



SCHOOL of PUBLIC AFFAIRS

AMERICAN UNIVERSITY ★ WASHINGTON, D.C.

WINTER 2006

update



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A new AU



MESSAGE FROM THE DEAN

This fall has been a rush of activity—remarkable even for a season that is usually busy with the launch of the new academic year. In October, the University community hosted the DC arts community for the opening of the Katzen Arts Center, the stunning new building that has pride of place on Ward Circle. The opening was also the occasion for the largest President's Circle dinner in AU history.

During Homecoming and Parents Weekend, many joined us for an exclusive SPA alumni visit to a *Meet the Press* taping, for SPA's annual Roger Jones Award, and at a rollicking reunion of Executive Masters alumni. Another gathering—the inaugural PhD alumni reception—brought together faculty, alumni and current PhD students. These scholars are active in policy circles, the private sector, government, and, of course, universities. Our PhD alumni in academia, are now sending us their own best students to study—SPA's academic grandchildren!

Like other educational institutions, universities are dynamic by nature and encounter change and stress over time. This has been the case during recent months at AU. (You can follow developments on governance issues at www.american.edu/governance.) My fellow deans and I have taken great pride in seeing the University recognized for excellence in recent years. As we go forward, we will be counting on our alumni and friends to help us continue building this great university.

I am sad to report that we lost two members of the SPA family this fall: **Bob Boynton** and **Jim Fyfe**. Despite his emeritus status, Bob Boynton remained active in SPA, teaching and participating fully in the life of the School. Last summer, he graciously agreed to serve as acting chair of the Department of Public Administration and Policy. Bob was a uniquely beloved colleague—open, friendly, even-tempered, and wise. Jim Fyfe, a leading justice scholar with SPA until 1992, pushed the field with his research and inspired his students who listened to him intently, often following him into his field for further studies. We will miss them both.

Enjoy the holiday season and please accept best wishes for the New Year from all of us at the School of Public Affairs.

William M. LeoGrande

William M. LeoGrande

“My Dream was Public Service”

Top White House Adviser Honors Roger W. Jones Awardees

The president's top adviser on homeland security and counterterrorism **Frances Fragos Townsend (BA/SPA/1982)** celebrated public service excellence at the 28th annual **Roger W. Jones Award for Executive Leadership**.



Roger W. Jones 2005 awardees: Sheila M. Earle and Marvin E. Gunn Jr.

Townsend honored the government executive awardees for their leadership and accomplishments. Her own knowledge of the challenges of a public-sector career is firsthand. Notable for her duties, Townsend's career has transcended party lines. The chair of the Homeland Security Council is also one of the few top White House officials to have served in the current as well as the previous administration as part of Janet Reno's Justice Department. Recently, Townsend also led a recent internal inquiry of the government's response to Hurricane Katrina at the president's request.

Townsend, who raced through undergraduate studies in three years, recalled her fellow students at AU: “There's a bit

of self-selection by the students who come here. They have a passion for public service, and they want to harness that passion and contribute to the government and the nation. The professors here made a real impact on me.” The first in her family to graduate from high school, Townsend chose American University's School of Public Affairs to launch her public service career.

Townsend honored the 2005 awardees of SPA's Roger W. Jones Award for Executive Leadership: Marvin E. Gunn Jr., manager of the Department of Energy's Chicago Office of Science,



Frances Fragos Townsend

and Sheila Earle, acting principal director for military personnel policy in the Office of the Secretary of Defense. The award, named for a longtime leader in public service, is made annually to executives in the federal government whose careers have been marked by extraordinary effectiveness. ★

To listen to the podcast of the 2005 Roger W. Jones Award and for nomination information on the 2006 award visit: spa.american.edu.

SPA Institute Ranks Federal Agencies

According to new rankings released by SPA's Institute for the Study of Public Policy Implementation (ISPPi) and the Partnership for Public Service, if you work at the Office of Management and Budget you might be among the most satisfied employees in the federal workforce.

