



SCHOOL of PUBLIC AFFAIRS

AMERICAN UNIVERSITY ★ WASHINGTON, D.C.

SPRING 2007

update



2 Gwendolyn Sykes—Key Alumna, Key Faculty



3 Regina Muelhauser—SPA Alumna, AU Trustee



4 GAO's David Walker Joins Roger W. Jones Award

A new AU



MESSAGE FROM THE DEAN

Every year, thousands of SPA alumni make donations in support of the School of Public Affairs. In fact, SPA has one of the highest rates on campus of alumni participation in the annual campaign. But not many gifts come with a long letter of appreciation like the one I received recently from Sandra Swab, an alumna of the MPA program.

"My graduate degree from American University did a great deal for me and my career in the U.S. government," Sandra wrote. "...I found that what I learned and was taught on how government worked provided me with the confidence and leadership ability needed to manage my portfolio at OMB." Sandra enclosed the honorarium given to her from a recent speaking engagement, adding, "I felt the funds would be better served by going to the School of Public Affairs than in my pocket."

Sandra Swab's gift is just one of the many donations we receive from alumni who see the link between their SPA education and their professional success. In addition to the financial support they provide, many graduates are also engaged with SPA as guest speakers, panels participants, and sources of expertise. It is gratifying for me and all the faculty in SPA to hear from our alumni that the first-class public affairs education we provide has been the foundation for their careers. Sandra's letter to me was a wonderful expression not just of her gratitude, but of our success—and hers.

As you'll read in this issue, SPA is launching some exciting new programs: the European Public Affairs and Advocacy Institute this Summer in Brussels; a new certificate in non-profit management; and an upcoming elections course to be held in Iowa, just as the January 2008 caucuses mark the critical stage for candidates from both parties. I also want to remind you of the unique opportunity you have, as an alumnus, to audit any class in the university's curriculum for a nominal fee. Consider coming back to class. We would love to have you join us again.

