon financial managers to turn this data into usable information for decision makers and leaders, whether they be elected or appointed officials. The skill sets required of financial management professionals have shifted from the traditional responsibilities of strict governance and execution to more organization-wide roles like facilitation, advisory and performance improvement. Rockefeller College helped prepare me for public service by instilling in me a sense of giving back to society. By understanding how the public sector operated at the federal, state and local levels, I have been able to build upon the platform and seeds planted during my time at Rockefeller to lead financial management programs for several federal agencies over the past few decades.”

Margaret Becker, BA’80, MPA’82
Deputy Comptroller, Division of Contracts, Office of the NYS Comptroller
“Public service organizations continue to be challenged by limited resources. This makes it all the more imperative that creative and talented students are attracted to the profession of public service and given the tools to perform in this difficult environment. Rockefeller provides a sound foundation across the board in financial management, analysis and organizational problem solving — a winning combination.”

Sally Frank, BA ’09, MPA ’10
Policy Analyst, Office of the New York City Comptroller
“Public service organizations face dwindling funding sources and a growing need for their services. Rockefeller College taught me how to navigate the systems of government and nonprofit organizations. As a policy analyst in the New York City Comptroller’s office, I look at issues that affect the city’s economy and the lives of its citizens, including job access, wages and educational equity. Rockefeller gave me the tools to do this research and make proposals that change the conversation and help those that need it.”

Tolulope Bamwo, BA ’12, MPA ’14
Presidential Management Fellow, U.S. Department of Homeland Security
“One of the most valuable aspects of the curriculum at Rockefeller College was the practical application to real-world situations. We were looking at actual organizations’ experience with financial issues. This forced me to adjust skills that will be needed to excel in my field of work.”
THE BIG CHALLENGE

Q&A with
Mary Beth Labate, MPA ’86
New York State Budget Director
Mary Beth Labate was named New York State budget director by Governor Andrew M. Cuomo on January 11, 2015. She is the first Rockefeller College alumnus to be appointed to this important position in state government. Since 2012, she has served as first deputy budget director for the Division of Budget and previously has held leadership positions with the New York State Office of Parks, Recreation and Historic Preservation, and Division of Homes and Community Renewal. She received her Bachelor of Arts from the University of Notre Dame and Master of Public Administration from Rockefeller College of Public Affairs & Policy, University at Albany.

**“Were it not for Rockefeller, I probably wouldn’t be budget director.”**

– Mary Beth Labate, MPA ’86

What are the fiscal and financial management challenges facing government today?

The big challenge facing all levels of government is constraining spending growth so that we’re living within our means. Governor Cuomo put his finger on this issue in our first meeting with him after his election and, for a budget professional such as myself, this was a very refreshing and welcome acknowledgment. New York had gotten itself in trouble by allowing spending to grow at a faster rate than inflation or statewide personal income. That pattern leads to a series of bleak choices, such as raising taxes or resorting to fiscal gimmicks. But when governments do the hard work to control spending — and it is hard work — they can find themselves in a surplus position and then the challenge becomes an opportunity. Through spending restraint, governments can provide tax cuts, as Governor Cuomo has done, and make new investments that otherwise wouldn’t have been possible.

What should graduate schools of public affairs and public administration be doing in the areas of teaching, research and service to address the challenges?

Nothing beats experiential learning, so schools like Rockefeller who can link students with real-world public service opportunities are at an advantage. Schools need to challenge students to absorb the plethora of data that is out there and use it to determine which programs and policies work and which don’t. A data-based argument is always better received. I also think it’s important to be honest with students — government is complex and sometimes arcane, and it helps to know some of that going in. Of course, working in government can also be incredibly rewarding.

As far as specific skills, when I was at Rockefeller we were taught to write a really tight two-page memo. I still value that skill, but in 2015 being able to express complicated thoughts succinctly and effectively through PowerPoint has become equally important.

How did your experiences at Rockefeller prepare you for your current position?

Were it not for Rockefeller, I probably wouldn’t be budget director. Many years ago, the Governor’s Office of Management and Productivity contacted the school looking for a promising young intern, and that was my entry into public service. Rockefeller has always nurtured mutually beneficial relationships with government. This dynamic worked out great for me personally way back when, and because Rockefeller is still putting talented people into public service with the state, it continues to help me as budget director.
"I always thought I was going to go to medical school and become a doctor, but after volunteering at a syringe exchange program, I realized that my passion was in public health where we can implement systemic changes to create an environment that promotes a culture of health." — Erika Martin, PhD

The medical profession’s loss would prove to be public health policy’s gain. Rockefeller Assistant Professor Erika Martin’s decision to change her career path led her to the University of Michigan School of Public Health to pursue her master’s in epidemiology and to Yale University where she earned a doctorate in health policy and administration. “I found that I was most interested in public health policies that can guide the development of a healthy culture. It’s especially rewarding to be working with the people who are making health policy.”

Policymakers seem to feel the same about Erika Martin. Her expertise is widely recognized, much sought after and highly valued in public health circles. Articles she’s written or contributed to have appeared in an array of leading publications including the New England Journal of Medicine, Journal of the American Medical Association, and Health Affairs. Her research activities have brought in over $1 million in external funding to Rockefeller College. Martin, who is also a senior fellow and director of health policy research at the Nelson A. Rockefeller Institute of Government, has served by invitation on a National Academy of Science Institute of Medicine committee that produced two reports requested by the White House Office of National AIDS Policy regarding how to most efficiently use data to assess and monitor the impact of the Affordable Care Act and the national HIV/AIDS strategy. “Erika Martin is an insightful and productive scholar and a skilled analyst. But what sets her apart from other gifted, rigorous researchers is her devotion to helping governments find ways to use data and analysis to solve stubborn health problems. She’s done that in her work on open data initiatives as well as models of public services patients — to the benefit of governmental practices as well as academic research,” says Rockefeller Institute Director Thomas Gais.