Using data from more than 150,000 federal workers gathered last year by the Office of Personnel Management, “The Best Places to Work” is the most comprehensive ranking of organizations within the federal government. The report offers job seekers insight into public service opportunities and provides government leaders

with a road map for improving employee commitment and performance.

“It creates a metric that measures employee engagement,” said **Robert Tobias**, ISPPi's director. “We believe there's no factor more important to the success of an agency than whether or not their employees are engaged.”

The rankings include 30 agencies and measure 10 work environment categories, ranging from effective leadership to

pay and benefits. The National Science Foundation and Nuclear Regulatory Commission followed OMB atop the rankings, while the Small Business Administration came in last.

This year's data showed several encouraging trends that have

emerged since the initial rankings were released in 2003. On average, employee

satisfaction is up 9 percent at the 30 largest federal agencies and 5 percent at small agencies. Employees at three out of four agencies are more committed and engaged in their work today than they were two years ago.

OMB registered the largest percentage jump in its score from two years ago, when it was ranked third.

“We spent a lot of time focusing on improving our performance evaluation systems,” explained Clay Johnson, OMB's deputy director for management. “We paid a lot of attention to the quality of feedback we're giving employees. Our ability to manage, direct, and develop people are things we've done well that are reflected in this ranking.”

In a post-Katrina senior staff meeting at OMB, Johnson recalled leading a meeting in which staff began to bicker.

“I stepped in and said, ‘Remember, this is the best place to work.... It's worse everywhere else’.” See Best Places to Work list, page 3



SPA HAPPENINGS

JAN. 23-25 AU and SPA alumni events in LA and San Francisco

JAN. 28 Media and Interest Groups Weekend Workshop— Center for Congressional and Presidential Studies –CCPS

FEB. 18 Media Production Weekend Workshop –CCPS

FEB. Ceasefire on Health Care: CCPS presents governors Mitt Romney (R-MA) and Mark Warner (D-VA) in a frank discussion on health care. Moderated by former senator John Breaux.

MAR. 13-16 AU and SPA alumni events in Miami and Fort Lauderdale

MAR. 14 Career Center Networking Reception

MAR. 25 Ethics Weekend Workshop –CCPS

APR. First Annual Women and Political Leadership Research Conference— Women & Politics Institute

FOR MORE INFORMATION

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Robert Tobias is SPA's new director of Public Sector Executive Programs which includes the Key/OPM Executive MPA, as well as executive education programs for public sector partners.

Tobias is a distinguished practitioner in residence at SPA and a fellow at the National Academy of Public Administration.

To recommend a colleague for the new Key Executive MPA cohort beginning in February, contact Jacqueline Linde at 202.885.6248 or linde@american.edu.

Defining Public Administration: David Rosenbloom

In China, David Rosenbloom is greeted like a rock star—packed lecture halls and autograph seekers. He's the most famous American public administration professor in a country where a government position is the dream of millions. The briskly selling translations of his *Personnel Management in Government*, and *Public Administration: Understanding Management, Politics, and Law in the Public Sector* will soon be followed by the eagerly awaited *Constitutional Competence for Public Managers: Cases and Commentary*. This year, Rosenbloom lectured at Renmin University in Beijing and Xi Bei Da Xue in Xi'an. "They take education very seriously," he says. "They take public administration very seriously."

As one of the nation's experts on legal issues in public administration, SPA's distinguished professor of public administration enjoys this rich intersection. When the American Political Science Association honored Rosenbloom in 2001 for his lifetime scholarship, one of his nominators noted that his work is "not only discipline-enriching, but discipline-redefining." A common theme to Rosenbloom's research and teaching is to examine public administration beyond the narrow lens of management by adding politics and law.

Government seems to have transformed in the 20th century.

Congress changed the constitutional framework for government in 1946 by treating agencies as its own extensions for legislative functions or rulemaking, by calling on its committees to exercise "continuous watchfulness" over agencies.

Public administration is viewed through several lenses. The executive lens looks for cost-effectiveness and attaining programmatic results. The legislative lens focuses on responsiveness, responsibility, accountability. The legal lens looks for constitutional integrity and the protection of due process and other constitutional rights. There is always a tension.