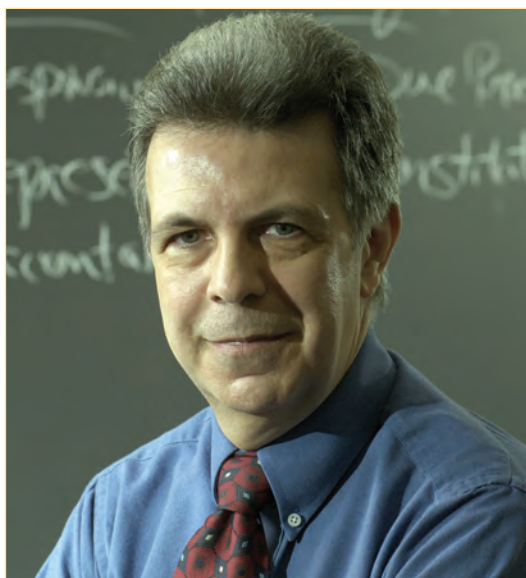
Best wishes,

William M. LeoGrande

William M. LeoGrande

Robert Durant on the Greening of the Military

SPA Professor Uncovers the Complex Work of Cleaning Up

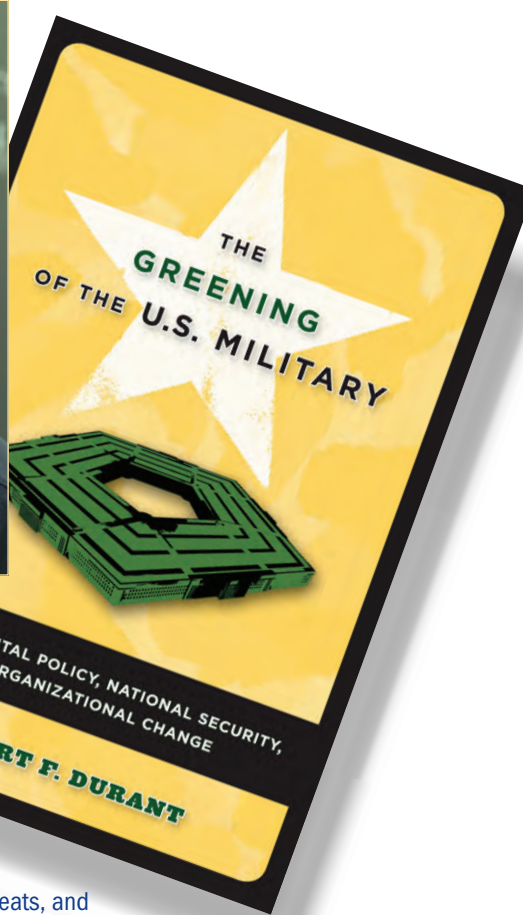


War is a messy business, and so is preparing for it. By the end of the Cold War, the U.S. military produced nearly 20,000 toxic dump sites, but it also helped protect us from nuclear annihilation. Today, nuclear annihilation isn't the only threat. Add terrorism, global warming, acid rain, groundwater contamination, and ozone depletion to the list of looming threats, and you get a dilemma: How do you ask the military to run a messy business and keep it clean?

That head-scratcher lies at the heart of Public Administration and Policy Professor Robert Durant's forthcoming book, *The Greening of the U.S. Military: Environmental Policy, National Security, and Organizational Change* (Georgetown University Press, 2007). Research for Durant's book spanned more than 100 interviews conducted over a decade within military and environmental organizations, as well as analysis of thousands of public and private documents related to pollution compliance, cleanup, natural resource and energy conservation, weapons demilitarization, pollution prevention, and environmental research and development. Durant's book breaks new ground in tracing the struggle to raise environmental consciousness and responsibility within the U.S. military since the Cold War's end and in understanding organizational change in public organizations.

Q Given the military's history on the environment, the research necessary for your book sounds daunting.

A Absolutely. No one has tackled this subject from a public administration or policy perspective, and I now know why! Getting one's arms around such a broad topic was really a challenge. It also didn't help that dur-



the post-Cold War era—the focus of my research.

Describe the perfect storm of circumstances that took place in the 1990s that gave the greening movement some momentum.

First came the fall of the Soviet Union. As the U.S.S.R. crumbled, so did the argument that military waste should be shrouded as a matter of national security. This led to legislation like the 1992 Federal Facilities Compliance Act, which was signed by the Bush administration. The act clarified that Congress intended the military to be subject to the same hazardous waste enforcement actions as private organizations.

You also had the election of Bill Clinton, and with his administration came the first long-term effort to try to get the military to go beyond compliance and become a leader on the environment within the federal government. By elevating the status of the environmental office within the Pentagon, as well as issuing executive orders requiring bases to consider environmental protection, natural resource conservation, and pollution prevention in their day-to-day operations, Clinton hiked up pressure on the military to go green.

Ironically, pressure also came from the military's own expansion and even urban development—normally a challenge rather than a boon for environmentalism. Training exercises with live explosives had always created air pollution and groundwater concerns for the military bases' civilian neighbors.

And so now there were suddenly even more neighbors.

Yes, plus throw into the mix bigger, faster, more lethal kinds of weaponry that require more land, more space for training our servicemen and women. So you had military bases expanding as urban areas were expanding, putting their operations in close proximity to each other. That's where the tensions and competition for land use really began to grow, and citizens were exposed to training

continued on page 2

SPA HAPPENINGS

MAY
9**Young Women Leaders Board
Graduation Ceremony**6:30-9:00 p.m. • National Press Club
Washington, DCMAY
12**PhD Student Research Day**
American UniversityJoin alumni, faculty, students, and friends to
learn about PhD candidate workMAY
13**Commencement**School of Public Affairs and Kogod
School of Business
4:30 p.m. • Bender ArenaJUN
15**AU/NTL Alumni Reception**
American University

FOR MORE INFORMATION

★ Heather Buckner

✉ hbuckner@american.edu

☎ 202.885.2661

<http://spa.american.edu/alumni>The Greening of the
Military

continued from page 1

noise, detritus, and pollution. Governors got involved. County governments got involved. Mayors got involved. So it wasn't just traditional environmentalists who were out there pushing this green agenda.

