

## Working Toward a Global Mobility Regime



Rey Koslowski

What do 82 specialty workers from Azerbaijan, 416 athletes, entertainers, and artists from Honduras, and 93 students from Bhutan have in common? These visitors from around the globe were a small part of the 39 million international travelers who came to the United States in 2008. Advances in transportation and communications technology have made international migration more common in all corners of the globe. But how has this movement of people affected the international community? Who manages the flows of people around the world—flows that range from the routine (such as tourism), to mass dislocations caused by civil strife and armed conflict? Professor Rey Koslowski, an expert on global migration and security issues at the Rockefeller College of Public Affairs and Policy described the key issues and efforts involved in the management of international migration.

Koslowski, who is conducting research on global mobility with funding from the MacArthur Foundation, noted that two critical points concerning global migration need to be recognized. Now that cross-border movement has become less inhibited by physical and economic barriers, it is defined by the legal constraints that nations impose. And as a result, global migration is an important political issue that simultaneously creates opportunities for both conflict and cooperation among governments and international organizations.

While we do not give it much thought, global mobility refers to all of the ways that people move across international borders, whether traveling as tourists, students, business travelers, or as foreign workers. Right now, there are few international agreements concerning these kinds of mobility other than the rules pertaining to refugee migration. These rules governing mobility—Koslowski uses the phrase “global mobility regimes”—are difficult to achieve. Nevertheless, as he quickly points out, attention to these regimes is an important international public policy issue because of the significant monetary and security considerations that need to be addressed by governments and international organizations.

**The ease with which Americans travel abroad, sustain key services in the economy, and attract highly skilled professionals from abroad will depend on our collective skill in crafting new and well coordinated global mobility rules.**

### Economic Considerations Associated with Global Mobility

The benefits of global migration are distributed across affluent and developing countries alike. The single most important benefit to developing countries is

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Dean Jeffrey D. Straussman

The first part of the title comes from a well known joke that pokes fun at economists.\* The point is that the elegant simplicity of economic assumptions often is not especially useful, or at least inadequate by itself, in most complex policy settings. Market based approaches to policy can sometimes have this quality. When this happens, it does not necessarily mean that the simple and often elegant assumptions are wrong; rather, it conveys the equally simple point that policies have many dimensions that cannot always be viewed through one lens only. Consider the example of “congestion pricing.”

Most people have been in a traffic jam and some commuters routinely experience chronic congestion, especially in large cities like New York, Los Angeles, Boston, Atlanta and Chicago (to name only a few). In testimony before the Joint Economic Committee of the United States Congress, former Director of the Congressional Budget

Office Douglas Holtz-Eakin observed that congestion reflects a simple “externality” since it causes delay for the motorist directly and incurs a cost on other motorists by increasing the congestion on the road at a given time of day. Without internalizing these costs, motorists will overuse the road thereby exacerbating congestion and pollution. The reason why roads are overused is simple: everyone is trying to get to work at roughly the same time so the demand for the roads or highway during peak hours exceeds the supply, which is simply the available road space during the peak periods. The solution to this situation is also simple: use the price mechanism to allocate the scarce resource which will then reveal the “willingness to pay” by drivers who use the roads during peak times. The price mechanism is the key way that road and highway congestion can be ameliorated. In simple terms, the way this would happen is that the price at the peak period would encourage some drivers to alter their work times and shift away from the peak because they do not want (or cannot afford) the peak load charge. Some might car pool and others would shift to mass transit. The whole point is to get drivers to internalize

the cost of congestion and thereby shift their behavior accordingly.

The theoretical conceptualization of congestion pricing is generally associated with William Vickrey, the Columbia University Nobel prize winning economist who wrote a series of articles in the 1960s and 1970s in urban transportation economics that laid the foundation

**The point is that the elegant simplicity of economic assumptions often is not especially useful, or at least inadequate by itself, in most complex policy settings.**

for the concept. There was much skepticism about congestion pricing when Vickrey first proposed the idea about a half a century ago and it was generally believed that it was both technologically and politically impractical. However, there is now ample evidence to show that variations on the concept of congestion pricing such as differential pricing based on peak periods, express lane charging, and discounts for shared ridership have achieved a level of political acceptance—but clearly not yet in New York.

Mayor Bloomberg’s flirta-

tion with “congestion pricing” is an example of elegant economics and harsh politics. New Yorkers know that his congestion pricing plan died in last year’s legislative session. There is not enough room in my message to describe why this was the outcome. Was his idea a bad one? Personally, I don’t think so—unless one wants to conclude that the places in the world that have adopted congestion pricing schemes, like London, Stockholm, and Singapore, have made bad decisions. Having been to Singapore in January 2009 and experienced the system first hand, I can say that it works quite well there. But Singapore is not the City of New York which any visitor will learn in a minute. Bloomberg’s plan faltered because of political challenges including city/state tensions, partisan politics, economic development goals, targeted opposition based on special interests, and a host of other political reasons too numerous to list. So, the challenges of congestion pricing are not primarily technological, nor are they the application of economic theory. Assuming you have a can opener, as the joke goes, dismisses the difficult attributes of the issue; to paraphrase an old saying, “it is the politics stupid”!

\* The joke is as follows: Three people were stranded on a desert island and had no food. One was a chemist, the second a physicist, and the third an economist. A can of baked beans floated ashore. The chemist suggested that they rub two sticks together to start a fire and use heat to burst the can open. The physicist calculated a trajectory that would likely break the can open. The economist countered, “Assume we have a can opener.”



## FACULTY AT LARGE

The research of Rockefeller faculty has helped the College make its mark around the globe this semester.

Professor **Rey Koslowski** is spending the current academic year as a fellow of the Transatlantic Academy at the German Marshall Fund. His primary project for the Transatlantic Academy is a paper that examines the politics and diplomacy of the U.S. and European Union visa policy. He specifically analyzes the U.S. Visa Waiver Program that allows travelers to enter the U.S. without first getting a visa, and the 2007 reforms of this program to allow new EU member states from Central and Eastern Europe to also enter visa free. New requirements to electronically submit passenger information, as well as to collect biometric data of those travelers when exiting the U.S., have been particularly controversial. These requirements have raised questions regarding the prospects for U.S.-EU cooperation to maintain visa-free transatlantic travel while at the same time increasing security.

Researchers often dream about having the luxury to concentrate on a project without competing demands on their time. Winning the prestigious Robert Wood Johnson Fellowship in Health Policy Research has given Assistant Professor of Political Science, **Patricia Strach** two years to do just that. Patricia is spending her award period as a Robert Wood Johnson Scholar at Harvard University, making progress on several projects. One of her central initiatives is a book project on the emergence of a new breed of non-profit organizations whose strategic efforts meld traditional lob-



Patricia Strach

bying with extensive marketing campaigns. Strach terms this new form of advocacy 'commodity politics' and points to the activism of breast cancer organizations and their successful 'pink' campaign as a case in point.