To what do you attribute the Chinese interest in US public administration?

The Chinese I've met believe that as a powerful nation, the U.S. has lessons for other countries. They are interested in learning about U.S. democracy, especially representation and individual rights. China doesn't have anything like the U.S. separation of power, but students want to understand it anyway.

Classroom discussions get energetic—particularly when we discuss affirmative action (which is regionally based in China) and gender discrimination.



Are other concepts hard to convey?

The idea of individual rights is abstract there. For me, rights are concrete. The difference for the Chinese is that they don't have a sense of where rights might start or end. We have a substantial history of court cases defining of the limits of free speech, press, association, personal privacy, due process, and equal protection of the laws.

There is tremendous motivation to join and improve the civil service at all levels of Chinese government. Each year over half a million people take the national civil service exam for 50,000 jobs. Careers in the government are very high prestige. So is being a professor—which I enjoy!

So being a professor of public administration is extremely special. You are in a unique position as well.

Yes, I go at the universities' invitation so there is no organization or group leader between me and the faculty and students. There is an open and extensive exchange of ideas on a wide variety of subjects. For example, while walking through a spacious

park in Beijing, we compared tax rates there with those in Bethesda. Normal conversation.

They have misconceptions of America, just as we have misconceptions of China. They think the US is hypocritical about free trade. Exports and quotas are hugely important issues. It's not even on most of our radar screens. Post-Abu Ghraib, some Americans see human rights as an area of hypocrisy in the US.

I don't try to tell Chinese students and faculty what to do. Academic public administration is better at diagnosing than prescribing. My idea is let's have a conversation. One of my kids calls me a "Sinophile." I like and respect Chinese students and faculty. We get along easily and enjoy the interaction.

How does their interest compare to that of other students abroad?

I taught in Israel—in Hebrew, part of the time in fact, from 1971 to 1973. Israelis want practical, applied knowledge. Chinese students are stimulated by the intellectual challenge of studying a system that is so different from their own. I asked the translator of one of my books, "What are you going to do with that? It's all about U.S. Constitutional law!" His response: "We just want to know."

Are there concepts that transfer easily?

Equal opportunity, merit systems, and anti-corruption measures. These fit their culture and official ideology. But public administration is very different in the United States because of the separation of powers. Agencies legislate through rulemaking here, which is not likely to be similar there. The Chinese political system is largely top-down with a fusion of executive and legislative roles and a relatively weak judiciary.

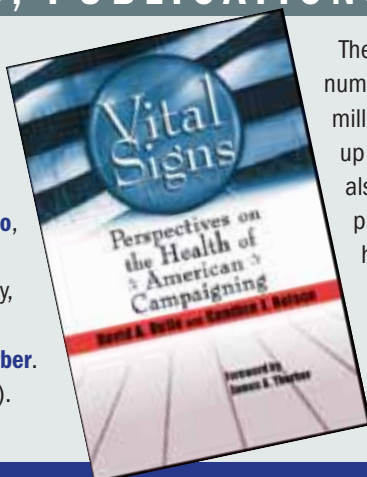
Coming back to the U.S., do you see a wave of change in the government?

The extent to which constitutional law plays a role in government is changing. Beginning in the fifties and carrying on to the present, constitutional law became highly salient to administrative practice. Today, clients or customers of government agencies, public employees, contractors, prisoners, and persons confined to public mental health facilities, as well as individuals involved in street-level interactions with police or regulatory inspectors have far more constitutional protections than prior

FACULTY BOOKS, PUBLICATIONS AND MEDIA

BOOKS

- **Vital Signs: Perspectives on the Health of American Campaigning** Government Professor and department chair **Candice Nelson** and former SPA student **David Dulio**, now assistant professor of political science at Oakland University, examine the 2004 presidential contest. Foreword by **James A. Thurber**. (Brookings Institution Press, 2005).



The race mobilized a record number of voters, with 121 million Americans showing up at the polls. But it was also the most expensive presidential election in history, with a price tag of \$2.2 billion. In *Vital Signs*, the authors examine the Bush and Kerry campaigns and use

them to explore the current U.S. campaign system and its strengths and weaknesses. The book addresses four key issues: Who's in charge of modern campaigns? How effective are the key players? What role does money play? Are campaigns being conducted in an ethical manner?