And globalization played a role.

As weapons contractors were increasingly asked to produce arms for joint operations in Europe and as the international environmental standards movement began picking up steam, raising U.S. military environmental standards became a business concern. Weapons contractors said, "Look we don't want to meet one set of standards for you and then another set of standards—which were tougher—for, say, Europe."

Even with all these pressures, you point out that the greening of the military throughout the 1990s was not smooth.

It was uneven, or as I put it, "halting, halfway, and patchworked." There was—and remains—a growing sense of environmental awareness within the armed forces, and the military is quick to point to its progress on the issue. The real impact, though, is tough to measure. It's the end of the Cold War. They're shutting a lot of military bases down, so they can claim a lot of emissions savings that they couldn't get so easily before. If you look at statistics, the progress was uneven. Compliance

with the Clean Water Act, for instance, still hovered at a low 58 percent in 1998, while compliance with the Toxic Substances Control Act reached 100 percent. I think it's safe to say that critics of the military understate how far it's come in the post-Cold War era, while the military overstates the extent to which a beyond-compliance ethic has developed. External pressure, combined with growing internal awareness of consequences, is still necessary.

Is protecting the environment while providing a strong national defense possible?

My book shows that the military used a variety of strategies and tactics to resist greening on anything but its own terms. But it's not necessarily always a case that the environmentalists are right and that the military is wrong in these disputes. These are really incredibly complex issues. If you're a base commander, you're dealing with 20 national and international statements, standards, or laws. You've got 10,000 pages of regulations.

Even if you acknowledge the presence of hazardous materials, you still have to decide how much time and effort to dedicate to cleaning them up, given that your core responsibility is defending the country. Say you have some buried unexploded ordnance. What's the probability it's going to be a problem? Can't you just fence it off until you can get more advanced technology to clean up that area more easily?

These are tough questions. The hardest questions to answer in public policy are not "good versus evil" questions, but questions involving how best to pursue two "goods." Greening the military is the epitome of the latter.

After the Clinton administration and in the wake of September 11, didn't priorities shift?

Yes, it was like the air went out of the balloon. President George W. Bush launched a multi-year effort to push Congress to pass the "Readiness and Range Preservation Initiative," which aimed at exempting the military from aspects of the Clean Air Act and other public health and environmental laws. Although it never passed in its entirety, the initiative eased the pressure on the military and helped shift focus within the Pentagon away from environmental protection. But some progress has also continued during the Bush administration in a variety of areas. I think it's best to say that the Bush administration was decidedly more skeptical of greening and more receptive to the military's argument that it threatened national security, and it acted to give them regulatory relief.

What lesson can we take from this episode?

The military still needs constant outside pressure to continue its greening effort. After eight years of the Clinton administration, you still didn't have an institutional sense that this beyond-compliance ethic was integral. You still need that stick in the closet, because without that pressure, what are they going to worry about? At the end of the day, it's whether or not they were successful militarily in Bosnia and Kosovo, or prevail in Iraq or Afghanistan, and you and I and most citizens aren't going to be concerned how they do it, just as long as they get it done. So without that external pressure, it's tough to keep them focused on the environment in their day-to-day operations.

The Greening of the U.S. Military is one of the first long, hard looks at this issue. What impact do you hope it will have?