As Strach explains, "Scholars know little about how market-based activism—like

that practiced by breast cancer support activists—works and the broader effect it has on the way we think and act on social problems." This new form of activism compels a reexamination of the nature of group participation in society and politics, and raises a number of questions. "Political scientists know little about the effect that action in one arena has on what happens in another," added Strach. The book will extend current understanding about how private issues become government problems, and how private actors are involved in public provision of services and in government administration.

Economics professor **Gerald Marschke** spent the first year of a two-year research leave in Boston, working with the National Bureau of Economic Research (NBER) and Harvard University. Several of the projects that Professor Marschke will develop during his study leave concern labor markets and labor supply issues among science professionals. As a part of that agenda, Marschke, and coauthor Pascal Courty, recently completed a paper for NBER and the Harvard Kennedy School Working Paper program on factors that influence the choice of specialty among medical students.

In this research, Marschke and his co-author explored the growing number of



Gerald Marschke

physicians that choose to enter medical specialties rather than practice general medicine. A corollary focus of this research was the continuing and extensive

growth of physicians in subspecialties. While it is known that life style factors, like regular hours and high income, potentially affect medical students' choice of specialty, efforts within the medical establishment to construct employment contracts that mitigate these differences have not reversed the trend. Marschke developed a model that established a connection between ability, the choice of medical specialty, risk issues, and the presence of well defined performance measurement data within the specialty as factors influencing selection decisions.

The full text of the paper can be found at: <http://ksgnotes1.harvard.edu/Research/wpaper.nsf/rwp/RWP09-008>.



## FACULTY NEWS & NOTES

**Mitch Abolafia**, associate professor in public administration and policy, was recently honored with the Best Symposium Award from the Academy of Management's Organization and Management Theory Division. Mitch was honored alongside co-panelists Don Palmer, Jerry Davis, and Paul Hirsch. The symposium focused on the financial meltdown.

**Scott Barclay**, associate professor of political science, was involved in the writing and editing of *Queer Mobilizations: LGBT Activists Confront the Law*, which will be published in the August edition of the NYU Press. *Queer Mobilizations* is the first edited book to examine strategic ways in which the LGBT movement engages with the law, and the way those engagements shape legal rules, public discourse, and the movement itself.



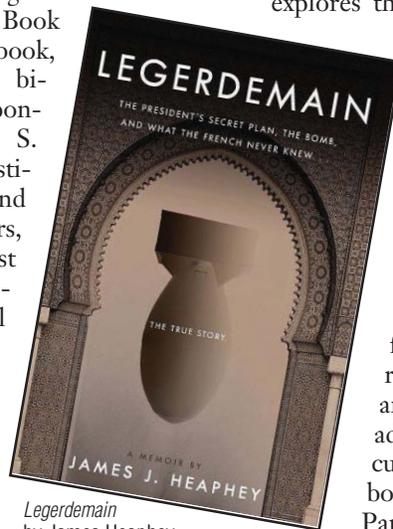
Jose Cruz

**Jose Cruz**, associate professor of political science, was awarded a grant for \$25,000 from the Office of Diversity and Educational Equity at SUNY Central. He also presented in the 38th Annual Black and Puerto Rican Legislators Conference on the role of higher education institutions in workforce development for Latinos in New York State. Cruz also

published two reports for the New York Latino Research and Resources Network titled *Looking Forward: Puerto Ricans in the Quest for the New York City Mayoralty* and *Latinos in New York State: Demographic Status and Political Representation*.

**Helen Desfosses**, associate professor of public administration and policy and a Collins Fellow, traveled to Kyrgyzstan to consult with officials on local government issues. The work was funded by the United States Agency for International Development.

**James Heaphey**, a Rockefeller College faculty emeritus, is being considered for the prestigious Harry S. Truman Book Award for his book, *Legerdemain*. This bi-annual award, sponsored by the Harry S. Truman Library Institute for National and International Affairs, recognizes the best book to address security issues of vital importance to the United States during the Truman Administration and the public career of President Truman.



*Legerdemain*  
by James Heaphey

**Holly Jarman**, assistant professor of political science, recently became the spokesperson for a project entitled, "Full Information Product Pricing (FIPP): Information Policies to Unite Free Trade and Fair Trade." The paper was presented during a "Listening Session" conducted at the White House Conference Center. The session was one of four held by presidential advisors to

gather information about key resources and partners relevant to the achievement of President Obama's domestic agenda.

**Alethia Jones**, assistant professor of public administration and policy and political science, recently published a chapter in *The City in American Political Development*. The book includes a collection of chapters by established scholars, each making an argument for rethinking the relationship between cities and states. In addition, Jones was honored with the Drescher Award for fall 2009. This grant will allow her a pre-tenure leave so she may complete a book manuscript, *From Liability to Asset: Immigrant Social Networks and the Politics of Community Banking, 1900-2000*. Jones' book project explores the role of public policy in integrating immigrants into U.S. banking institutions.

**Rey Koslowski**, associate professor of political science, will participate in the Brussels Forum, an annual meeting of influential American and European political, corporate, and intellectual leaders who address pressing challenges currently facing nations on both sides of the Atlantic. Participants include heads of state, senior officials from European Union institutions and member states, U.S. Cabinet officials, congressional representatives, parliamentarians, academics, and media. Professor Koslowski is co-author of one of the forum's six briefing papers. His paper, "The Battle for the Brains: Why Immigration Policy is not Enough to Attract the Highly Skilled," will provide a basis for a discussion on the trends and prospects for immigration reform, featuring U.S. Senator Mel Martinez and Cem Ozdemir, Co-



Dean Straussman hosted fellow professors on a tour of Rockefeller College to discuss the Public Administration and Policy graduate curriculum. The group was impressed with the meeting and commended Rockefeller's initiatives and programs offered.

(Left to right: Dr. Junro Nishide, associate professor at the University Evaluation Center at the University of Ryukyus; Dr. Yuko Nishide, associate professor at the Graduate School of Economics and Management at Tohoku University, Dean Jeffrey D. Straussman, Dr. Michael Ahn, postdoctoral research associate at the Taubman Center for Public Policy at Brown University; Mrs. Michael Ahn.)

Chair of the German political party, Alliance 90/The Greens, and a member of the European Parliament.

**David McCaffrey**, distinguished teaching professor of public administration and policy and Collins Fellow, prepared a survey of reports with Christine Chung of the Albany Law School. The survey reviewed financial institutions and regulatory reform for the congressional oversight panel overseeing the implementation of the Troubled Asset Relief Program (TARP).