Last year, Martin received a two-year career development award from the prestigious Robert Wood Johnson Foundation for which she’s undertaking research on finding ways to make open health data more useful for public health practitioners and researchers. The Open Data Project, as she calls it, examines health-related data freely available to the public and provided in accessible and varied formats on government agency websites. “I’m trying to understand how we can make information on open data platforms more usable and fit for public health research. Currently, these data are often aimed at other user communities such as application developers. The Robert Wood Johnson Foundation is interested in practice-based research that’s relevant and helpful to practitioners,” Martin notes. The initiative involves a close partnership with the New York State Department of Health (DOH). DOH Deputy Commissioner for the Office of Public Health Guthrie Birkhead, New York State Deputy Secretary for Health Courtney Burke and Center for Technology in Government Director Theresa Pardo, who is also Open NY Adviser to Governor Andrew M. Cuomo, serve as Martin’s research and practice mentors. In addition, Professor Martin has enlisted several doctoral students to assist with the literature review, complicated data sampling, data coding, analysis, and qualitative interviews.

At Rockefeller, Martin is part of a team of policy experts who are making an impact. “I think we’re at a point where we have a critical mass of people who think about health policy issues through different lenses, in different ways, using different methodological approaches,” says Professor Martin. The quest to create a healthier environment is well underway at Rockefeller.
There are very few researchers in public health who look at how policy affects health, and certainly not a lot who look at how politics affect health. That’s even more rare.

— Ashley M. Fox, PhD

Politics matter. And Ashley Fox is demonstrating that through her research. A public health researcher with training in political science, Professor Fox’s initial inquisitiveness about the connection between public policy and health outcomes was sparked during a visit to South Africa as an undergraduate in the summer of 2000.

“The International AIDS conference was going on in Durban at the time,” explains Fox. “South Africa’s then-President Mbeki shocked the world at the conference when he questioned the link between HIV and AIDS and suggested poverty was the underlying driver of HIV. I became very interested in why a government would respond in such a seemingly irrational way to a health threat — ignoring the established science. Attempts to sway this position within the public health community at the time that focused on reinforcing the science seemed to miss the political motivations behind this response.”

Interestingly, Fox’s dissertation while a PhD candidate at Columbia University later revealed that it’s not the poorest countries that have the highest HIV infection rates; it’s the more developed countries within Africa. And within those countries it’s not the poorest people who are most affected. Rather, wealthier people are more likely to be infected with HIV. “My research sort of turned on its head some of the ideas at the time about HIV as the ultimate social disease and poverty as an underlying driver of HIV,” says Fox. “It showed that the relationships were actually much more complex.”

“Complex” is how Professor Fox characterizes many of the challenges facing policymakers today. “It’s hard to actually identify the policies that matter, especially for health outcomes. Sometimes, policy matters in a circuitous way,” she observes. She points to New York City’s proposed “soda ban” that would have limited the size of sugar-sweetened beverages allowed to be sold in the city. Despite the fact that the ban was blocked in the courts and never enacted, the city saw a decrease in the consumption of sugary beverages and an improvement in the obesity rate among New York City children. Although there was no actual policy change, the widespread debate over the proposed policy may have been the catalyst for these positive health outcomes.

“Ashley’s research represents the best of what we have to offer at Rockefeller with respect to policy analysis: methodologically sophisticated approaches to data analysis coupled with a nuanced understanding of the political and social contexts that so deeply affect how policies are made and implemented,” says Rockefeller College Interim Dean Karl Rethemeyer.

Currently, Professor Fox is at work on a new project, funded by a Robert Wood Johnson Public Health Law Grant, that examines how differences in social policies across U.S. states affect income inequality within a state and infant and child health outcomes across states. “We know there’s a lot of variation in health outcomes across U.S. states. Southern states tend to have worse health outcomes compared to northern states,” notes Fox. “There’s a red state-blue state divide but we really don’t know to what extent this is because of differences in demographics versus policy differences. And, of course, if the variations are due to policy differences, ultimately politics drive policy.”

Before coming to Rockefeller in fall 2014, Fox served as an assistant professor and lecturer at Mount Sinai School of Medicine in New York City. Prior to that she held postdoctoral fellowships in the Division of Health Policy and Administration at Yale University and in the Department of Global Health and Population at Harvard University. At Rockefeller she feels she’s found “just the right fit,” a place where she can delve deeply into public policy research, but also publish in the field of public health. She’s acquired new colleagues like fellow HIV researcher Erika Martin with whom she’s already teamed on an extensive project to evaluate New York State’s Medicaid waiver. Undoubtedly, more collaborations await, as do many opportunities to continue to make a positive impact on public health.
A Commentary on Executive Orders
by Bruce Miroff, PhD

President Barack Obama has been vehemently denounced for the executive orders he has issued, especially last November’s executive action to protect an estimated four to five million undocumented immigrants from the threat of deportation. Senator Rand Paul (R-KY) stated that “Obama’s executive amnesty is unconstitutional and trashes separation of powers. Republicans should use any means necessary to stop this power grab.” Going Paul one better with his rhetoric, Senator Ted Cruz (R-TX) claimed that when the president announced his “executive diktat,” he was “acting as a monarch.” But are Obama’s executive orders in violation of the United States Constitution? Indeed, are they anything out of the ordinary in the history of the presidency?
In the federal government, executive orders are directives from the president to officials in the executive branch as to how they are to carry out the implementation of the laws. They are binding not only on federal bureaucrats but also on individuals and organizations in the private and nonprofit sectors if they receive federal funds. Executive orders are part of a larger class of unilateral actions by presidents; executive proclamations (e.g., Lincoln’s Emancipation Proclamation) are another prominent form. Every president except for the unfortunate William Henry Harrison has issued executive orders. Obama has actually been sparing in his use of these orders; in fact, his yearly average through his first six years in office was lower than that of any president since Grover Cleveland!

His critics, however, have said that it is not the frequency of Obama’s orders that is outrageous so much as is the magnitude of their impact on American life. Shielding four to five million “illegal aliens” from the requirements of existing immigration law, say Obama’s opponents, is an egregious deviation from what Congress intended.

