

## Leading Change with AU/NTL Katherine Farquhar Becomes Program's Director

**Katherine Farquhar** has been named director of AU/NTL, the nationally prominent program for the education of organization development practitioners and organizational leaders. **Robert J. Marshak** (Ph.D./SPA/1977) has been appointed scholar-in-residence with the program.

The AU/NTL program is a partnership between SPA and the NTL Institute, an organization dedicated to advancing the field of applied behavioral sciences and to developing change agents for effective leadership. Through this partnership, SPA offers the M.S. in Organization Development (MSOD) degree—a program that gives students a solid theoretical and experiential foundation for entering and developing in this increasingly critical field of organizational development and change.

Katherine Farquhar, an associate professor at SPA since 1989, is a member of NTL. Farquhar has a Ph.D. in social psychology from Boston University, where she studied with Robert Chin, a pioneer in organization development. She also has an M.A. from Harvard University, and a B.A. from Wellesley College. Her research focuses on leadership transitions and non-routine executive departures in nonprofit, educational, and religious organizations.

Robert J. Marshak is among the most respected scholars in the field of organization development. He is also an NTL member and has taught in the AU/NTL program since its inception in 1980. He is a prolific writer and theorist. His forthcoming book, *Covert Processes at Work: Managing the Five Hidden Dimensions of Organizational Change* (Berrett-Koehler), will be published this year. He holds a B.A. from Duke University and an M.P.A. and Ph.D. in public administration from SPA. He is the recipient of the OD Network's Lifetime Achievement Award, given for outstanding contributions to the theory and practice of organization development.

**Tim Lannan** (MSOD/SPA/2002) hosted AU/NTL alumni, faculty and friends at his New York home in April. In addition to discussing trends in the field of OD and news from the AU/NTL program Farquhar provided updates on the Morley Segal and Edith Whitfield Seashore Fellowship. Established in 2005, the fellowship funded three scholarships this year. The awardees are **Enju Lee**, Brooklyn, N.Y. (MSOD/SPA/2007); **Julie Myers**, Washington, D.C., (MSOD/SPA/2006); and **Judit Revesz**, Rockway, N.J. (MSOD/SPA/2008). Pictured below are **Dora Graye** (MSOD/SPA/1999), AU/NTL Alumni Association President **Ka Flewellen** (MSOD/SPA/2000), and **Deborah Howard** (MSOD/SPA/1999).



## Dress Rehearsal for Life

### SPA's Leadership Program Comes of Age

Six Teach for America finalists, three Truman Nominees, one Peace Corps volunteer, one each accepted to graduate programs at Harvard, Princeton, and Syracuse. All these notes of achievement come from one cohort of students. The Leadership Program—SPA's competitive undergraduate program that builds character and commitment—has come of age.

The program, which regularly accepts 30 freshmen each year, provides a hands-on approach to learning leadership. Starting in their freshman year, students develop service projects in which they collaborate with local organizations to help serve the community. Students also learn about the history of leadership, conflict resolution, negotiation—and about each other. As seniors, they have fine-tuned their presentation and public speaking skills in addition to forging a strong sense of professional ethics.

"It's a dress rehearsal for life," Leadership Program Director **Sarah Stiles** explained. "You want to get it right, but there's room for making mistakes."

Leadership program alumni confirm that the bonds formed through the program are unique.

"We all come to AU with different hopes and aspirations, and the Leadership Program is a way to stay connected and engaged with other students who shared in the notion that giving back on and off campus was part of the learning experience," said **Ken Biberaj** (BA/SPA/2002).

After leaving AU, Biberaj completed a master's degree in public policy at

Harvard's John F. Kennedy School of Government. He worked in former President Bill Clinton's Harlem, N.Y., office and on Sen. John Kerry's 2004 presidential campaign before becoming director of investment sales for Broadway West Enterprises, Ltd., a commercial real estate company in Manhattan.

"I felt that the strength of the program gave me, as an alumnus, a special bond with SPA," Biberaj said.

First-year Stanford law student **Samantha Brown** (BA/SPA/2003) said the program has given her more confidence in her abilities. After graduation, Brown spent a year in Beijing, studying Chinese and teaching English.

"The internship and community service project provide experience I can point to and draw from....You want more than your GPA to show for all the time you spend at school, and the program was a great way to infuse my education with a backdrop of real accomplishments," Brown said.