**Julie Novkov**, associate professor of political science, was guest editor of a mini-symposium on race and American political development, and authored the introductory essay in the December 2008 edition of *Political Research Quarterly*. In addition, she published two book reviews in the *Law and Politics Book Review* and co-edited the volume *Security Disarmed* for Rutgers University Press. Novkov also presented a paper titled, "Sacrifice and Civic Membership: The Case of World War I" at the annual meeting of the Western Political Science Association in March.

**Gregory P. Nowell**, associate professor of political science, was selected to participate in the academic fellowship program of the Foundation for Defense of Democracies, which entails a ten-day stay in Israel to study terrorism and its impact on democratic societies. Targeted at eligible Canadian and U.S. college professors, the title of the program is "Defending Democracy, Defeating Terrorism."

**Robert Purtell**, assistant professor of public administration and policy, presented a paper to the Association for Public Policy Analysis and Management titled, "Does Stop and Frisk Stop Crime?" The paper found that stop and frisk activities had a strong impact on robbery, murder, burglary, and auto theft with a more localized effect on grand larceny and assault and no significant impact on rape.

**Karl Rethemeyer**, assistant professor of public administration and policy, along with Rockefeller doctoral students **Hyun Hee Park** and **Deneen Hatmaker**,

recently had their paper, "The Politics of Connections: Assessing the Determinants of Social Structure in Policy Networks," accepted for inclusion in the Academy of Management Best Paper Proceedings (BPP) for the 2009 Annual Meeting. In addition, it should be noted that this is the second BPP in a row for Hyun Hee Park, second BPP in a row and third overall for Deneen Hatmaker, and the fourth BPP in five years for Karl Rethemeyer.



Udi Sommer

**Udi Sommer**, assistant professor of political science, will have his paper, "Crusades Against Corruption: Institutionally Induced Strategies on the Israeli Supreme Court," published in the July issue of *Israel Affairs*. It focuses on formalizing strategic decision making on the Israeli High Court of Justice.

**Joseph Zimmerman**, professor of political science, completed his tenth sole-authored book since 1999, *Contemporary American Federalism: The Growth of National Power*. Three of the volumes written during this period have been translated into Korean. In addition, Zimmerman will have two current book projects published in 2009. These volumes are *Congress: Facilitator of State Action*, published this year by The State University of New York Press, and *Every Vote Equal: A State-Based Plan for Electing the President by National Popular Vote*, published by the National Popular Vote Press.



## New Faculty at Rockefeller College



Brian Early



Holly Jarman



Kathleen Deloughery



Erika Martin

Rockefeller College has had a busy year recruiting new faculty to strengthen selected areas of public policy. With excellent results, we are delighted to welcome four new assistant professors. **Bryan Early** and **Holly Jarman** will have joint appointments in the Departments of Political Science and Public Administration and Policy. **Erika Martin** and **Kathleen Deloughery** will become faculty with the Department of Public Administration and Policy.

**Brian Early** comes to Rockefeller College from Harvard University's Belfer Center for Science and International Affairs, where he is currently a Research Fellow. His primary research and teaching interests are in the areas of international political economy and security, specifically focusing on economic statecraft and trade, foreign policy analysis, nuclear nonproliferation, and terrorism. Early has published in some of his field's most respected journals, including *International Studies Quarterly*, *Foreign Policy Analysis*, and *World Affairs*. He has also presented at the conferences of the American Political Science Association, the International Studies Association, and the Midwest Political Science Association.

Early's dissertation is titled "Trading with Sanctioned States," which he is now completing at the University of Georgia. In it, Early examines the strategies that allies of sanctions-imposing states adopt to circumvent those sanctions. He expects to defend his dissertation in May of 2009. Early also received an M.A. in political science from the University of Georgia, and a B.A. in politics from Washington and Lee University.

Before going to the Belfer Center, Early had been a Fellow and Research Associate at the University of Georgia's Center for International Trade and Security. There, he directed the Center's Security Leadership Program, and has also taught a number of courses on international relations and nonproliferation. Early will "strengthen our teaching and research in homeland security and terrorism," said Dean Jeffrey D. Straussman.

**Holly Jarman**, who served this year as visiting professor of political science at Rocke-

feller College, recently completed her Ph.D. in political science at the London School of Economics. Her research and publications deal with health policy reform, the devolution of power in the United Kingdom, and NGO lobbying in EU trade policy. "Holly brought a high level of energy and innovation to her role as a visiting professor, making real contributions to the department," said Political Science Chairman, David Rousseau. "We are delighted that she has accepted this faculty position."

Jarman's work has appeared in edited volumes and in the journal *Politics*, and she has presented her research at university forums and the American Political Science Association and Political Studies Association conferences. Her dissertation is titled "Imagined Commodities: The New Trade Politics in the EU and United States." The study is a comparative inquiry into the use of non-trade issues, including environmental and labor standards, as weapons and incentives in EU and U.S. trade policy.

Jarman also brings to Rockefeller College valuable research and policy experience in the public and nonprofit sectors. In the U.K., she worked as a research assistant for an MP, spent time at the Department of Health, and was a researcher with the Constitution Unit, a leading research institute located at University College London. She was also the National Coordinator for the Global Trade Project at Americans for Democratic Action, a nonprofit organization located in Washington, D.C.

**Kathleen Deloughery** is now completing her Ph.D. in economics at The Ohio State University. Her dissertation is titled "A Cross Country Analysis of Terrorism and Government Policies." Deloughery also specializes in labor economics and econometrics. She has been a Department of Homeland Security Fellow for the last few years, and is now researching variable government susceptibility to terrorism and the effects that terrorism has on elections. Deloughery has presented her research at the Midwest Economics Association, the Southern Economics Association, and the Canadian Economics Association. She has also attended



and presented at workshops on the economics of national security and terrorism at the National Bureau of Economic Research and the University of Southern California.

“Kathleen has a unique approach to the study of terrorism, which we value as an academic institution with a significant public security focus,” commented Dean Straussman.

Deloughery also earned an M.A. in economics from Ohio State, after having completed a B.S. in economics from the Georgia Institute of Technology. At Ohio State, she is a Graduate Teaching Associate, and teaches a microeconomics course.

**Erika G. Martin** comes to Rockefeller College from the Yale University School of Public Health. “Erika will strengthen quantitative methods in the graduate curriculum, as well as models of policy analysis and health policy,” said Public Administration Chairman, David Andersen. “If that weren’t enough, Erika received rave reviews from current graduate students during her interviews.”

At Yale, Martin specialized in health policy and administration, and epidemiology. Her research focuses on how societies allocate scarce resources to public health programs, health policy devolution and diffusion, and the politics of HIV and substance abuse policy. Her dissertation is titled “Temporal Dynamics and Policy Adaptation in the Public Finance of HIV/AIDS Healthcare Services.”