In terms of practice, I hope it will raise the visibility of this issue. We're looking at spending anywhere from \$330 to \$750 billion just cleaning up the environmental contamination from the Cold War. . . . So let's take a look at how we can defend America without compromising public health, safety, and the environment. In terms of scholarship, I hope the book will encourage others to apply and develop the perspective I offer for understanding organizational change in national security agencies, as well as in public organizations more generally. ★

Also by Robert Durant

- ★ "A New Covenant Kept: Core Values, Presidential Communications, and the Paradox of the Clinton Presidency." *Presidential Studies Quarterly* (2006)
- ★ With Jerome S. Legge, Jr. "Wicked Problems; Public Policy, and Administrative Theory: Lessons from the GM Food Regulatory Arena." *Administration & Society* (2006)
- ★ Co-editor with Daniel J. Fiorino and Rosemary O'Leary *Environmental Governance Revisited: Challenges, Choices, and Opportunities* (MIT Press, 2004)
- ★ Co-author with Daniel J. Fiorino and Rosemary O'Leary *Managing for the Environment: Understanding the Legal, Organizational, and Policy Challenges* (Jossey-Bass, 1999)



Key Alumna Joins Key Faculty

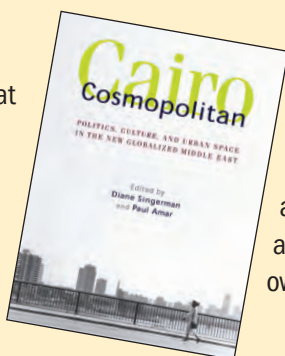
Gwendolyn Sykes, SPA/MPA '01, joins SPA's Key Executive Leadership Program faculty. Taking leave from NASA as Chief Financial Officer where her responsibilities include managing the organization's budget and financial operations, directing preparation and submission of annual financial and budgetary reports, and coordinating NASA's financial management activities with other federal agencies. One of Black Enterprise's "50 Most Powerful Women in Business," Sykes will take advantage of a program which allows government leaders to take a sabbatical or leave to work in a university or think tank.

Sykes credits the Key program with helping her move her career to the next level. "I was literally floundering as to what I wanted to do in the future, but I owe a lot to the Key program for opening my eyes about what leadership is about and for giving me insight into my own abilities. It takes a village to get here...."

BOOKS, PUBLICATIONS AND MEDIA

BOOKS

- Cairo is a vast city of great complexities and contradictions. In the new book co-edited by Associate Professor of Government **Diane Singerman** *Cairo*



Cosmopolitan: Politics, Culture, and Urban Space in the New Globalized Middle East (American University in Cairo Press, 2006), essays explore the ancient city of 16 million and the authoritarian regime that casts a shadow over the Egyptian capital.

- JLS Assistant Professor **Lynn Addington** co-edited a book of original research with James Lynch *Understanding Crime Statistics: Revisiting the Divergence of the NCVS and UCR*, (Cambridge University Press, 2007).

- Distinguished Professor **David Rosenbloom's** co-authored book *Constitutional Competence for Public Managers: Cases and Commentary* has been published in Chinese (Renmin University Press, Beijing, 2006).

ALUMNI OF NOTE

“I still remember the day my parents dropped me off at Letts—room T42.” Seventeen year-old **Regina Liang Muehlhauser** (BS/SPA’70) was “overwhelmed, excited.” AU was a big step for the Long Island high school student who discovered AU through her parents’ Methodist affiliation. “I loved the school. I applied, got in, and that was that!”

Born in Hong Kong, Reggie, as she is known, was the youngest of four daughters of Monte and Marie Liang. Her parents declared “‘We’re moving. We are going to America.’ They were very brave,” Muehlhauser recalls as she reflected on the commitment of her parents to provide their children with every opportunity.

As a political science major with a minor in Asian studies, she dove into campus life, staying in the dorms all four years. “That was AU in 1966 and I remember how few Asians there were.”

Her Washington experience fired aspirations for a career in government but a post-graduation trip to San Francisco resulted in a job offer at a top bank. Entry into one of Wells Fargo’s highly competitive corporate credit training programs was as good as an MBA. Her father dispelled her self-doubts:

“They are all going to have to take the same exam. Don’t act like you are any less.” She came out on top with the other candidates who had MBAs and degrees from leading business schools.