Executive orders, this argument presumes, are proper only if they legitimate modest acts of bureaucratic discretion. This argument, too, runs afoul of American history. Unilateral acts by presidents have often brought about significant changes in American public policy. President Truman desegregated the armed forces through an executive order. Affirmative action policy in the federal government was the work not of Congress but of orders from Presidents Kennedy, Johnson, Clinton, and even Nixon. A ban on abortion counseling by international agencies receiving federal funds was ordered by President Reagan (his policy was reversed by Clinton, restored by the second Bush, and reversed again by Obama).

Executive orders like Obama’s often engender controversy, but they are a tool that every modern president has used. A few orders have been struck down in the courts, but most have withstood legal challenge. One of the ironies in the furious talk about power grabs and monarchical arrogance is that it exaggerates just how much power unilateral actions add to the presidency. To be sure, presidents can get some very important things done in this manner. Yet the limits to executive orders are too seldom observed, even by scholars. Such orders need to be justified through existing constitutional or statutory law; they cannot make new law. That presidents generally have to go to Congress to win major changes on taxes, health care, education, civil rights, or immigration — and often lose there — indicates one of the most important limitations of executive orders. The scope of executive orders is also narrowed by the need for congressional appropriations; Congress may not be able to reverse an order but it can certainly refuse to fund its enforcement. Finally, as the story of Reagan’s abortion order reveals, executive orders are precarious; if they touch upon matters of partisan polarization, they will survive only as long as the president’s party retains the White House.

George W. Bush’s executive orders were denounced by Democrats: now it is Obama’s turn to be pilloried by Republicans. Forget the talk of monarchs and dictators; executive orders — and the partisan attacks that they spark — are, as the old cliché would have it, as American as apple pie.

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. This year, we are delighted to present Alumni Awards to the following extraordinary individuals for their achievements in the areas of political science, public administration, and service to the College.

Please join us on

**Friday, May 15**

at six o’clock in the evening

at the

**New York State Museum**

as we honor this year’s awardees.

**Distinguished Alumnus in Public Administration and Policy**

**David M. Van Slyke, PhD ’99**

Louis A. Bantle Chair in Business and Government Policy and Professor of Public Administration and International Affairs, The Maxwell School of Citizenship and Public Affairs, Syracuse University

**Distinguished Alumna in Political Science**

**Libby Post, BA ’82, MA ’84**

President, Communication Services

Political/Advocacy Consultant and Commentator

To register, or for more information on Rockefeller College’s 2015 Alumni Dinner & Awards Ceremony and our distinguished awardees, visit albany.edu/rockefeller/alumniawards.
Young Alumna in Public Administration and Policy
Natasha Pernicka, MPA ’08
Executive Director, The Food Pantries for the Capital District

Young Alumnus in Political Science
Matthew Peter, BA ’06, MA ’07
Chief of Staff to the Mayor, City of Albany

Distinguished Service to the College
David F. Andersen, PhD
Dean, Rockefeller College (1983–1988) and Distinguished Service Professor of Public Administration and Information Science, Rockefeller College of Public Affairs & Policy
Associate Dean, The College of Computing and Information

Michael J. Malbin, PhD
Professor of Political Science, Rockefeller College of Public Affairs & Policy
Director, Semester in Washington Program, University at Albany
Co-Founder and Executive Director, The Campaign Finance Institute
When Matt Lowney graduated with his bachelor’s degree in political science and sociology from St. John Fisher College just outside Rochester, N.Y. in 2011, he had every hope of being drafted into the NFL. An all-conference football star while in college, Matt was playing pro football for the Omaha Beef of the Indoor Football League when a shoulder injury ended his dream of moving to the big league. Suddenly facing a major change in direction, Matt had to rethink his goals, and decided to apply to Master of Public Administration programs. “On the field, I took great pride in clearing lanes for running backs and protecting the quarterback from the opposition,” says Matt. “Pursuing my MPA and eventually a career in public service where I can help people succeed or ensure that they are protected from harm is, I believe, a natural and exciting transition.”

Although he had several top programs to choose from, Matt selected Rockefeller College’s MPA program because of its reputation, the flexibility of the curriculum, and the tuition value it offered. “At Rockefeller, I had the opportunity to learn from some of the best professors and practitioners and participate in valuable professional experiences at a fraction of the cost of other top programs.”

On or off the football field, Matt is a natural leader. He is president of the Public Affairs Student Association, an intern at the New York State Department of Health and an academic star in the classroom. During the fall 2014 semester, Matt was selected to work as a graduate intern at the Government Accountability Office (GAO) in Washington, D.C. This prestigious internship program serves as a launching pad for future public service leaders. Matt returned to Albany for his final semester with a job offer in hand from GAO; he’ll be moving to D.C. immediately after graduation this May. “In less than two years at Rockefeller, I’ve more than doubled the length of my résumé and gained access to opportunities that I never would have considered possible.”

Matt’s decision to attend Rockefeller changed the game for him. “As both a college and professional athlete, I used to study, train and practice to be a game changer on the field. Today, I am confident that my experiences at Rockefeller College have given me the tools to play a similar role in the public arena.”
POLITICAL LEADERSHIP COMES NATURALLY TO ROCKEFELLER STUDENTS

Is it nature or nurture?

When it comes to campus politics, Rockefeller students are frequently found in leadership positions both on campus and at home in their own communities. Are these students just natural born leaders or is there something about their experience at Rockefeller that draws them to public service?

We posed that question to three emerging young political leaders on campus.

Raymond Webb, a junior from Farmingdale, N.Y., serves as vice president of the College Republicans. Ray credits Rockefeller with inspiring him to political leadership, but also acknowledges politics is in his blood. “It’s a family thing,” says Ray. “My parents were very involved in our community, both in politics and charitable work, including the police athletic league and little league sports. They raised me to be politically active, but never told me what to believe.”

Christian Chaudhury, a junior from the Bronx and president of the College Democrats, caught the political bug at Rockefeller. “When I came to Rockefeller, I did not have a political party. When we had speakers, I could hear the passion in their voices as they spoke about the things they were fighting for. It hit me that that’s how we are going to progress as a country. So, I decided to get involved.”