Martin has published in *Health Affairs*, *Emergency Medicine Journal*, and the *Journal of the American Pharmaceutical Association*. She has presented to the American Public Health Association, the Society for Medical Decision Making, the Society for Research on Nicotine and Tobacco, and at numerous other conferences. At Yale, she has taught a number of courses in health systems, policies, and services, and guest lectured regularly. She received an M.P.H. from the University of Michigan’s School of Public Health, and a B.A. from Brown University in Human Biology and French Literature.

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migrant remittances—the transfers of money that emigrants send to their home countries. These funds help struggling families and provide much needed cash to developing economies. Koslowski notes that it is now common knowledge that economic development in many countries is aided by these remittances. Therefore, if changes in the terms of migration are implemented, especially by imposing serious restrictions on mobility, the effect may be real hardship among the poor in the countries that provide the labor. Koslowski points out that, once it is understood that migration policies can be a component of an international aid portfolio, there are real consequences for all concerned. Stakeholders will surely undertake a more nuanced examination of the changes in migration rules, and assess the potential ramifications on the source countries.

Destination countries (many that are affluent) also benefit from labor migration. Developed countries often depend on migrant labor to supplement the supply of workers in certain sectors of their economy, often using foreign workers to fill labor shortages or to take jobs that have become undesirable for the local population. Unskilled immigrants hold a significant proportion of jobs in service areas, manufacturing, and agriculture in high income countries. In addition, skilled laborers have been in demand among the developed nations, augmenting the stock of professionals in esoteric occupations and emerging fields.

### Security Concerns in Global Mobility

Not surprisingly, the benefits of global migration have been jeopardized by the web of national security measures put in place across the globe since 2001. New rules about visas, passports, and identity verification place limits on global mobility, producing hardship for some countries, and ill will among others.

From a border security standpoint, the increasing number of travelers challenges border control officials who continuously try to identify dangerous individuals amid the throngs of legitimate travelers. This included the 19 terrorists who on September 11, 2001 attacked the World Trade Center and the Pentagon. Seventeen of these terrorists entered the United States on tourist visas, one on a business visa, and one on a student visa. Since 9/11/2001, security concerns have largely trumped economic considerations in global mobility.

### Examining International Cooperation on Mobility

Koslowski points out that, against this backdrop of benefits and tensions, it is important to examine the contours of international travel, the groups capable of facilitating progress around these issues, and the new dynamics that may shape cooperation concerning the subject of global mobility. With the assistance of his MacArthur Foundation funding, he plans to develop a substantive understanding of how cooperation on migration and mobility compares to cooperation in other issue areas where international rules have been established. Right now he is documenting the visa, passport, and identity management policies that governments are adopting, with an eye to

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## RESEARCH CENTER NEWS

Important research on a wide variety of topical issues is happening every day at Rockefeller College's affiliated research centers and programs. Dozens of Rockefeller faculty, staff, and students collaborate on research that advances the understanding and implementation of public policy initiatives at all levels of government in the United States and abroad. Here, we share some of our most recent research activities.



Center for Women in Government Fellows:  
(from left to right) Christina Hansen, Trina Scalza, Jillian Faison, Mary Olushoga, Elizabeth A. Becker, and Laura Inanez.

### CENTER FOR WOMEN IN GOVERNMENT AND CIVIL SOCIETY

#### *Tech Valley Futures a Success*

Judith Saidel, Director of the Center for Women in Government & Civil Society, convened Tech Valley Futures, a one-day event sponsored by the Tech Valley Civic Forum, which represents a group of over 100 community members in business, education, government and nonprofit sectors.

The event included a policy forum discussing the Community Progress Report, Phase 1 from the Tech Valley Task Force and presentations by local businesses, community and technical colleges and workforce development providers.

In an article in the publication *Visions*, entitled, "Nonprofit Sector Contributes Significantly to Quality of Life in Tech Valley," Judith Saidel discussed the value of the alliance to the region. The article stressed the importance of nonprofit organizations for individuals and communities in Tech Valley, and the impact that a developed nonprofit network can have on the attractiveness of a region.

#### *Students Welcomed as Fellows on Women and Public Policy*

On February 17, six students were welcomed as the 2009 Fellows on Women and Public Policy by the Center for Women in Government and Civil Society. These women are Elizabeth Becker (Center for Community Health, NYS

Department of Health), Jillian Faison (Bureau of Refugee and Immigrant Assistance, NYS Office of Temporary and Disability Assistance), Christina Hansen (American College of Obstetricians and Gynecologists), Laura Ibanez (NYS Department of Labor), Mary Olushoga (NYS Department of Transportation), and Trina Scalza (Office of NYS Assembly Member Barbara Clark). Dina Refki, Director of the Fellowship on Women and Public Policy, and Dean Jeffrey Straussman provided welcoming remarks. They were followed by keynote speaker Astrid Glynn, Commissioner at the New York State Department of Transportation, who presented on "Reflections on Women's Leadership."

### CENTER FOR LEGISLATIVE DEVELOPMENT

#### *Accomplishments in Municipal Governance Assistance Program*

The Municipal Governance Assistance Program in Lebanon, a development effort of the Center for Legislative Development (CLD), celebrated its achievements at an event held January 29, 2009 at the Office of the Governor of Beirut. The ceremony marked the official opening of the Citizen Reception Office in the financial department, and implementation of a municipal GIS. Also commemorated was the completion of Phase I of the modernization of the medical assistance reimbursement process and the introduction of online citizen access to

municipal tax records.

The Municipal Governance Assistance Program is a four-year \$19.5 million dollar reform initiative, funded by USAID, to sustain local democratic practices in Lebanon. Implemented in 2004, the program has encompassed technical assistance for more than 750 local and regional government institutions in Lebanon, with complementary supporting entities such as municipal unions, central agencies, and ministries.

Prominent attendees included Minister of Interior and Municipalities, HE Ziad Baroud, Minister of Administrative Reforms, HE Ibrahim Shamseddine, and USAID Mission Director for Lebanon, Denise A. Herbol. Beirut Governor HE Nassif Kalloush thanked USAID and CLD in his opening remarks for helping Beirut to achieve success at administrative, financial, and technical levels despite difficult circumstances across the country.

### PROFESSIONAL DEVELOPMENT PROGRAM

#### *PDP Collaborates on Statewide Initiative*

The Professional Development Program (PDP) has collaborated with the New York State Office of Temporary and Disability Assistance (OTDA) to support a statewide initiative for enhancing the knowledge and skills of legal staff. The



participants included legal personnel involved in public welfare fair hearings—administrative law judges, fair hearing officers, and local social services district agency representatives. In support of the initiative, PDP delivered training on supplemental housing programs to a large group of agency representatives and administrative law judges in New York City. Staff from PDP assisted sponsors in organizing the annual “Upstate Fair Hearing Officers Conference,” with workshops on Temporary Assistance and Food Stamp/Supplemental Nutrition Assistance Program issues. PDP will also develop the Administrative Law Judge Core Training Program.