- University Professor at SPA and the Washington College of Law **Rita Simon** (with Caterina Gouvis Roman and Heather Ahn-Redding) authored *Illicit Drug Policies*,

Trafficking, and Use the World Over (Lexington Books, 2005).

- JLS Professor **Douglas Klusmeyer** wrote "Hannah Arendt's Critical Realism: Power, Justice, and Responsibility", a chapter in *Arendt and International Relations: Readings Across the Lines* (Palgrave Macmillan, 2005). The new book examines the life and work of the political theorist and philosopher as it relates to contemporary international relations.

to the 1950s and 1960s. It is also easier to sue government agencies and employees for violations of individual constitutional rights.

Is contracting a growing area for your studies?

Yes. You see stories related to this issue every day. Of course, a private employee can be fired for reasons that wouldn't be

Alumni of Note

Clarence Crawford
BA/SPA/1977, MPA/SPA/1979

The changes in the federal government have been nothing less than dramatic, according to Clarence Crawford. A leading senior government executive, he should know because he has been with the government since 1979 when he joined the IRS as a Presidential Management Intern. Now CFO at the Office of Personnel Management, Crawford identifies the area of finance as a measure of how far government has come in recent years.

"People would have laughed at the idea of a clean financial audit opinion in the federal government," he recalls from his early career. "Now we have clean opinions in all but one agency."

Since arriving at OPM in 2002, Crawford's mission has been to modernize the agency's financial management program, including accounting and budgeting for \$700 billion in employee benefit funds.

Crawford has noticed that the greater flow between the public and private sectors prompted by the federal retirement system implemented in 1989 has brought dynamism. "More people come in at mid and senior levels. And more feds go into the private sector with the portability of benefits," says Crawford. "Comparability in pay and benefits is key to attracting and retaining talented people."

The D.C. native came to SPA as a new a D.C. police officer. Lured back to school by earning the D.C. Police Department's AU Scholarship and a program that gave law enforcement officials the opportunity to study as they worked, he earned his undergraduate degree in criminal justice.

At his undergraduate graduation, the then D.C. chief of police offered these words of advice: "learn finances." Point taken. "I graduated on Sunday and started graduate school on Monday," says Crawford. He earned his MPA from SPA in 1979.

"I had a great time. Many of the professors were also practitioners. They knew what the real world was like." Undergraduate classes, which were taught in irregular time slots to accommodate the officers' changing shifts, were filled with future city manager, chiefs of police (including

tolerated in the public sector. Public employees have a constitutional right to speak out on matters of public interest, and they often do. Private employees have no equivalent protection. Private and public employees exist in separate, different legal and economic frameworks.



Atlanta's top cop Richard Pennington), and other senior government executives. "AU people are all over town," Crawford says. He should know. His own career has covered the legislative and executive branches of federal government. Before OPM, he held senior executive positions in the Patent and Trademark Office, the Executive Office of the President, Congress, and the Government Accountability Office where he frequently testified before Congress as the GAO's chief witness. At the IRS where his federal story began, Crawford held seven or eight assignments. "I forget how many," he admits.

The constant of his career has been excitement and challenge. As CFO and chief administrative officer of the Patent and Trademark Office (PTO), he became involved in negotiating the largest federal lease. The PTO's new home accommodates more than 7,000 workers in 2.4 million square feet office space. The project was the focus of zoning, political, and Wall Street interests. This crowded intersection put Crawford in the middle of many competing interests. Crawford also says that his time spent in the White House complex where OMB is located as an office within the executive branch, was a high point: "fascinating." His career has not gone unnoticed. In 2002, he received a Meritorious Presidential Rank Award.

The alum who enjoys seeing SPA profs darting around the District, lives in suburban Maryland with his wife. Both are ordained ministers and enjoy visiting their daughter who is pursuing a career as an editor-in-chief for a New York fashion magazine. Otherwise, leisure is rare for Clarence Crawford. "I'm not familiar with spare time." ★

A Reasonable Public Servant examines what a government manager should know.