Joshua Van Wert, a sophomore from Schaghticoke, N.Y. and president of the College Greens, saw the need for a third party at UAlbany. “I feel that it is important for all political ideologies and views to be heard,” says Josh. “My criticism of the political structure and two-party system is that one is essentially making a choice between two extremes, and people do not know that there are more options out there. Everyone’s voice matters and, therefore, the importance of establishing a Green Party presence is to give more people a voice on campus.”

When asked why they chose to run for leadership positions, all three students responded that it was their way of giving back and an opportunity to engage and educate peers in the political process. Often young leaders are drawn to Rockefeller because of a passion for public service. Once at the College, that passion is nurtured in the classroom and through campus activities, from running voter registration campaigns to facilitating cordial discussions on current issues.

Despite dissatisfaction with what is happening in the political arena on the national level, these emerging leaders believe positive change is achievable and are embracing opportunities to make society better.
Public Service Professor Kamiar Alaei and Assistant Professor Ashley Fox, both of Rockefeller’s Public Administration and Policy Department, and Clinical Associate Professor Arash Alaei from the University at Albany’s School of Public Health were awarded a World Health Organization grant to study how lessons learned from HIV/AIDS treatment and destigmatization in conservative Middle Eastern cultures are translatable to conservative Latin American countries. Drs. Kamiar and Arash Alaei are, respectively, director and associate director of UAlbany’s Global Institute for Health and Human Rights. The Institute seeks to generate a deeper understanding of the intersection between health and human rights and to promote innovative solutions to contemporary challenges in this arena.

Rockefeller College Associate Professor Victor Asal has been named the 2015 recipient of the CQ Press Award for Teaching Innovation. The award recognizes a political scientist who has developed an effective new approach to teaching, such as the creation of an innovative course syllabus or the use of a new multimedia approach in the classroom.

Gang Chen, an assistant professor of public administration and policy who specializes in public budgeting and finance, and Rockefeller colleague David Matkin, an expert in public budgeting and financial management, presented the results of their public pension simulation to members of teacherpensions.org, a project of Bellwether Education Partners whose goal is to provide high-quality information and analysis to help stakeholders — especially teachers and policymakers — understand the teacher pension issue and the trade-offs among various options for reform. Matkin also authored two reports for the LeRoy Collins Institute, “Report Card Update: Florida Municipal Pension Plans” with Rockefeller MPA student Patrick Orecki in September and “Beyond Pensions: Florida Local Governments and Retiree Health Benefits” in February that highlights obligations Florida local governments are facing to pay for retiree health benefits. As part of the release of the latter report, Matkin provided a webinar for local government stakeholders and reporters.

José Cruz presented “Puerto Rican Politics in New York City: The Radical Contribution,” at the annual meeting of the Puerto Rican Studies Association. Cruz, an associate professor of political science, also served as a reviewer for the Oxford Research Encyclopedia of American History.

Assistant Professor of Public Administration and Policy Jennifer Dodge presented “Tensions in the Deliberative System: Civil Society Organizations and the ‘Fracking’ Controversy” at the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference in Denver this past fall.

Associate Professors J. Ramon Gil-Garcia and Theresa Pardo, along with Professor Emerita Sharon Dawes, were identified as the most prolific EGOV scholars at the 13th IFIP EGOV Conference held in Dublin, Ireland in September.
This January, Matthew Ingram, an assistant professor of political science who specializes in public law and Latin America, contributed expert testimony on two separate political asylum cases moving through U.S. immigration courts. In December, Ingram presented research on the incidence of homicide in Central America as part of a panel on crime and violence in Central America at the Woodrow Wilson International Center for Scholars. While in Washington, Ingram briefed staffers for the U.S. House Committee on Foreign Affairs regarding crime and violence in Central America and the effectiveness of the U.S.-sponsored Central American Regional Security Initiative (CARS), an offshoot of the Mérida Initiative in Mexico and Plan Colombia. This past November, he was invited to the Fletcher School of Law and Diplomacy at Tufts University to discuss the new book by Georgetown University’s John Bailey, The Politics of Crime in Mexico: Democratic Government in a Security Trap, following Bailey’s own presentation of the work. Ingram also gave two invited presentations, one at the Defense Intelligence Agency (DIA) for the Regional Seminar on Judicial Reform in Latin America and the other at Emory University’s Center for the Study of Law, Politics and Economics Conference on Law and Social Order. Professor Ingram also served as a reviewer for the Social Sciences Research Council’s International Dissertation Research Fellowship (IDRF), a highly competitive funding program for doctoral dissertations involving substantial fieldwork outside the United States.

In January, Assistant Professor of Political Science Johannes Karreth presented “The Political-Economic Leverage of Intergovernmental Organizations in Interstate Disputes” at a workshop at the University of Copenhagen in Denmark. Karreth, who specializes in international relations and methodology, joined Rockefeller’s Political Science Department last fall. He received his PhD in Political Science with a concentration in International Relations, Methodology and Comparative Politics from the University of Colorado Boulder.

Torrey Shanks, assistant professor of political science, and Lisa Fuller of the UAlbany Philosophy Department, received a Diversity Transformation Grant from the University’s Office of Diversity and Inclusion to organize the speaker series Critical Race and Postcolonial Theory. The first event was held this past January and featured renowned philosopher Charles Mills, the John Evans Professor of Moral and Intellectual Philosophy at Northwestern University.

Nussbaum Named CIS Affiliate Scholar

Rockefeller College Assistant Professor of Public Administration and Policy Brian Nussbaum has been selected as a 2014-2016 Affiliate Scholar at Stanford Law School’s Center for Internet and Society (CIS), a leading organization in the study of the law and policy regarding the Internet and other emerging technologies.

Dr. Nussbaum’s research and teaching focuses on cyber threats, terrorism, homeland security, risk and intelligence analysis, and critical infrastructure protection. As a CIS Affiliate, Dr. Nussbaum will conduct research on the cyber threats and risks facing state and local governments and their cyber security efforts, as well as take part in a scholarly community focused on issues of technology and its connection to privacy, security and public policy.