#### *Harlem Training Center Receives Certificate of Appreciation*

On October 29, 2008 staff from the PDP Harlem Training Center received certificates of appreciation from David A. Hansell, Commissioner at the NYS Office of Temporary and Disability Assistance (OTDA), for their exemplary work in providing training on the Working Families Stamp Initiatives (WFFSI). PDP training staff members Kristin

McElroy, Shelia Ryan, Donald Shortsleff and Peter Wilson were recognized for their significant team efforts involved in developing and implementing the WFFSI. The mission of this initiative is to help New York families receive valuable nutrition assistance while working toward economic independence.

#### **CENTER FOR INTERNATIONAL DEVELOPMENT**

##### *CID to Provide Technical Assistance to the Palestinian Authority (PA)*

In the fall of 2008, Rockefeller College and the Center for International Development (CID) were awarded a sub-contract to provide technical assistance to the Palestinian Authority (PA) in the area of public administration reform. The overall goal of this major three-year USAID-funded program, which will offer assistance to various ministries, is to create a more professional and competent public administration and civil service within the Palestinian Authority. CID will focus on providing technical expertise in the area of financial reform,

with the overarching objective of increasing financial transparency and accountability.

##### *Parliamentary Strengthening Program in Kenya Yields Results*

The Center for International Development (CID) is playing a key role in supporting the Kenyan Parliament in its drive to become a modern democratic institution. Two highly significant results of this support were celebrated in Nairobi on February 13, 2009. The ceremony launched Parliament’s new Strategic Plan, 2008-2018 and a workshop to familiarize MPs with Parliament’s newly revised Standing Orders. The contributions of CID in the process of drafting both the Plan and the new House Rules were publicly recognized at the ceremony. Guests included Kenyan President, Honorable Mwai Kibaki, the Speaker, Deputy Speaker, and Clerk of the Kenya Parliament, and the US Ambassador to Kenya, Michael Ranneberger. CID was involved in the drafting process from its inception, and worked with Parliament over the past three years to facilitate a successful outcome.

#### **INTERGOVERNMENTAL STUDIES PROGRAM (IGSP)**

### **Building a Statewide Agenda for Local Services Restructuring**

When government leaders develop an incentive program, the purpose is generally to encourage a particular policy direction and a set of behaviors that lead to the desired results. Where funding is provided, incentive programs have proven to be a useful tool in launching a new agenda. A timely example of this has been playing out in New York State with respect to service restructuring in local governments.

Since 2006, state leaders have invested nearly \$30 million in grant programs to encourage shared and consolidated services among municipal governments. These programs, the Shared Municipal Services Incentive Program (SMSI), and the Local Government Efficiency Grants (LGE), administered by the NYS Department of State, have attracted a great deal of interest from local governments. Nearly 800 municipal partners have applied to these programs, and 161 of these groups received grants to explore or implement service restructuring.

The Intergovernmental Studies Program (IGSP) has gathered and examined annual data to determine whether the state’s agenda setting efforts have been successful. While

it is clear that the incentive programs spurred attention to a service restructuring agenda among the grant applicants, IGSP wanted to assess whether a parallel interest grew among municipalities who did not pursue state support. IGSP found that in 2006, 2007, and through the first half of 2008, the number of local governments involved in successful intermunicipal agreements increased in a completely nonlinear fashion. Between 2005 and 2006, successful, self-funded, intermunicipal cooperative activities increased at a rate of 60%, and between 2006 and 2007, that rate of increase was 250%.

These results show that local governments are increasingly interested in service restructuring and that state leaders may be succeeding in establishing a foothold for their efficiency agenda. And even though it is true that the economic climate continues to force local interest in service restructuring, the changes noted occurred before the current fiscal crisis, and showed little change over the previous six year period before the SMSI and LGE grants appeared. It remains to be seen whether general interest in service restructuring continues among self-funders, and whether these gains erode if the grant program is curtailed.



## STUDENT SHOWCASE

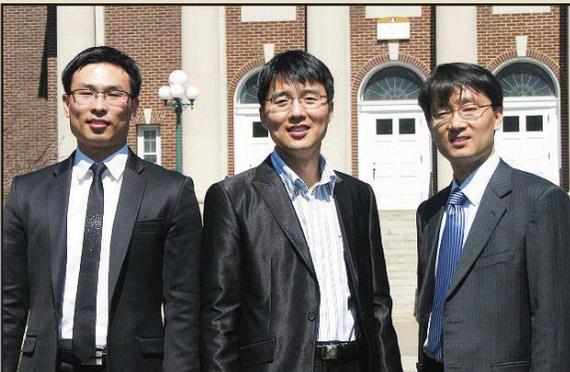
### Albany-KDI MPA Program

Rockefeller College and the Korean Development Institute School of Public Policy and Management (KDI) in Seoul, South Korea launched the “Albany-KDI MPA Program” beginning the spring semester of 2009. The program provides extended academic opportunities toward a Masters of Public Administration (MPA) to those students who transfer to Rockefeller College from a KDI school after completing a full year of graduate work in Korea.

The KDI School is a leading academic institution in South Korea. It is affiliated with the Korea Development Institute, a public policy think tank which has played a critical role in socio-economic development of the country since the 1970's. The KDI School has graduate degree programs toward Masters and Ph.D. degrees in the areas of public policy and business administration.

Also offered are study abroad programs. As of 2008, the School runs 32 programs in 13 different countries. A selected list of its partners include Cornell, Duke, Indiana, Rand Graduate School, Maxwell School, NYU, Australian National University, ISC Business School Paris, National University of Singapore, and University of Nottingham.

The first cohort of three participants with diverse career experience, **Se-Hoon Cha**, **Ji-Hum Kim**, and **Nam-Gie Park**, joined Rockefeller in January 2009. The Program Director, Ikjae Chung, notes that the program, which fosters a professional international perspective, adds academic excellence and diversity to Rockefeller College.



KDI students Se-Hoon Cha, Ji-Hum Kim, and Nam-Gie Park

Rockefeller student **Lei Zheng**, and coauthors Tung-mou Yang (Information Science), Yuangfu Jiang (Professor at China National School of Administration), and **Theresa Pardo** (Research Associate and Professor of Public Administration), won this year's Best Paper Award at the Hawaii International Conference on System Sciences (HICSS). The paper was entitled “Understanding the ‘Boundary’ in Information Sharing and Integration.”

Congratulations to the following Rockefeller College students on being recipients of UAlbany's 2009 President's Award for Leadership:

**Selena Bennett**, Public Policy, Great Dane Award; **Jacob Crawford**, Political Science, Outstanding Senior Award; **Bryant Gaspard**, Political Science, The Justice Award; **Tamara Gonzalez**, Public Administration and Policy, Residential Life Outstanding Achievement Award; **Nicole Lopez**, Political Science, Chapel House Award; **Katie Reed**, Public Policy, Outstanding Senior Award and The Ada Craig Walker Award.

