

School of Public Affairs



S·P·A·update

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CHRISTINA ARNOLD AND HER PASSION

Christina Arnold, 29, was born in India, the daughter of expatriate Americans. She spent the first 21 years of her life in South and Southeast Asia, where she encountered exploited children on a daily basis. Arnold remembers as a child being on the beach in Sri Lanka with her family where she observed foreign men, many of them European, with young Sri Lankan boys, clearly not their sons. “It was during the 1980s when sex tours were quite common,” says Arnold. “I didn’t understand why it happened or why children were exploited like that, but the images burned into my head.”

It was that experience that led Arnold (BA/SPA/2004) to become an advocate and activist on behalf of persons exploited due to poor economic conditions and organized crime. Many of these people are known today as trafficked persons. In 1999, she founded Project Hope International (PHI). Through this non-profit organization, she mobilizes support for many grassroots anti-trafficking organizations and facilitates the communication of accurate information on best practices in anti-trafficking between U.S. policy makers, NGO's, diplomats, and funding agencies. She has been invited to the White House, lectured internationally at conferences, think tanks and universities, published articles, and organized awareness raising events.



Christina Arnold, second from left, meeting with children in Thailand.



In Cambodia, Arnold observed children, such as this boy, scavenging in a garbage dump for items to sell. Photos this page courtesy of PHI.

In 2003, while in her junior year at AU, Christina Arnold (BA/SPA/2004) was recognized for her humanitarian efforts when she won a Truman Scholarship. The prestigious award is given to juniors with exceptional leadership potential who are planning a career in public service. Paula Warrick, American University's director of the Office of Merit Awards, met Arnold early in the application process and was very impressed.

“Christina is tenacious, pragmatic, goal-oriented, and engaged in social issues in a way someone her age would not normally be,” says Warrick. “The Truman Scholarship is tremendously competitive, but the nature of the scholarship matches the nature of our student body.” Candidates must

(See Arnold page 3)

THE DISTINGUISHED BERNIE ROSS

In the mid-1950s, Bernard “Bernie” Ross was fresh out of the Wharton School with a bachelor’s degree in economics. After a stint in the Navy, he was recruited for a corporate executive training program at Lightolier, a lighting fixture manufacturer in New York City. This seemed a natural progression as Ross’ father was a prominent retail executive in New York and Ross grew up expecting to follow in his father’s footsteps.

Eventually, after six years on the job, he joined another company that manufactured slide projectors. His main job was pursuing a large contract with Sears. Many trips back and forth to Chicago finally produced a \$1 million contract. It was then that Ross had an epiphany: he realized he didn’t care. He was thirty years old and he decided the business world was not for him.

Instead, Ross went back to school, and in three years earned both his master’s degree and doctorate from New York University. He studied political philosophers Thomas Hobbs and T.H. Green, constitutional law, and found his true calling. In 1967, he joined AU’s faculty as an assistant professor. The world of lighting fixtures and slide projectors may have lost a top sales executive, but AU students got a first-rate teacher.

“I loved every minute of it,” says Ross. “In 38 years I never walked into a class unprepared. I wanted my course to be the best of the students’ week.”

Professor Ross was public administration



Dr. and Mrs. Ross – Marlene and Bernie at his retirement party, November 13, 2004. Photo by Hilary Schwab for AU.

department chair for 15 years and takes great satisfaction in the national ranking of the department’s program during his tenure. He has also achieved prominence as a scholar. His most recent published works include *Urban Politics* (with Myron Levine) and *How Washington Works: An Executive’s Guide to Government* (with Neil Kerwin and Lee Fritschler.) He is a National Academy of Public

Administration Fellow, a member of the American Society for Public Administration, and a recipient of the SPA Award for Outstanding Teaching.

Professor Ross recently retired after 38 years of distinguished service on the SPA faculty. In his honor, a scholarship fund has been established. The Dr. Bernard H. Ross Public Administration Scholarship will be given to a deserving graduate student pursuing a master’s in public administration or public policy. The goal is to raise at least \$50,000 to endow the award.

At Ross’s retirement party last November, Provost Neil Kerwin paid tribute to his long-time friend, mentor, and colleague.

“Bernie’s career is one that those of us in his generation hold in the highest regard. It’s a career that beautifully balanced important scholarship, gifted teaching and tireless service, a career that effectively brought the best of what the academic field of public administration has to offer to the service of those in the public sector, and to those who work in other government sectors.”