Her drive and love of the field of wholesale real estate finance lead to promotions in a time when women executives were the exception. Following 16 years with Wells, she moved to Bank of America. As an executive vice president, the CEO requested that she spearhead a new area— an initiative to transform the culture of the company with approximately 140,000 employees.

“You don’t say no to the CEO,” she points out.

From this area she took responsibility of managing a global wholesale business with operations in 35 countries and revenues in excess of five billion dollars.

As a woman in the field of global banking Muehlhauser again stood out. Women, she believes, have natural advantages in the business world. “We are the original multi-taskers and advocates of win-together situations.”

Like her husband, a corporate and investment banker who made good on his long-standing objective to retire at 55, Muehlhauser also stepped away to “enjoy and be involved” when she hit the same mark. Her retirement from leading an international team in 2005 provided an opportunity to spend time with her mother before she passed away earlier this year.

Regina Liang Muehlhauser

“Family never took a back seat for me”, Muehlhauser says. As a mother of two and step-mother of two, she is flattered that her own children followed her into financial services fields as well as into significant volunteer philanthropy.

She honors her parents’ memory and her respect for the school through an endowed scholarship at the School of Public Affairs in her parents’ names, Monte and Marie Liang Scholarship to benefit juniors and seniors in need of financial aid.

She owes her success to “the desire to achieve because of my parents’ sacrifices and the need to give back for all the opportunities I have been given. I would be interested to know how many students at AU are immigrants or first generation Americans.”

A San Franciscan since 1972, Reggie is a civic leader in the Bay Area. She is the president of On Lok Inc., an HMO focused on providing quality care for the for frail elderly citizens and has also served on the boards of the Golden Gate National Parks Conservancy, the San Francisco Symphony and other Bay area non profits including the James Irvine Foundation. “A great career should happen in tandem with giving back,” she says.

Muehlhauser has received numerous business and public service honors including being named one of the most influential women in the Bay Area and in 2003, recognized as among the “100 Most Influential People in Finance” in the United States.

Consistent with these involvements, Muehlhauser joined the university’s board of trustees in 2005 and continues helping other organizations while deepening her commitment to AU.

“AU will always have a special place in my heart for the people I met, the friends I made, and for broadening my perspectives in many ways.” ★



SPA HONORS

Once Again, AU Is a Top School for Presidential Management Fellows

The university ranked third in the nation with 37 graduate and law students selected for the federal government’s prestigious two-year program, which puts fellows on the fast track to high-level management positions. AU Fellows include four SPA students.

The number of finalists from AU is up from last year. This year, AU edged out Harvard, Columbia, Princeton, and George Washington University, which has 34 finalists. Altogether, there are 793 finalists. The PMF program was created in 1977 by President Jimmy Carter to attract to federal service top students from a variety of disciplines.

“I always wanted to work with children in some facet,” says Naomi Weisel, a public administration student who hopes to land a position in the Department of Health and Human Services’ child welfare division. “I love working on the policy end of things, so I’m looking forward to going into government service.” The other PMF’s from SPA are **Diane Quest, Telesforo Ramirez, and Brendan Shelley.**

AU Students Named Truman Scholars

SPA junior **JoAnna Smith**

(right with Interim President Neil Kerwin) is one of two AU students awarded the prestigious Harry S. Truman Foundation Scholarship, which provides \$30,000 for graduate studies in preparation for a career in public service. AU has produced 13 Truman scholars,

including six in the last seven years. Anna Carpenter, a junior in the College of Arts and Sciences and the School of International Service, has also been named a Truman Scholar.