Dr. Nussbaum formerly served as senior intelligence analyst with the New York State Office of Counter Terrorism (OCT), a unit in the New York State Division of Homeland Security and Emergency Services (DHSES). He oversaw both terrorism and cyber threat analysis efforts at New York’s designated state fusion center, the New York State Intelligence Center (NYSIC). Dr. Nussbaum served as a subject matter expert on international terrorism and helped to create NYSIC’s Cyber Analysis Unit (CAU). Additionally, he served as the first-ever visiting professor of homeland defense at the United States Army War College in Carlisle, PA (2012-2013), where he worked with the Homeland Defense and Security Issues (HDSI) group in the Strategic Wargaming Division of the Center for Strategic Leadership and Development (CSLD). Dr. Nussbaum received his PhD and MA in Political Science from the University at Albany and BA in Political Science from Binghamton University. His work has appeared in numerous books and journals including Studies in Conflict and Terrorism, Global Crime, and the Journal of Applied Security Research.

Founded in 2000 by Lawrence Lessig, CIS brings together scholars, academics, legislators, students, programmers, security researchers, and scientists to study the interaction of new technologies and the law and to examine how the synergy between the two can either promote or harm public goods like free speech, innovation, privacy, public commons, diversity, and scientific inquiry. CIS strives to improve both technology and law, encouraging decision makers to design both as a means to further democratic values.
“We’ve seen many governments struggle to apply a popular technological solution because they ignored the policy and organizational contexts. In contrast, we’ve seen amazing successes where innovations flourish thanks to thoughtful analysis of what is both possible and advisable in a specific time and place.”

— Theresa Pardo, BA ’82, MS ’90, PhD ’98
Director of the Center for Technology in Government

Technically Speaking…CTG at Work

Since being created in 1993 by Governor Mario M. Cuomo, the University at Albany’s Center for Technology in Government (CTG) has been dedicated to improving government and public services, both nationally and internationally. “CTG was the first of its kind providing an innovative model of public-private partnerships where government, academia and the corporate community could partner on projects designed to explore new and emerging technologies within the governmental context and learn what worked, what didn’t, and why,” explains CTG Director Theresa Pardo, BA ’82, MS ’90, PhD ’98.

The Center’s projects, which have focused on information and knowledge sharing, open government and open data, e-government, social media policy, and mobile technologies and human services delivery, have helped state, local and federal agencies increase productivity and coordination, reduce costs, enhance quality, and deliver better services to citizens and businesses.

Throughout its 20 years, CTG has met its mission by working with a wide variety of public sector organizations, including many New York State agencies and local governments as well as many other governments around the world. Often these projects are partnerships between the government itself and CTG; other times, projects are funded by organizations such as the National Science Foundation (NSF), the World Bank, the United Nations, and Microsoft. For example, CTG received funding from NSF to model the social-technical relationships in information sharing and integration and used this project to create some of the seminal work in interorganizational information sharing in government. In 2009, CTG was funded by NSF to work with the federal government on the implementation of President Obama’s Open Government Directive. In this project, CTG worked with the White House Open Government Working Group to help build an analytical tool to maximize the public value being created and while doing so created new knowledge about the process of opening government. In other projects, CTG has received funding to work internationally on problems related to information sharing and integration, open data, and creating new information and communications technologies (ICT) enterprise governance capability.

CTG Director Theresa Pardo, who also holds research associate professor appointments in Rockefeller College and the College of Computing and Information, was recently appointed to a two-year term as a member of the U.S. Environmental Protection Agency’s National Advisory Committee and to a four-year term to the User Working Group of the NASA Socioeconomic Data and Applications Center (SEDAC). SEDAC is a data center in NASA’s Earth Observing System Data and Information System operated by the Center for International Earth Science Information Network at Columbia University. In addition, she serves as Open NY Adviser to New York’s Governor Andrew Cuomo, is a member of the New York State Department of Health’s Transparency, Evaluation and Health Information Technology Workgroup, and is president of the Digital Government Society, a global multi-disciplinary organization of scholars and practitioners interested in the development and impacts of digital government. Pardo is also co-chair of the University at Albany President’s Forum on Data, which explores data as a resource in the development of new knowledge and economic opportunity and as a tool in policymaking and problem solving. Pardo was recently named one of Government Technology’s Top 25 Doers, Dreamers and Drivers for 2015.

“Rockefeller College’s partnership is extremely important to CTG,” says Pardo. “Together we developed a top-ranked government information strategy and management program and provided opportunities for students to participate in cutting-edge and world-class research in digital government. Some of those students are now leading scholars and practitioners here in New York State and around the world.

In addition to Pardo’s affiliation with the College, CTG’s Research Director Ramon Gil-Garcia is an associate professor in Rockefeller’s Department of Public Administration and Policy. CTG Senior Fellow and Founding Director Sharon Dawes, BA ’72, PhD ’91 is professor emerita of public administration and policy and informatics. Pardo and Dawes led the development of Rockefeller’s government information strategy and management curriculum, currently ranked third na-
tionally by U.S. News & World Report. Many Rockefeller students work as graduate assistants at the center and use CTG research for doctoral dissertations and master’s theses.

CTG is at the forefront of research in information technology and good governance. Current projects include working with the Capital Region cities of Amsterdam, Gloversville, Schenectady, and Troy to pilot an innovative information sharing program to combat urban blight; partnering with the New York State Office of Children and Family Services and Stony Brook University on the National Youth in Transition Database program, an exploration into the future role of public libraries as integral partners in local open government initiatives; and working with an international team of scholars to create a global framework for studying smart cities. CTG recently announced a collaboration with Microsoft Corporation to deliver executive-level training to government leaders in Africa as part of the Microsoft 4Afrika’s School of Government (SOG) program. The project seeks to build capacity to formulate and implement information and technology-related policies and programs to improve Africa’s global competitiveness. “The 4Afrika SOG provides a forum for government leaders of Africa to appreciate, share and, and strategize using the principles and best practices in information and communications technologies policy and practice,” said Pardo. “The Center’s 20 years of working with government leaders to enhance their capabilities to generate greater public value through innovative uses of ICT and collaborations is the foundation for the program.”