The President's Award for Leadership recognizes students who have demonstrated extraordinary leadership, dedication to service, academic achievement, and beneficial involvement on behalf of the University community.

**Katherine Neer**, a senior political science major in the department of political science honor's program, has been

named a winner of the SUNY Chancellor's Award for Student Excellence. Katie is a student-athlete, a member of the Lacrosse team, and will receive her B.A. degree this year. Her award is one of a small number given to students at the University of Albany. With financial support provided by the department of political science, Katie recently attended a conference at the New School in New York City dealing with the topic of her honors thesis, “Post-Secularism: Reevaluating the Religious-Secular Divide in America,” which was written under the direction of Morton Schoolman, professor of political science.



Katherine Neer

Rockefeller students **Dong Chul Shim**, **Navid Ghafarzadegan**, and **Russell Hassan** recently had their conference papers accepted for presentation at the national meeting of the Academy of Management upcoming in August. Papers presented at these meetings pass a rigorous peer review process.

Rockefeller graduate students swept the Government Fi-



nance Officers Association's (GFOA) Awards, a scholarship competition that is open to all public administration students in New York State. **Matt Milford** finished first for the Stanley M. Schoenfeld Memorial Scholarship, and **Courtney Asker** received the second award. All GFOA candidates must be nominated by the dean of their school and submit applications with letters of support from the finance faculty. This year, Stephen Weinberg, assistant professor of public administration, wrote the recommendation for Matt. Robert Purtell, also an assistant professor of public administration, wrote the letter of recommendation for Courtney.

**Cynthia Johnson**, a 1973 Rockefeller alumna of the College, was recently honored at the YWCA-NYC 35th Annual Salute to Women Leaders Awards. Cynthia is the Managing Director of Foreign Exchange Sales in the U.S. for the Canadian Imperial Bank of Commerce (CIBC), which she joined in 1992 as a Vice President in the Foreign Exchange Sales. She is also a member of the CIBC's Management Committee. She earned her B.A. in economics and her M.A. in political economics.

Three Rockefeller College graduate students, **Arielle Bernstein** (MPP and MPH), **Ian Brody** (MPP), and **John Goodwin** (MPA), deferred their spring break to present a thoughtful program on governance at this year's Youth Leadership Forum in

Albany. This annual event, hosted by the Association of New York State Youth Bureau, provides young people from communities across the state with the opportunity to hear from leaders in the youth development field, participate in a variety of workshops, and meet with their state legislators. The Rockefeller College speakers received excellent reviews from the program participants and organizers.

**Abieyuwa (Abie) Ighodaro** (MPA) was awarded the *Herman Scholarship* this year for her exemplary volunteer service. Abie campaigned for the presidential campaign of Barack Obama and for New York State Senator Bruno's re-election campaign in the summer of 2007. In addition, she has contributed to many community and student organizations. Her most recent volunteer activities included Project Linus, which provided blankets for children in hospitals and shelters, and assistance to a visually impaired classmate here at Rockefeller.

**Kirk Remekie**, a second year MPA student, was recently honored with the Self Advocacy Award by the Capital District Center for Independence, Inc. The Capital District Center is a community organization which advocates for achieving respect, justice, and full participation for and with people with disabilities. Kirk, who is legally blind, won this award based on his outstanding ability, determination, and motivation to advocate on his own behalf to affect change in the community.

## Students Experience Washington Semester

The Washington Semester students took full advantage of the many opportunities that their internship in our nation's capitol had to offer.

During their time in Washington, the students were given a research orientation to the Library of Congress and attended the 2009 National FOI Day Conference, at the Newseum, with keynote speaker Congressman John Conyers Jr., Chairman of the House Judiciary Committee.

They had a class with Professor Jim Pffifner, author of *The Strategic Presidency*, and also met with Thomas Mann, author of *The Broken Branch* (with Norman J. Ornstein 2008), at the Brookings Institution; and Walter Oleszek, a scholar with the Congressional Research Service who authors *Congress and Its Members*.

Larry Korb (Ph.D., '69), former Assistant Secretary of Defense under Ronald Reagan and an Albany Alumnus, also made time to talk about U.S. foreign policy with the students. Korb offered many anecdotal stories from his distinguished career, including his time at Albany, thereby bringing professional politics home to the students, and providing a great example as one of Rockefeller College's most distinguished alumni.

Other Albany alums also contributed. Jennifer Manner, '86, organized an Alumni mentor luncheon to introduce students to fellow Albany grads who are willing to act as mentors. Cory Maggio '08, a Washington Semester Alumna, arranged for a Supreme Court tour, and Melanie Kadlic Meren '99 also volunteered her time to teach the students the ins and outs of professional networking.

The Washington Semester Program allows Rockefeller students to take what they learn in the classroom and apply it in real world environments. Through alumni support and their own initiative, they gain vital career related experiences, while living a political science student's dream.



The students stop for a picture in front of the Minerva Mosaic which overlooks the great hall at the Library of Congress



## Rockefeller College Distinguished Alumni Awards Recognizes Accomplishments of of the 2008 Recipients

Six outstanding individuals were honored with awards during the Rockefeller College Distinguished Alumni Awards Ceremony in November, 2008. Approximately 100 alumni, faculty, family, and friends attended the ceremony and reception to recognize them for their accomplishments. The awards recipients were:

**Distinguished Alumna Award in Political Science** - **Nancy G. Groenwegen**, B.A. '79, President, Civil Service Commission and Commissioner, New York State Department of Civil Service

**Distinguished Alumnus Award in Public Administration & Policy** - **Thomas G. Clingan**, B.A. '73, MPA '75, Albany County Clerk

**Young Alumni Award** - **James J. Malatras**, B.A.'99, M.A. '00, Ph.D. '08, Legislative Policy Advisor to Attorney General Andrew M. Cuomo

**Distinguished Extended Learning Leadership Award of Excellence** - **Joseph B. Sano**, B.A.'70, M.A.'73, Executive Director, New York State Organization



The 2008 Alumni Awards Recipients: (from left to right) James J. Malatras, Joseph B. Sano, Richard L. Dunham, Thomas W. Church, Nancy Gleason Groenwegen, and Thomas G. Clingan

of Management Confidential Employees

**Distinguished Service Award** - **Thomas W. Church**, Ph.D., Cornell University, Professor, Department of Political Science, Rockefeller College of Public Affairs & Policy, University at Albany

**Lifetime Achievement Award** - **Richard Dunham**, M.A. University of Michigan, New York State Director of the Budget (Retired) and Chairman of the Federal Power Commission (Retired)

Nancy G. Groenwegen has developed ex-

## Vince Abramo Recognized

**Vincent J. Abramo**, B.A. '67 in Political Science, was selected by the University at Albany Alumni Association to receive the 2009 Excellence in Public Service Award in recognition of serving his country selflessly and with great distinction for more than 40 years. The award was presented at the Alumni Association Excellence Awards Gala on May 1.