Smith serves as a student wellness advocate for the Naked Truth and as an assault victim advocate for women. The Indiana native has also served as director of AU’s Women’s Initiative. In the summer after their senior year, Truman Scholars will intern with a nonprofit or federal government agency and meet with distinguished public servants, including Supreme Court justices and other elected officials. This is the first time since 1990 that AU has had two Truman scholars in one year.



SPA Professor Receives Top Public Administration Honor



Karen O’Connor, the Jonathan N. Helfat Distinguished Professor of Government and founder and director of SPA’s Women & Politics Institute, was awarded the 2007 Joan Fiss Bishop Award for contributions to the advancement of women in public administration. This national honor, given by the Section for Women in Public Administration of the American Society for Public Administration, was awarded at the ASPA’s annual conference in Washington D.C. O’ Connor is the author of more than 60 articles, books, and book chapters on American politics, women and politics, women and the law, and reproductive rights. She is also the coauthor of the most widely used college American government textbook. ASPA is the leading public service organization that advances the art, science, teaching, and practice of public and nonprofit administration.

PUBLICATIONS AND MEDIA

■ CCPS Director **James Thurber** joined the Editorial Advisory Board of *Campaigns & Elections* magazine, which includes leading authorities from across the political and public affairs spectrum. The board will help ensure that the magazine covers

the strategies, techniques, and personalities of modern politics. Other board members include John Zogby, Jeanne Shaheen, and Mary Matalin.

■ JLS Associate Professor **Jeffrey Schaler** was interviewed by Agence-France Presse

about American smoking regulations and policies.

■ Director of the Key Executive Leadership Programs **Robert Tobias** was quoted in the article “No Matter Who’s in Control, Performance Is the Goal,” in *Federal*

Times, in January.

■ In April’s online *American Prospect* **Dean William M. LeoGrande** and co-author Jim Lobe explore the reaction to House Speaker Nancy Pelosi’s recent trip to Syria.

NEW LEARNING EXPERIENCES AT SPA

SPA offers innovative short courses for those seeking to enhance their professional knowledge and skills. These courses are designed for professionals as well as graduate and law students. All courses are lead by SPA faculty.

New Graduate Certificate in Nonprofit Management

Refine your skills for this fast-growing sector with SPA's new nonprofit management certificate. This 18-credit interdisciplinary course of study is for those currently in or seeking careers in nonprofit or nongovernmental organizations. The certificate curriculum includes courses in management, communication, finance, human resources, development, nonprofit sector theories, law, governance, marketing, strategic planning, and other techniques. Applications are now being accepted. For more information, visit spa.american.edu.

European Public Affairs and Advocacy Institute

Held in Brussels, the heart of the EU, the European Public Affairs and Advocacy Institute is a seven-day intensive program on European advocacy and policies offered by Center for Congressional and Presidential Studies (CCPS). Well-known lobbyists, EU officials, academics, business executives, and journalists will cover a variety of policy topics, including trade, human rights, regulation, environmental policy, agriculture, the use of interest groups, lobbying in the EU, ethics,

and best practices. EPAAI is modeled on the recognized Public Affairs and Advocacy Institute and the Campaign Management Institute now in its 24th year. Credit and noncredit options are available. For more information, visit ccps.american.edu.

Election Study in Iowa 2008

A special two-week institute, The Iowa Caucuses and the Presidential Selection Process, will be offered by the Center for Congressional and Presidential Studies (CCPS) in January 2008. Like the CCPS Campaign Management Institute, the Iowa Caucus class will give students a strong theoretical and practical foundation in political campaign management both in Washington and in Iowa. During the institute's Washington, DC-based seminars, students will learn about the techniques, strategies, and tactics of presidential nominating campaigns, with a focus on the Iowa caucuses. In Iowa, students will visit campaign headquarters, discuss the logistics of the caucuses with state party officials, meet with reporters, and attend a caucus. Credit and noncredit options are available. For more information, visit ccps.american.edu. ★

Junior Faculty Recharge in Unique Program

Teaching and research are consuming responsibilities in the life a junior faculty member, a professor who has not yet achieved tenure. AU offers untenured faculty an opportunity to renew their creative and professional energies through the Junior Faculty Teaching Release Program.