A reasonable public servant must have knowledge of "clearly established statutory and constitutional rights." The traditional public servant has been guided largely by management values with little attention to constitutional law. This area, in general, is very dynamic and exciting. I see new stories every day. The inclination of government administrators is to be cost effective. Administrators usually don't do things with the intent to violate individuals' constitutional rights. Just about all my work comes down to this: constitutions matter.

Recent Rosenbloom

- *Revisiting Waldo's Administrative State* with **Howard E. McCurdy, Beryl Radin**, series editor (Georgetown University Press, 2006)
- *A Reasonable Public Servant: Legal Challenges of American Public Service* with Yong S. Lee (ME. Sharpe, 2005)
- *Public Administration : Understanding Management, Politics and Law in the Public Sector* with Robert S. Kravshuk (McGraw-Hill, 2005) ★

THE BEST PLACES TO WORK IN THE FEDERAL GOVERNMENT

1. Office of Management and Budget
2. National Science Foundation
3. Nuclear Regulatory Commission
4. Government Accountability Office
5. Securities and Exchange Commission
6. National Aeronautics and Space Administration
7. General Service Administration
8. Environmental Protection Agency
9. Department of Energy
10. Department of State

This report, published by *U.S. News & World Report*, is available online at www.bestplacestowork.org. ★

SPA NOTES AND HONORS

SPA Faculty Cited by Supreme Court

The work of two SPA professors was cited in three cases argued before the U.S. Supreme Court this year. University Professor at SPA and the Washington College of Law **Rita Simon's** book, *A Comparative Analysis of Capital Punishment: Statutes, Policies, Frequencies, and Public Attitudes the World Over* (2002), was cited in *Roper v. Simmons* 543U.S. (2005). *Religion and Politics in the Early Republic*, a book by JLS



Professor **Daniel Dreisbach**, (above) was cited in two recent cases concerning public displays of the Ten Commandments: *Van Orden v. Perry* and *McCreary Country v. ACLU*.

SPA Faculty Appear Before Congressional Committees

Dean **William M. LeoGrande** testified before the House Armed Services Committee on threats to U.S. security in Latin America. **Karen O'Connor**, director of the Women & Politics Institute, testified before the U.S. Senate Judiciary Committee's Subcommittee on the Constitution, Civil Rights and Property Rights in a hearing on the consequences of *Roe v. Wade* and *Doe v. Bolton*. **Beryl Radin**, DPAP scholar in residence, testified before the Senate Homeland Security and Government Affairs committee on federal budget accountability.

New Award Announced for Study of Islam in Africa and North America

The Institute for Mediterranean Affairs and SPA will award \$10,000 for the study of the spread of Islam in sub-Saharan Africa and in the African American communities of North America since World War II. This competition is open to scholars with an affiliation to American University. The deadline to apply is March 1, 2006. For more information visit spa.american.edu/alumnipages

Director of SPA's Center for Congressional and Presidential Studies (CCPS) **James Thurber** was honored by AU as a Distinguished Professor. Thurber's accomplishments are numerous. Since he founded CCPS in 1979, it has become home to three institutes: Campaign Management Institute, Public Affairs and Advocacy Institute, and European Public Affairs and Advocacy Institute. The Pew Charitable Trusts awarded CCPS and its Campaign Management Institute grants totaling \$3.4 million for a seven-year research project on campaign conduct.

DPAP Professor **Robert Durant** was a participant at the Hofstra University conference "William Jefferson Clinton The 'New Democrat' From Hope". Durant's panel, "Redefining Liberalism," included former presidential adviser David Gergen. The former president participated in the November conference. To read more visit www.hofstra.edu/CampusL/Culture/Culture_Clinton.cfm

JLS Professor and chair **Richard Bennett** was awarded a five-year grant for anti-terrorism training to high level foreign delegations through the U.S State Department.