DINNER WITH FRANCES FRAGOS TOWNSEND

SPA alumna Frances Fragos Townsend was the guest speaker at the School’s February Dinner and Discussion program. The 1982 political science graduate spoke about her career and path to her current White House appointment as Special Assistant to the President and Homeland Security Advisor. Ms. Townsend chairs the Homeland Security Council and reports to the President on homeland security policy and combating terrorism matters.

She came to the White House from the U.S. Coast Guard where she served as Assistant Commandant for Intelligence. Prior to that she spent 13 years at the Justice Department in



Frances Fragos Townsend

senior positions, mostly on intelligence matters. Her last assignment was as Counsel to the Attorney General for Intelligence Policy.

Ms. Fragos Townsend received her J.D. from the University of San Diego School of Law in 1984 and

began her prosecutorial career in 1985 as an Assistant District Attorney in Brooklyn, New York before moving to the U.S. Attorney’s Office for the Southern District of New York.

(Arnold from page 1)

present examples of demonstrated leadership, a commitment to public service, and academic excellence.

The Truman Scholarship provides \$30,000 of which \$3,000 may be used for the student's senior year tuition with the remaining \$27,000 to be used for graduate study. Arnold plans to go to law school in a couple of years to further assist trafficked persons, but first wants to make sure that Project Hope International is on solid footing and sustainable as a dynamic consulting group..

In the meantime, this summer when she goes to Thailand, Arnold will be accompanied by SIS professor Julie Mertus and 16 graduate students who will be studying and interning with organizations involved with anti-trafficking and tsunami relief.

Locally, within the coming year, PHI will open a transitional housing unit, to serve the unmet housing needs of victims of trafficking in the greater Washington, D.C. area, in collaboration with local NGO's.

"Christina has the will to succeed," says



Christina Arnold with her daughter Cheryl. Photo by Jeff Watts for AU

Warrick. "She's inspired by the children she's met at orphanages and in shelters."

Arnold is clearly grateful for the mentoring and support she and Project Hope International continue to receive from American University. Last fall the University provided her with office space for PHI on the

Tenley campus that she'll be able to use well into 2006. "AU has been absolutely incredible. A lot of universities have catchy mantras, but AU's 'ideas into action, action into service' is very real and means commitment to public service."

To find out more about Project Hope International, please visit www.phi-ngo.org, contact Christina Arnold at christina@phi-ngo.org or call (202) 330-2800.

NEW DEPARTMENT CHAIR

Candice Nelson has been appointed the new chair of the government department at the School of Public Affairs. She takes on her new responsibilities in June, when she succeeds Saul Newman who is going on sabbatical. (The post rotates every three years among senior faculty.)

Nelson, an associate professor of government, will remain academic director of the Campaign Management Institute in addition to her new responsibilities.

Nelson joined the AU faculty in 1990 after stints at the Brookings Institution and on Capitol Hill. She is currently finishing a book called *Current Diagnosis: The Health of American Campaigning*. The research for the book was funded by The Pew Charitable Trusts

and includes surveys of consultants, party elites voters, and others. Her co-author is David Dulio, an AU Ph.D and professor at Oakland University in Michigan. She is also the co-author of *The Money Chase: Congressional Campaign Finance Reform* and *The Myth of the Independent Voter*, and co-editor of *Campaigns and Elections American Style*, *Campaign Warriors: Political Consultants in Elections*, and *Crowded Airwaves: Campaign Advertising in Elections*, as well as numerous other articles and books.

Candice Nelson is a graduate of Wheaton College in Norton, Massachusetts and received her Ph.D from the University of California at Berkeley.

SCHOLAR-IN-RESIDENCE

Maureen McTeer, a former first lady of Canada and an internationally renowned legal expert on surrogacy and genetic ethics, is completing a distinguished scholar-in-residence semester at SPA's Women and Politics Institute.

McTeer is a lawyer and the author of four best-selling books. She currently serves as a member of the Clinical Ethics Committee at the Ottawa Heart Institute and is a member of

the McMaster University's Sex/Gender and Cardiovascular Disease Research Advisory Board. During the spring 2005 semester, McTeer has taught "The Politics of Reproductive Technologies and Genetics" and "The Politics of Equal Rights for Women: Comparing the U.S. and Canada."