Mr. Abramo is the construction safety and occupational health manager, Overseas Buildings Operations, United States Department of State. He

provides oversight of global construction contracts on new construction and major renovation of U.S. embassies and consulates. He is responsible for the safety, training, fair treatment, and overall welfare of 17,000 – 20,000 construction workers on more than 80 projects. A significant number are migratory laborers brought from their home countries to work with construction companies. Abramo recently received the additional authority to regulate human trafficking to prevent companies from exploiting workers.

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Vince Abramo with Robert A. Burstein, the past President of the University of Albany Alumni Association



pertise in public sector employment law in her more than two decades of work in government. Commissioner Groenwegen oversees an agency that serves as the central human resources agency for executive branch agencies of state government employing nearly 170,000 people. Civil Service also administers the New York State Health Insurance Program to provide benefits to more than one million current and retired state and local government employees and their dependents.

Prior to her appointment as commissioner, Ms. Groenwegen served as an assistant attorney general in the New York State Department of Law. Before that, she worked at the New York State School Boards Association as counsel for policy and employee relations services. Ms. Groenwegen held a variety of positions in the administration of Gov. Mario M. Cuomo. She was assistant counsel in the Governor's Office of Employee Relations, then assistant counsel to the governor himself for labor, public pension, and economic development matters. She later served as deputy commissioner and chief counsel in the Departments of Civil Service and Labor.

Tom Clingan is nationally recognized for innovative use of technology in records management to significantly increase public online access to public records, increase efficiency, reduce cost, and preserve historic documents. He has worked for Albany County government since 1976, as Budget Director, Assistant County Executive, and Albany County Clerk. He was appointed Clerk by Governor Mario Cuomo in December 1988 and has been re-elected to five terms, which makes him Albany County's longest-serving County Clerk in 260 years. He received his Bachelor's degree in History in 1973 from the University at Albany and his Master's degree in Public Administration in 1975.

The County Clerk is the chief records officer of the County, responsible for annual revenues of over \$34 million as well as all mortgages, deeds and related records. He is Clerk of the Court for both Supreme and County Courts under the

State Constitution. In Albany County, the County Clerk is also the Records Management Officer for all County records, is the County's Public Information Officer, and oversees the joint County and City Hall of Records. Mr. Clingan received the William Hoyt award for "Excellence in Advocacy" for archives from the New York State Board of Regents. He was voted "County Clerk of the Year" in 1994 by the New York State Association of County Clerks, and later selected to receive the Association's "Lifetime Achievement" award.

James Malatras serves as New York State Attorney General Andrew M. Cuomo's Legislative Policy Advisor. He is responsible for the Attorney General's legislative program and serves as liaison to the legislative and executive branches. Previously, he served as Legislative Director to

**Six outstanding individuals were honored with awards during the Rockefeller College Distinguished Alumni Awards Ceremony. Approximately 100 alumni, faculty, family, and friends attended the ceremony and reception to recognize them for their accomplishments.**

Assemblyman Richard L. Brodsky, Chairman of the Corporations, Authorities, and Commissions Committee. Among his recent accomplishments, Dr. Malatras helped to pass a series of groundbreaking laws including the Attorney General's online safety act entitled "e-Stop" as well as the Public Authorities Accountability Act of 2005, which was sponsored by Assemblyman Brodsky.

Dr. Malatras is an active member of the community, formerly serving on the board of Albany Pro Musica, the board of the Homeless Action Committee, and the Albany Citizens' Police Review Board. In addition, he was a public law fellow at the Hungarian Ministry of Justice. He is the recent winner of the Attorney General's Performance Award and the University at Albany's Presidential Distinguished Doctoral Dissertation Award.

Joe Sano has represented the interests of public employees for over 37 years. Trained as an educator (University at Albany (B.A. 70, M.A. 73), Mr. Sano began his career as a social studies teacher and the President of his teachers local in Guilderland, NY. He joined the New York State Public Employees Federation (PEF) as a Field Representative and became Executive Director in 1982. Leading the 55,000 member labor union, he secured collective bargaining agreements with New York State from 1982 to 1988, worth in excess of \$20 billion in wages, fringes, and programs, and created the Employees Assistance Program and the Public Service Training Program.

He joined the administration of Gov. Mario Cuomo in 1988. At the departments of Civil Service and Labor he created the NYS Career Information and Career Mobility Centers and restructured the Governor's Program for Hiring the Disabled into the State Service.

In 1991 Mr. Sano returned to PEF as the Director of Education and Training. Since 1998, he has served as the Executive Director of The Organization of NYS Management/Confidential Employees. He spearheaded this independent labor organization's affiliation with the AFL-CIO and a new dedication towards recruitment and benefit creation.

Thomas Church has been on the faculty of the Political Science Department at the University at Albany since 1982. He served as Chair of the department for seven of his twenty-five years at Rockefeller College. Prior to joining the faculty in Albany, he was Deputy Circuit Executive for Court Management for the Federal courts of the Ninth Circuit, director of the London Office of the Vera Institute of Justice, and an assistant professor of political science at Oakland University in Michigan. He was Fulbright Senior Scholar at Melbourne University in Australia for the 1990 academic year.

Professor Church's research and teaching focuses on public law and environmental policy. He has taught courses on American constitutional law, civil liberties, law

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### Working Toward a Global Mobility Regime continued from page 7

how they influence global mobility. As part of this work, he will analyze connections among the areas where rules on global mobility already exist, or may be established in the future. These include the international refugee regime, an emerging travel regime, and a potential international labor migration regime. Although the issue areas of these three regimes can overlap, leading to misunderstandings and policymaking at cross purposes, Koslowski also notes that they provide a starting point for new agreements.

Koslowski's research is important and timely. It will influence international dialogue and policy on global mobility. From the perspective of the U.S., the ease with which Americans travel abroad, sustain key services in the economy, and attract highly skilled professionals from abroad will depend on our collective skill in crafting new and well coordinated global mobility rules.

### Distinguished Alumni Awards continued from page 13

and politics, and law and public policy. His publications include two books (both co-authored with Robert Nakamura) on hazardous waste policy and regulation in the United States, a co-authored monograph on use of monetary incentives in court reform, the first national study of trial court delay in America, and a co-edited book on hate speech regulation on college campuses. He earned his B.A. degree in economics from Whitman College, and his M.A. and Ph.D. degrees in Government from Cornell University.