MEDIA

- **Karen O'Connor**, SPA Government Professor and director of Women & Politics Institute, was interviewed by the *Chicago Tribune* regarding the U.S. Supreme Court nomination of Harriet Miers.
- SPA Government Professor and CCPS Director **James Thurber** was interviewed by *The New York Times*, AP, NBC Nightly News, CBS Evening News, ABC Radio, and NPR on the

- possibility of White House indictments and by the *Financial Times* and the *San Francisco Chronicle* about President Bush.
- Dean **William M. LeoGrande** was interviewed for *Global View: 20th Century Cuba*, a new documentary airing on the cable channel History International.
- SPA DPAP Professor **Howard McCurdy** spoke about NASA outsourcing to Reuters and NPR's *All Things Considered*.

- SPA JLS Professor **Emilio Viano** was interviewed by CNN, Voice of America, and Latin American radio stations regarding the Summit of the Americas and President Bush's ratings in the United States. Viano was also interviewed by CNN, CNN Radio, and the BBC on the approval of the Iraqi constitution.

PRESIDENTIAL MATTERS

Curtis Gans, (below) director of the Center for the Study for the American Electorate (CSAE) led



a discussion of the U.S. presidential nominating process in October. This was the first event sponsored by CSAE as part of SPA's Center for Congressional and Presidential

Studies (CCPS).

"To have a better system for nominating presidential candidates, we must forge cooperation between the parties—and do it quickly," said Gans.

Four leaders – two from each party – involved in the development of changes in the nominating process shared observations: David Price, co-chair of the Democratic Party Committee on the Nominating Process; David Norcross, chair of the Republican National Committee Rules Committee; Donald Fowler, former chair of the Democratic National Committee; and Thomas Sansonetti, former chair of the GOP Rules Committee. To view a video of the panel, which was covered by C-SPAN, visit the CCPS home page: spa.american.edu/ccps

Under Gans, CSAE will conduct biennial conferences on the state of American electoral involvement, sponsor forums on citizen engagement issues, create working groups to seek solutions to the problems of disengagement, and conduct research in order to enhance the possibility of effective public policy and solutions.



The September release of the final report of the Commission on Federal Election Reform, lead by the former president Jimmy Carter and former secretary of state James A. Baker, made recommendations to strengthen the country's electoral system. For more information, go to american.edu/Carter-Baker



In an AU cap, the former president greets SPA Government Professor **Julian Bond**.

Women & Politics Institute Celebrates Five Years Institute Carries on in the Spirit of AU Alumna, Suffragist Alice Paul

"We've come a long way, and we've got a long way still to go," said Representative Louise Slaughter (D-N.Y.) The congresswoman joined other notable supporters of the Women & Politics Institute, including Senator Kay Bailey Hutchison (R-Texas) to celebrate the Institute's fifth anniversary in September. "But I think, along with the Women & Politics Institute, we're going to get there," declared Slaughter.

Under the direction of SPA Government Professor **Karen O'Connor**, W&PI has become one of the leading centers for the study of women and politics in the nation. Since 2000, the Institute has offered more than 60 courses, hosted over 60 events, and graduated scores of students from the noted Women, Policy, and Political Leadership Certificate (WPPL) program.

SPA faculty, staff, students, and friends from Capitol Hill and around the country turned out for the celebration at Sewall-Belmont House on the Hill, the home of suffragist leader and AU alumna Alice Paul.

Hutchison said women like Paul "broke barriers . . . and created opportunities for future generations." She said the Women & Politics Institute has carried on the tradition of opening doors for women. "I appreciate American University for recognizing the power and contribution women can make," she said.

The Women & Politics Institute agenda continues to grow with events, international and leadership programs, and awards:

- Friends gathered to celebrate the new book, *Gendering American Politics*:



Senator Kay Bailey Hutchison, Karen O'Connor and Sarah Brewer

Perspectives from the Literature, edited by Karen O'Connor, W&PI associate director, **Sarah E. Brewer**, and WPPL graduate Michael Philip Fisher. Guests included Congresswoman Loretta Sanchez (AU/1984); former assistant secretary of educational and cultural affairs in the Department of State Patricia de Stacy Harrison (AU/1968); and others.