The Research Centers, Institute and Partners of Rockefeller College

Center for International Development (SUNY/CID), www.cid.suny.edu
Jim Uttermark, Interim Director for Administration
SUNY/CID designs and implements international technical assistance and training projects, conducts policy-oriented research, and contributes to both the theory and practice of international development.

Center for Technology in Government (CTG) www.ctg.albany.edu
Theresa Pardo, Director
CTG works with government to develop information strategies that foster innovation and enhance the quality and coordination of public services.

National Center for Security & Preparedness (NCSP), www.albany.edu/ncsp
Rick C. Mathews, Director
Through collaboration, creativity, and a commitment to excellence, NCSP supports the nation’s efforts to be secure from acts of terrorism and to be prepared to respond to incidents of high consequence and disasters through research, education, training, and technical assistance.

Nelson A. Rockefeller Institute of Government (RIG), www.rockinst.org
Thomas Gais, Director
The Rockefeller Institute of Government conducts studies and special projects to assist government and enhance the capacity of states and localities to meet critical challenges.

Professional Development Program (PDP) www.pdp.albany.edu
Eugene Monaco, Executive Director
A recognized leader in providing performance-based solutions for continuing professional education and workforce development, PDP contributes state-of-the-art capacities in education, training, research and evaluation, elearning, video production, and public education campaigns.

Center for Women in Government and Civil Society (CWGCS) www.albany.edu/womeningov
Dina Refki, Director
Through research, teaching, training, leadership development, networking, and public education, CWGCS works to strengthen women’s public policy leadership, broaden access for women and youth to policy knowledge, skills, and influence; advance equity for women in the workplace; enhance nonprofit management and leadership; and inform policy makers and policy activists on issues related to women, children and families.

Bryan Early, Director
PISCES is dedicated to conducting research and outreach on policy issues that intersect the realms of economics and security.

Center for Policy Research (CPR) www.albany.edu/cpr
Victor Assal, Director
CPR is committed to establishing and maintaining excellence in the field of public policy, emphasizing research on both methodological and substantive issues.

Institute for Financial Market Regulation (IFMR), www.albany.edu/ifmr
David McCaffrey, Director
IFMR is a cooperative project of the financial services industry, regulatory organizations, and major law firms with the University at Albany and Albany Law School designed to graduate students who are capable of responding in sophisticated, flexible ways to current developments in financial markets, whether in entry-level professional practice or in graduate and law school.

Project on Violent Conflict (PVC) www.albany.edu/pvc
Victor Assal & R. Karl Rothemeyer, Co-Directors
PVC’s mission is to advance the study of all forms of political violence, including the study of terrorism, insurgency, and rebellion, as well as intrastate and interstate war.

Institute for Traffic Safety Management and Research (ITSMR), www.itsmr.org
Debra Rood, Director
ITSMR seeks to improve highway safety by conducting research studies, evaluating programmatic and legislative initiatives, consulting on public policy issues, and providing a wide range of technical and analytical services that support state and national efforts to reduce motor vehicle crashes, fatalities, and injuries.

The Global Institute for Health and Human Rights (GIHHR) www.albany.edu/gihhr/index.php
Kamier Alawi, Director
GIHHR seeks to generate a deeper understanding of the intersection between health and human rights, and promote innovative solutions to contemporary challenges in this arena.

CTG collaborates with Microsoft and the Kenya School of Government on the 4Afrika program in Nairobi, Kenya.

(From left) Ashraf Abdelwahab, PhD, Microsoft Corporate Affairs Manager, Egypt & Gulf; Lutz Ziob, dean of the 4Afrika Academy; Donna Canestraro, CTG program director; Eng. Sameh Bedair, National Management Institute (NMI) executive director; Anthony Cresswell, CTG senior fellow; and Eng. Walid Al-Engbawy, Human Capacity Development Department general manager at NMI
Talented students come to Rockefeller for the knowledge and tools to make a difference in the world. Your support serves to strengthen our academic mission of educating the leaders, change agents, and key policymakers of the future. We rely on our generous donors to help us enhance the student experience, our breadth of professional development offerings, and to provide much needed financial aid for our students.

A PROMINENT ROCKEFELLER ALUMNI NETWORK

11,000+ ALUMNI  50 STATES  75 COUNTRIES

STAY CONNECTED

You have successfully completed your program of study, launched a fulfilling career, and you know what it took to get there. You can share your advice and expertise with current students and other alumni who may be interested in following your path.

Connect with Rockefeller on social media:

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http://tinyurl.com/c97kw6n

ADVISORY BOARD ESTABLISHES NEW SCHOLARSHIP

Rockefeller College and the Rockefeller College Advisory Board have announced the establishment of the Rockefeller College Diversity in Public Service Scholarship. This new scholarship will provide support for continuing efforts to attract a diverse group of students to Rockefeller College and address the needs of students confronting significant financial challenges. Advisory Board Co-chair Jennifer Manner, ’86 noted, “Alumni support allows UAlbany to attract the best students, no matter their financial situation, so that they can take what knowledge and skills they acquire at Rockefeller and make a difference in the world.” Alumni may participate in and help to expand the efforts of this valuable scholarship by going online and designating “Rockefeller College Diversity in Public Service Scholarship” as their online donation option at www.albany.edu/rockefeller/give. Thank you!
DONORS MAKE EXCEPTIONAL EXPERIENCES & OPPORTUNITIES POSSIBLE!

Last year, 466 alumni and friends contributed $165,163 to Rockefeller College and its departments and centers while 290 volunteers provided nearly 1,000 hours of valuable service to a variety of college priorities including our Alumni in the Classroom program.

BECAUSE OF DONOR SUPPORT:

- Awarded 44 scholarships and awards totaling $73,892
- Sent 18 students to attend the annual SUNY Model EU meeting
- Provided 4 students with need-based aid so that they could participate in the Semester in Washington program
- Conducted 84 career development workshops, networking events and corporate tours/visits placing over 250 students in internships

STATE SUPPORT

Your help is more important than ever.

ALUMNI INVOLVEMENT MAKES A DIFFERENCE!
YOUR GIFT MAKES AN IMPACT!