Richard Dunham served as New York State Director of the Budget under Governor Nelson A. Rockefeller and Governor Malcolm Wilson. He also served as the chairman of the Federal Power Commission, now the Federal Energy Regulatory Commission, in Washington, D.C. He was President Jimmy Carter's administrator of the Emergency Natural Gas Act. In 1975, Mr. Dunham was deputy director of the Domestic Council in Washington, D.C. under President Gerald Ford.

More recently, he was the former Chair and CEO for South Jersey Industries, Inc., an energy services holding company. He is the retired chairman and president of Zinder Companies, Inc, an economic and regulatory consulting firm. He served as a member of the advisory council of the Gas Research Institute, a member of the board of Struthers Wells Corp., a heat transfer and pressure vessel equipment manufacturer, and as president of the Empire State Chamber of Commerce, Albany, N.Y. Mr. Dunham served on the Rockefeller College Advisory Board from 2003 – 2008, and on the

board of directors for Albany Medical Center Foundation beginning in 2001.



Dean Straussman awards political science professor Thomas W. Church with the Distinguished Service Award at the 2008 Rockefeller Distinguished Alumni Awards

### Vince Abramo Recognized continued from page 12

Mr. Abramo has been a lifelong student of the countries in which he works, specializing in the Middle East, Eastern Europe, and China. As an avid bicyclist, he has been known to get acquainted with the people and countryside around the embassies he builds by borrowing a bicycle and touring the area, much to the consternation of the embassy Marine guards in some of the more unsettled countries.

In addition to continuing informal study, he pursued graduate degrees at Georgetown University Graduate School of Government, the University of Lyon (France), and the National Defense Intelligence College. He has encouraged many others in their educational endeavors. He has identified and referred international students to the Masters in Public Administration (MPA) program at Rockefeller College, mentored students interested in international careers, and introduced deans Jeffrey Straussman and Frank Thompson to educators in the U.S. and abroad who could become resources or partners with the College.

He is a member of the American Bar Association's Standing Committee on Law & National Security and a member of the U.S. Defense Intelligence Agency's National Defense Intelligence College Alumni Foundation. Mr. Abramo is the chair of the International Opportunities Committee of the Rockefeller College Advisory Board.



## Four Rockefeller College Alumni Nominated for Senior Posts in the Obama Administration

Developing leaders starts with strong intellectual, analytical and ethical foundations. The faculty and staff of Rockefeller College of Public Affairs and Policy, University at Albany, have always strived to instill these attributes in all of our students. We are especially proud of four alumni who have been nominated by President Obama to serve in senior positions in his administration.

**Christine Varney** (BA, Political Science, 1978) was confirmed as Assistant Attorney General for the Antitrust Division of the U.S. Department of Justice in April 2009. Varney was a partner at Hogan & Hartson in Washington, DC, heading the firm's Internet Practice Group and participating in the Antitrust Practice Group. She served as a Federal Trade Commissioner and as an Assistant to the President and Secretary to the Cabinet in the Clinton Administration.



Christine Varney



John D. Porcari

**John D. Porcari** (MPA, 1977) was nominated to be Deputy Secretary of Transportation in April 2009, and confirmed by the Senate in May. Prior to his nomination, Porcari served as Maryland's Secretary of Transportation from 1999 to 2003, and again from 2007 to 2009. In between these posts, he held the office of Vice-President for Administrative Affairs at the University of Maryland.



John M. McHugh



Bonnie Jenkins

**Bonnie Jenkins** (MPA, 1988) was nominated on April 20, 2009 to be Coordinator for Threat Reduction Programs, a high-level position in the U.S. Department of State. Jenkins is an expert in counterterrorism and arms control. Jenkins held positions in both the Department of Defense and State Department. She was also counsel to the 9/11 Commission and most recently served as a Program Officer at the Ford Foundation.

**John M. McHugh** (MPA, 1977) was nominated to be Secretary of the Army on June 2, 2009. McHugh has represented the 23rd Congressional District of New York since 1993 and is the senior Republican on the House of Representatives Armed Services Committee. Before becoming a representative, McHugh held a series of positions in state and local government in upstate New York.

# Rockefeller College

of Public Affairs and Policy

## Rockefeller College on Display at UAlbany's Advocacy Day

Approximately 600 University at Albany faculty, staff, alumni, and students lobbied New York State legislators and legislative staff during the second annual UAlbany Advocacy Day at the State Capitol and Empire State Plaza on February 10.

Rockefeller College's informational booth on the Concourse attracted 40 prospective students and two dozen alumni, in addition to legislators. The purpose of the booth was to educate legislators, legislative staff, and agency professionals about educational programs at Rockefeller College and research that has potential policy impact. Rockefeller College should be the first place they go if they have questions about a policy issue that will

come before the legislature, and we want them to know how the College puts state budget funds to good use.

The programs on display included the Intergovernmental Studies Program, Financial Market Regulation Program, and the Center for Women in Government and Civil Society. Faculty members discussed their research on local government efficiency, terrorist networks, and the presence of women in high state office.

Dean **Jeffrey Straussman**, President **George M. Philip**, and most of the University's deans and top administrators started the day with an information breakfast for legislators, after which University leaders and student represen-



Kara Pangburn, Director of Admissions at Rockefeller College, talks about the MPA program with a prospective graduate student.

tatives met throughout the day with various legislators and their staff members. The day ended with a rally attended by all the members of the Capital Region legislative delegation and Assembly Majority Leader Ron Canestrari of Cohoes. Interim President Philip introduced the new Chancellor of the State University of New York, Nancy

L. Zimpher, who was most recently President of the University of Cincinnati.

State Assembly member Lou Tobacco of Staten Island, who graduated with a B.A. in Political Science in 1994, said when he couldn't be more proud of his alma mater when he addressed the rally, which is a vital resource in the state.

## Professional Development Program Supports Graduate Interns

The Professional Development Program (PDP) at Rockefeller College has a long history of employing graduate students as professional interns. With a diverse portfolio of projects, PDP was able to hire three graduate interns in the fall of 2008.

**Paul Novaro**, a student in the Public Security and Public Management track, and **Alice McGrath**, a student in the Financial Management concentra-

tion, were hired by the Public Service Workshops Program (PSWP) to assist with the development of non-credit workshops for employees of New York State. **Bryan Haynes**, a student in Financial Management and Public Security, joined the Tobacco Interventions Project in PDP. Following his December, 2008 graduation, Paul joined PDP as a member of the professional staff.

"We are pleased to be able to provide

these learning opportunities to graduate students of our college," said **Eugene Monaco**, PDP Executive Director, and Public Service Professor. "The students bring enthusiasm and energy to the job, and in exchange, learn firsthand how government works. Some of the interns go on to earn prestigious internships in other government agencies like the Government Accountability Office. We hope the work experiences the interns had at PDP helped them to achieve these honors."