- Through the Young Women Leaders Board, the Institute began its leadership training program for young women.
- W&PI hosted training sessions for delegations of African and Russian women leaders and international political and business participants. W&PI also marked the United Nations' 60th anniversary by exploring the gender dimension of the organization's work in a panel.
- W&PI will host its first annual research conference on women and political leadership in April. Former ambassador Jeane J. Kirkpatrick will be the keynote speaker. ★

SPA PHILANTHROPY



The aftermath of hurricane devastation was explored by leading experts in administration and geography in the SPA forum, "Katrina: Rebuilding After Disaster." Guest speaker Craig E. Colten (left) professor of geography and anthropology at Louisiana State University discussed the geographic history of the region.

The panel included SPA Scholar in Residence Beryl A. Radin (second from left) and Jocelyn Johnston (second from right) associate professor of public administration. Tulane graduate and SPA MPP candidate Jessica Lemos, (right) shared insights from her time as a staff member for New Orleans Mayor Ray Nagin.

This event was the first event of SHAPE Carmen Group's Policy Forum, a series of public discussions encouraging academic dialogue around issues of public policy and public affairs. The panel is made possible through support from the Carmen Group. To listen to the podcast, visit spa.american.edu.

Through the MAXIMUS Charitable Foundation Public Service Scholarship, SPA is providing opportunities for academically eligible, financially disadvantaged students from the metropolitan Washington area.

This year's MAXIMUS scholarship recipient Jamila McGhee is

working towards her BA in Justice. Also a leader outside the classroom, Jamila is active in the National Council of Negro Women, the AU Gospel Choir, and as a volunteer at Spirit of Faith Christian Center. Originally from Upper Marlboro, Maryland, Jamila was awarded the \$6,000 scholarship for her outstanding academic and civic record as well as her interest in improving government.

MAXIMUS works to improve government as a provider of unique services, products, and solutions. For more than 29 years, MAXIMUS has helped government gain program efficiencies and pursue improvements that in turn benefit citizens.



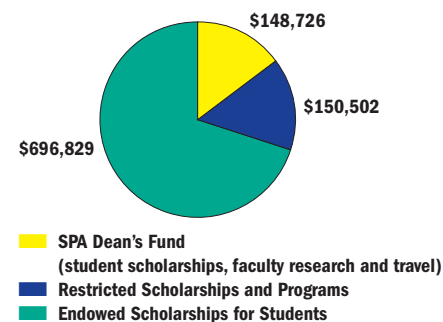
Did an AU internship lead to your present job? Share stories from the beginning of your career with us: rabin@american.edu

Did You Know... ?

- Taking the lead in the DC area, AU admitted 115 students from schools affected by Hurricane Katrina. These undergraduate and graduate students were enrolled tuition free—most not missing one day of class.

What you gave and what it did

In 04/05, nearly \$1million in gifts from alumni and friends were reinvested in SPA. Thank you for your support of the School of Public Affairs.



In Memoriam

Robert P. Boynton, professor emeritus of public administration, died in November. Professor Boynton taught in the School of Public Affairs since his arrival at AU in 1969.

His primary areas of teaching and research were comparative administration, international development administration, public management, and organization theory. He published widely in the top journals in his field. He held a PhD in Political Science from the University of Michigan.

Professor Boynton consulted on projects with the United Nations, the World Bank, and to the governments of countries around the world.

James J. Fyfe, professor in the Department of Justice, Law and Society from 1979 to 1992, died in November. After leaving AU, Dr. Fyfe continued his teaching and research at Temple University and then at John Jay College of Criminal Justice. Dr. Fyfe published seven books, more than 100 articles and book chapters.

The Robert P. Boynton Award helps outstanding graduate students in the fields of comparative public administration, international development administration, and nonprofit management. For more information, please contact Jenine Rabin at rabin@american.edu.

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update

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On the cover: A Jefferson Memorial pediment detail. (PhotoDisc, Inc.)

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Photos courtesy of Jeff Watts/American University, Rick Reinhard (Gans), Hilary Schwab Shapiro (Carmen), and OPM (C. Crawford).