Your support strengthens our academic mission of educating the leaders, change agents and key policymakers of tomorrow.

GET INVOLVED – visit www.albany.edu/rockefeller/alumni
MAKE A GIFT – visit www.albany.edu/rockefeller/give
Why I LOVE My Work

Matt Barry, BA ’88, MPA ’90
Research Manager, Health Services and Research Section, Congressional Research Service, Washington, D.C.

“The Congressional Research Service provides unbiased, confidential, and non-partisan informa-
tion and analysis to Congress on nearly every issue impacting the nation — from health care to
homeland security and foreign policy to food safety. My section is responsible for a broad range
of issues including veterans’ health, public health and prevention, quality and access to care, safety
net policy, health information technology and many others. I enjoy the challenge of being part
of this big, crazy, messy, wonderful thing we call democracy and looking for ways to thread the
needle and make the best decisions in what are often less than ideal circumstances.”

Wayne Lair, Jr., BA ’07, MA ’10
Director of Government Relations, Statewide Public Affairs, Albany, N.Y.

“My job as a lobbyist is to make sure that in the crowded world of politics and policymaking the
voices of my clients are heard. The legislative process can often be complicated and our role is to
help people navigate those waters. I enjoy this work because it really challenges me mentally and
it gives me an opportunity to interact with people from all walks of life in an attempt to make the
state a better place to live and work.”

Leslie H. Tayne, Esq., BA ’93
Managing Director, Tayne Law Group, New York City, Long Island, White Plains, and
Mount Kisco, N.Y.

“I am an attorney, but my job is unique because unlike traditional law-related work it
entails working directly with people — everyone from families to small business owners —
to help them resolve financial issues. I love it because it’s so rewarding! I have the
power to fix things, change people’s lives, and make them feel better emotionally and
financially — which is huge! Debt is so stressful for people. To be a part of positive
change is so rewarding.”

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

~ John Allston

For information about including
the University at Albany
in your estate plans, please contact
Lori Matt-Murphy / Office of Gift Planning
University at Albany, UAB 226
1400 Washington Avenue, Albany NY 12222
(518) 437-5090 or (888) 226-5600, toll free.

GIFT PLANNING
Investing in the future
Anton Gardner, MA ’71 is co-author of Building High-Performance Local Governments: Case Studies in Leadership At All Levels (River Grove Books, 2014).

Carol Whittaker, BA ’71, MA ’73, MPA ’81, MA ’05 will receive the Excellence in Community Service Award from the UAlbany Alumni Association at the 2015 Excellence Awards.

Mary Beth Labate, MPA ’86 was appointed budget director for the New York State Division of the Budget by Governor Andrew M. Cuomo.


Stuart Palczak, BA ’87, MA ’88, a teacher for over 25 years in the Amsterdam, N.Y. School District, will receive the UAlbany Alumni Association’s Bertha E. Brimmer Medal this spring.

Kerin Coughlin, BA ’92 is a full-time assistant professor of law and paralegal studies at CUNY-New York City College of Technology and a senior consultant with Global Business Experts Group, a litigation expert firm.

Leslie Tayne, Esq., BA ’93, managing director of the Tayne Law Group with multiple locations throughout downstate New York, has released a new book entitled Life & Debt—A Fresh Approach to Achieving Financial Wellness.

Alan Rosen, BA ’99, MPA ’05 was named interim assistant city manager for the city of Port Orange, Florida.

Sean Maguire, BA ’00, MRP ’04, MPA ’14 is an economic development planner/project manager for the Capital District Regional Planning Commission.

Michael N. Christakis, MA ’01, PhD ’05 was named interim vice president for student success at the University at Albany.

Lee Zeldin, BA ’01 was elected to the United States House of Representatives to represent New York’s First Congressional District. Among his staff are several Rockefeller College alumni including Chief of Staff Eric Amidon, BA ’05; Political Director Erin Mcitiernan BA ’09; and National Fundraiser Arie Lipnick, BA ’03.

Amy (Smith) Papandreus, BS ’02, MPA ’09 is a youth development specialist with the NYS Office of Children and Family Services.

Brian Cechnicki, BA ’03, MPA ’04, director of education finance at the New York State Education Department, will receive the Outstanding Young Alumnus Award from the UAlbany Alumni Association at the 2015 Excellence Awards.

Josh Hewitt, BA ’03, MPA ’05 is the academic outreach and collaborations manager for SAS Institute, Inc.

Bethany Lesser, BA ’04, MPA ’05, was named director of communications at the Overseas Private Investment Corporation, the U.S. government’s development finance institution.

Christopher Roberts, MA ’04 has authored a book titled Foreign Law?: Congress v. the Supreme Court, published by LBF Scholarly. The book provides an examination of judicial decision making and the role that foreign law plays in shaping Supreme Court decisions.

Rosanna Volpe, BA ’04, MPA ’05, MS ’14 is a senior budget and financial analyst at Children and Women’s Physicians of Westchester, LLP.

Erica Nicole Rangel, BA ’06, MPA ’11 is an associate counsel for the New York State Senate Minority Conference.

Timothy Buddenhagen, MPA ’07 is now a training manager at Documentation Strategies focusing on business development and coordinating large-scale public sector technology training projects.

Andrew Kennedy, MPA ’07 was appointed deputy director of state operations for policy by Governor Andrew M. Cuomo.

Mitch Pawluk, BA ’07, MPA ’10 was elected vice-chair of the board of directors for the Upstate N.Y. Chapter of the National Multiple Sclerosis Society and trustee for the Board of Trustees of Historic Cherry Hill (Albany, N.Y.).

Joseph Amodeo, BA ’08, MA ’10, director of development and strategy at QSAC and adjunct lecturer of political science at St. Francis College, received his Certified Fund Raising Executive credential.

Kristin Aveille, BA ’08, MPA ’11 is a Presidential Management Fellow working as a program examiner at the Office of Management and Budget in the Executive Office of the President.

Kevin Bronner, Jr., MPA ’08 is the director of policy and research in the Government Affairs Department at the Business Council of New York State.