Her husband, Joe Clark, was prime minister of Canada from 1979 to 1980.

LEARNING BY TAKING ACTION

Cohort by cohort, class by class, Professor Robert Kramer is making a difference in the way senior public servants manage organizations, think through difficult problems, and grow future leaders. As director of both the Key Executive and AU/OPM master of public administration programs, Kramer has infused this model, called “action learning,” into the curriculum. Last year, in recognition of this core change, the American Society of Public Administration presented SPA with the 2004 Curriculum Innovation Award.

Action learning involves a senior manager building a small group to tackle a real organizational problem in real time and learning from the process. Learning about oneself is as important as solving the problem says Kramer. “In action learning, group members use collective inquiry to question their own mindsets as well as the taken-for-granted assumptions of the organizational culture. Members learn how to learn. The word ‘action’ refers to changes to be implemented in the organization, while the word ‘learning’ refers to changes that take place in the mindset, assumptions and beliefs of group members.”

The action learning model has been widely used in the private sector by such corporations as IBM, Motorola, AT&T, Boeing, and Deutsche Bank. Former General Electric chairman Jack Welch called it “the workout.” GE started using it more than 10 years ago and credits this leadership model with the company’s extraordinary success in the ‘90s.

Carmen C. Eldridge works for the Missile Defense Agency providing program and



Robert Kramer

budget analysis to the Deputy Director, Ballistic Missile Defense Integration. She received her master’s of public administration degree through the AU/OPM program in 2004. Her cohort was the first to use the

action learning project as a comprehensive exam.

“It was the best experience I’ve ever had academically. Both action learning and the program are thought-provoking and open up ways of thinking.”

Eldridge says she found action learning to be more than a model. It can be used in multiple forums. The power is in the questions.

“Questions provide a nurturing environment, so you can learn instead of jumping to find a solution. You’re enabled to explore, talk, and challenge basic assumptions. How do you mine the best possible information for the best possible solution?”

Before joining the SPA faculty in 2000, Professor Kramer served in government for more than 25 years, including a stint on Vice President Gore’s task force to reinvent government.

“This is the most exhilarating and exciting work I’ve ever done,” Kramer says of the executive programs. “My dream is that our managers will transform government by becoming learning leaders who have the intellectual capacity and emotional intelligence to help grow other leaders throughout the organization.”

JANE R. GLASER SCHOLARSHIP FUND



Patricia Glaser

Patricia Glaser (SPA/BA/1969) recently visited American University to speak with students about the newly established Jane R. Glaser Scholarship Fund in the School of Public

Affairs. Glaser, a partner with the law firm of Christensen, Miller, Fink, Jacobs, Glaser, Weil & Shapiro in Los Angeles, created the fund in 2001 with her husband, Samuel Mudie, to give SPA students the opportunity to study abroad at Hebrew University in Israel. She is on the National Board of Directors of the American Friends of Hebrew University and considers her and her husband’s relationship to Hebrew University and a number of its graduates to be life-shaping. The fund honors her late mother, Jane R. Glaser.

Before her death in 2004, Jane Glaser had been the director of the Office of Museum Programs for the Smithsonian Institution, an author of books and articles about museums, a leader in volunteer organizations, and a consultant and advisor who traveled the world to promote the important role of museums. In the spirit of her mother’s work, which extended knowledge and guidance to countries around the globe, the Jane R. Glaser Scholarship Fund helps current SPA students travel to Israel to learn more about the world. The scholarship is applied to at least one semester of study abroad at Hebrew University. Income from the fund (approximately \$2,500) is awarded each year to a different student. Application deadlines are May 15 and December 15. For more information, please contact SPA development director Jenine Rabin at (202) 885-3968 or at rabin@american.edu



Dear friends,

As the academic year is coming to a close, we can look back on a tremendously successful twelve months. We've just received word that 42

American University students – nine from SPA – have been named Presidential Management Fellowship finalists. That's more finalists than any other university in the United States. The program, offered through the Office of Personnel Management, is designed to attract highly qualified people into federal service by providing them a fast-track to career advancement. Finalist status means students are eligible to begin professional employment at selected federal agencies. Congratulations to the winners.