Alison Jacknowitz

DPAP Assistant Professor

This spring I was a visiting scholar at the National Poverty Center, Gerald R. Ford School of Public Policy, University of Michigan. As a visiting scholar, I investigated the reasons why households postpone participation in the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) until after birth and why they exit after children are one year of age. Among recipients of public health insurance, I also examined whether parents'

work status and workplace characteristics influence their children's use of preventive health care. Both of these questions are important to answer to improve the health services provided to low-income children.

Doug Klusmeyer

JLS Assistant Professor

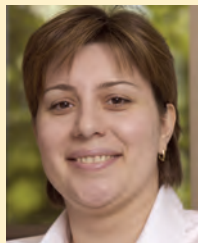
I will spend my leave working on a project comparing Hannah Arendt's approach to international politics with that of the realists Hans Morgenthau and George Kennan. Arendt was one of the 20th century's leading political theorists.



Anna Amirkanyan

DPAP Assistant Professor

Junior leave is a great opportunity to pursue primary data collection, a research activity that is hard to accomplish during a regular semester. This fall, I'll interview state and local contract managers to determine whether collaborative performance measurement can improve the effectiveness of contract implementation. I will also study how public agencies and their non-profit and for-profit contractors mutually adapt their priorities, practices, and target populations in response to various economic and political pressures.



The Best Places to Work IN THE FEDERAL GOVERNMENT 2007



Visit bestplacetowork.org

Learn what federal agencies are the best in class!
The academy awards for the Feds, given by SPA's ISPP and the Partnership for Public Service, are based on new employee rankings.



Walker Joins Roger W. Jones Award Committee

Comptroller General of the United States **David M. Walker** joins the selection committee of SPA's Roger W. Jones Award for Executive Leadership. Now in its 30th year, this national award is given annually to two federal career executives who have demonstrated superior leadership in achieving their agency's mission and in providing for the continuity of government by developing other managers. Awardees are honored in a ceremony and receive a \$2,500 cash prize.

Award nominations, reviewed by a panel of leading federal executives chaired by former Comptroller General of the United States **Charles Bowsher**, will be accepted until June 29, 2007. For more information visit spa.american.edu

SPA Panel Explores Postal Reform

In a March conference, U.S. Postmaster General **Jack Potter** explained the impact of upcoming changes to the U.S. Postal Service, the first major changes to the service in 35 years, in a March conference.



To download a podcast of the panel, which was supported by Pitney Bowes, visit spa.american.edu



DID YOU KNOW

- ★ SPA faculty provide frequent testimony to Congress. In the past year, SPA faculty members **Karen O'Connor**, **Beryl Radin**, **James Thurber**, and **Robert Tobias** have provided expert testimony on oversight, ethics, and other issues.
- ★ The Women & Politics Institute's Campaign College is one of the first programs in the nation to provide training to students interested in taking a leadership role on campus.
- ★ The Key Executive Leadership Program has a new Web site. Take a moment to visit and see what the latest Key MPA cohort is learning: key.spa.edu

SPRING 2007

update

Published three times a year by the American University's School of Public Affairs

William M. LeoGrande
Dean

Jacqueline McLaughlin Linde
Assistant Dean—Marketing,
Admissions and Outreach

Margaret A. Weekes
Associate Dean—Academic
Affairs

Jacqueline Corbett
Director of Communications

Gamze Zeytinci
Assistant Dean—Budget and
Administration

On the cover: The Jefferson Memorial designed by John Russell Pope. (GETTY IMAGES)

www.spa.american.edu
202.885.2940

Editor: Jacqueline Corbett. Some material has been adapted from the *American Weekly*.

On the cover: Photos courtesy of Jeff Watts/American University, Bill Petros