Michael T. Cassidy, BA ’08, MPA ’10 is a senior advisor at Brown & Weinraub, PLC.

Karl Schlegel, BA ’08, MPA ’09 is the business services administrator for the Ulster County Office of Economic Development.

Kevin Black, MPA ’09 was named Philadelphia Division Special Agent of the Year by the Association of Former Federal Narcotics Agents.

Bryan Haynes, MPA ’09 has joined the State of Maryland Treasurer’s Office as chief information officer and director of information technology.

Leann Lu, BA ’09 is an associate attorney at BlackRock.

Katie (Fahrenkopf) Reed, BA ’09, MS ’11 is an academic coordinator for Living Resources in Albany, N.Y.

Jon Shepard, BA ’09, MPA ’10 is now an assistant vice president/KYU Officer with JP Morgan Chase in Brooklyn, N.Y.

Stephen Lyons, BA ’10, MPA ’14 is the deputy strategic sourcing lead for the Commonwealth of Massachusetts.

Brian Peter, BA ’10, MPA ’11 is a Presidential Management Fellow working as a program analyst in the Budget and Performance Policy Division of the Office of Budget at the Department of Health and Human Services.

Ashley Smith, MPA ’11 is assistant director of budget and operations in the New York City Mayor’s Office of Criminal Justice.

Tina Chang, MA ’12, MPA ’14 is a program analyst with the U.S. Department of State.

Rahi Ahmed, BA ’13 is an auditor for the New York State Department of Health.

Aaron Alexin, BA ’13 is a public information specialist in the Office of the Clerk at the U.S. House of Representatives.

Tom Tatum, BA ’13 is a legislative assistant for New York State Senator George Amedore.

Samantha Baldock, MPA ’14 is an Excelsior Service Fellow at Empire State Development.

Emily Delehanty, MPA ’14 is a Presidential Management Fellow and budget analyst at the U.S. Department of Agriculture.

Stephanie Kollman-Baker, MPA ’14 is a volunteer coordinator for Tender Mercies, inc. in Cincinnati, OH.

Anna Lopatina, PhD ’14 recently joined the College of Idaho as a visiting assistant professor to teach courses in international relations, international political economy and comparative politics.

Frank McStay II, MPA ’14 is a research assistant at the Brookings Institution.

WELCOME NEW ADVISORY BOARD MEMBERS

Donald Boyce, BS ’06, MPA ’08, assistant vice president, Deutsche Bank Securities, Inc.

Timothy Murphy, MPA ’77, former executive vice president and chief operating officer, Research Foundation for SUNY.

John Porcari, MPA ’85, senior vice president and national director of strategic consulting, Parsons Brinckerhoff.

Patricia Salkin, BA ’85, dean and professor of law, Touro College Jacob D. Fuchsberg Law Center.

Seth Siegel, BA ’97, vice president of the Americas, Cisco Consulting Services.
ALUMNI POLL

We asked Rockefeller grads to what they most attributed their success. Their responses proved that success is the result of many important factors: education, effort, networking, opportunity, and good old-fashioned perseverance. Here’s what some Rockefeller alums had to say:

“I can trace my entire career path right back to an internship I had in college.” — Kenneth S. Carlson, BA ’91

“Willingness to change jobs and relocate where necessary to leverage opportunities as they present themselves” — David Glasser, MPA ’81

“Hard work, enjoying my jobs, having strong mentors, networking with them and others, being in the right place with the right preparation” — Catherine Berfini, BA ’71

SPEAKING OF SUCCESS...

To what do you most attribute your success?

“I’d go with effort. And by effort, I mean persistence. That whole notion of ‘If at first you don’t succeed…’ has been a staple of mine since I was a little kid. I think they call it ‘grit’ in the educational persistence literature these days, but it’s ultimately about sticking it out, trying your hardest and seeing things through.”

How does UAlbany ensure that every student has the chance to succeed?

“There’s a tremendous network of resources for our students — from renowned faculty to nationally recognized student support services. There are no barriers to our students’ success, just opportunities.”

Do you have a lucky charm or ritual you rely on before a major event or presentation?

“I’m not sure if it’s a lucky charm or ritual, but I try very hard not to use notes or written remarks when I’m speaking publicly or making a presentation. That was something I learned the hard way. I found myself stumbling through prepared remarks and decided I’d scrap the notes and just speak from memory. It totally works for me, but takes some getting used to. It doesn’t eliminate the butterflies I still get before speaking at a major event though.”

Michael Christakis
MA ’01, PhD ’05
Interim Vice President for Student Success and Public Service Professor, University at Albany

AFTER-WORK MIXER & INFORMATION FAIR

Did Rockefeller College help you advance your career? Pay it forward! Bring a friend or colleague to learn about our MPA and Certificate programs.

Thursday, April 30, 2015 4:30–6:30 p.m. Drop in at your convenience.

Empire State Plaza Convention Center, Meeting Room 2
albany.edu/rockefeller/infofair

“Always try to keep moving toward your next goal.” — Ryan English, BA ’96
It only takes a minute to make a gift that lasts a lifetime.

Vincent M. Giannone, MPA
Confidential Assistant to the Counselor, Executive Chamber of Governor Andrew M. Cuomo
BA ’13, MPA ’14

“Rockefeller College provided me with many opportunities that have prepared me to enter the workforce after graduation. Scholarship support enabled me to participate in UAlbany’s Semester in Washington program, where I interned in The White House, and, later, an internship with the Democratic National Committee; experiences where I met influential policymakers, worked on substantive material, and gained analytical skills which furthered my professional development. Without this financial assistance, I would not have been able to take these great opportunities that have furthered my professional career.”

uAlbany Fund
Investing in students

www.albany.edu/rockefeller/give
Please join us on Friday, May 15 at the New York State Museum as we honor this year’s awardees.

You are cordially invited to attend the
Rockefeller College of Public Affairs & Policy
2015 Alumni Dinner & Awards Ceremony

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

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

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

STAY CONNECTED

There’s a convenient way to update your contact info and share your news with fellow alums. Stay connected by visiting Rockefeller College at albany.edu/rockefeller/alumni