This year we've also made good progress on our way to reaching our goal of \$5 million in the "AnewAU" campaign. We've achieved the highest level of donor participation in the School of Public Affairs' history, and nearly doubled the total contributions from alumni and friends.

You may wonder how we spend the money. We invest in a variety of academic enhancements that make a difference for our students, faculty, and the SPA community at-large.

Fellowships and scholarships are a big part of it. Endowed scholarship funds are being raised for the Center for Congressional and Presidential Studies, the AU/NTL program, the Key and AU/OPM Executive programs, and for undergraduate and graduate students. Many donors have already responded with their generosity to specific funds (you'll read more about the Jane R. Glaser and the Bernard Ross scholarships elsewhere in this issue). In addition to the many named scholarships available to SPA students, we also offer "Alumni Fellowships" funded directly from annual gifts.

SPA funds enable us to launch new ventures, such as the Women and Politics Institute. Additionally, gifts are supporting scholarly conferences and colloquia, summer research funds for junior faculty and supplemental funds for faculty research, distinguished adjuncts, journal publications, the SPA Leadership Program, technology enhancements, and many other projects. Thank you for all that you have done to support the School and for all that you will consider in the future.

With warm regards,

William M. LeoGrande
Dean

UPCOMING 2005 EVENTS

April 8 – Key Executive and AU/OPM Alumni Reception featuring Don Zauderer. "Leading with Character," 5 – 7 p.m., U.S. Postal Service Headquarters.

April 14 – Professional Development Series for Young Alumni and SPA Graduate Students, "Consulting: Public Interest Careers in Private and Nonprofit Organizations," 6 – 8 p.m., Mary Graydon Center, Room 4. Space Limited.

April 15 – SPA Advisory Council Meeting

April 18 – Women and Politics Institute hosts a book signing with Senator Kay Bailey Hutchison (R-Texas), author of *Spirited Women Who Shaped Our Country*, 6:30 p.m.

May 5 – Wine and Cheese Reception for new and current SPA grad students

May 10 – Annual Congressional Reception, 6 – 8 p.m., U.S. Capitol, Mansfield Room, \$25 per person.

All events are on the main AU campus unless otherwise indicated. For further event details and registration go to <http://spa.american.edu/calendar.php> and click on the SPA Alumni Calendar of Events, or contact Heather Vazquez at (202) 885-2942

RECOMMENDED READING FROM SAUL NEWMAN

* Professor, Government, AU

* Born: New York, N.Y.

* Age: 43

* Degrees: B.A., Columbia, 1982;

* M.A., Princeton, 1984; Ph.D., Princeton, 1989

Favorite inspirational phrase: "If I am not for myself, who will be for me? And if I am for myself, what am I? And if not now, when?" Hillel, *Ethics of the Fathers*, Chapter 1, Verse 14.

Most admired secular figure: Isaac Newton. He captured and simplified the complexity of the physical universe with a few elegant formulas.

Most admired religious figure: Ezra the Scribe. He was responsible for the political, religious, cultural, economic and spiritual rebirth of a nation.

Recommended books:

Jared Diamond, *Guns, Germs and Steel: The Fates of Human Societies* (W.W. Norton and Co., 1997). Diamond explains how the development of settled agriculture influenced the rise and fall of civilizations.

Barrington Moore, *Social Origins of Dictatorship and Democracy: Lord and Peasant in the Making of the Modern World* (Beacon Press, 1966). Still the classic explanation of how the collapse of feudalism led to the democratic, communist and fascist paths to modernity.

Joel Migdal, *Strong Societies and Weak States* (Princeton University Press, 1988). This book explains why the biggest political problem in the world may not be oppressive government but weak government.

Stephen Jay Gould, *The Mismeasure of Man* (W.W. Norton and Co., 1981). A book about the study of intelligence, but a book that is so much more. The best work for wrestling with the problems of establishing "scientific" social science.



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Dean
William M. LeoGrande

Director of Development
Jenine Rabin

Writer/Editor
Laura Forman

Assistant Director of
Development
Heather F. Vazquez



AMERICAN UNIVERSITY

W A S H I N G T O N , D C

School of Public Affairs

American University

4400 Massachusetts Avenue, NW

Washington, DC 20016-8022



Professor James Thurber celebrates at the twenty-fifth anniversary event for the Center for Congressional and Presidential Studies, held in the Mansfield Room in the U.S. Capitol, November, 2004.

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