A weekend conference on leadership for students from local universities is being planned for next year.

Meanwhile, Leadership Program graduates make up an exceptionally dedicated group of networkers.

"Alums from the program regularly send me the inside scoop on job and internship opportunities," Stiles said. "These have proved to be life-changing opportunities for students." ★

## SPA PHILANTHROPY

### Hebrew University Scholarship Established for SPA Students

The School of Public Affairs recently received a gift to establish the Jane R. Glaser Scholarship Fund to provide financial support to an SPA undergraduate student. **Jeremy Rovinsky**, BA/SPA/2007, is the first recipient of the scholarship.

The scholarship will be awarded twice annually, for the fall and spring semesters, to a student who plans to study abroad at Hebrew University, located in Jerusalem. The purpose of the scholarship is to allow deserving SPA students to enhance their knowledge of world affairs by studying and living in this critical area.

"When I wake up in the morning, on my walk from my dorm to class, I see the Dome of the Rock and often I can't believe that I am really here," said

Rovinsky, who is currently studying at Hebrew University.

Established through the generosity of **Patricia L. Glaser**, BA/SPA/1969, and her husband Samuel H. Mudie, the scholarship honors Glaser's late mother, Jane R. Glaser. As an AU alumna and a member of the National Board of Directors of the American Friends of Hebrew University, Glaser created the scholarship so that she could share the unique history of Hebrew University with future leaders from AU and restore the study abroad relationship with the university.

For more information on scholarships or the School of Public Affairs, please visit the following links: [www.american.edu/aneau/scholarships.cfm](http://www.american.edu/aneau/scholarships.cfm), [www.spa.american.edu](http://www.spa.american.edu) ★

Do you want to help guarantee SPA's standing as a top public affairs program? For more information on planned giving, contact **Jenine Rabin** (202-885-3968, [rabin@american.edu](mailto:rabin@american.edu)) or **Seth Speyer** (202-885-5914, [speyer@american.edu](mailto:speyer@american.edu)).



**TAKING THE LEAD:** **Judy Meritz** (BS/SPA/1975), pictured here with her husband **Larry Meritz** (BA/SPA/1975), has become president of the SPA Alumni Chapter of Washington. The DC chapter works to provide network, internship and job opportunities for SPA students and alumni. The chapter also hosts work groups based on student interest and alumni employment areas: government relations; federal, state, and local government; and the nonprofit sector. Please contact Jenine Rabin at 202-885-3968 or by email at [rabin@american.edu](mailto:rabin@american.edu) for more information.



On a recent trip to Miami to visit with area SPA alumni, Dean **William M. LeoGrande** was presented with a key to the city of Miami Beach by Mayor **David Dermer** (BA/SPA/1983). Florida has one of SPA's highest alumni residence concentrations, following the DC area, New York, Philadelphia, and Boston.

### In Memoriam

Dean Emeritus **Earl H. DeLong**, 97, passed away in March. He served as dean at AU from 1963 until his retirement in 1972. Dr. DeLong led the then-named School of Government and Public Administration during the years in which it grew into one of the leading programs of its kind in the nation. Dr. DeLong received a doctorate from Northwestern University in 1933 where he began his career as a member of the political science faculty. He joined the U.S. Civil Service Commission in 1941 before serving in the Marine Corps during World War II. His career also included service at the Veterans Administration, the Office of the Secretary of Defense, and the Central Intelligence Agency's Office of Clandestine Services and Special Operations Research Office.

SPRING 2006

## 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

**Jenine Rabin**  
Director of Development

**Laura L. Murray**  
Assistant Dean—Budget and  
Administration

**Jacqueline Corbett**  
Director of Communications

On the cover: Pediment of the National Archives (GETTY IMAGES)  
[www.spa.american.edu](http://www.spa.american.edu)  
202.885.2940

Writers: Jacqueline Corbett, Sean Miller. Some material has been adapted from the American Weekly.  
Photos courtesy of Anne Doyle, J. Brett, Mark Parker, J. Rovinsky, Hilary Schwab Shapiro, Jeff Watts/American University.



SCHOOL of PUBLIC AFFAIRS  
AMERICAN UNIVERSITY ★ WASHINGTON, D.C.

SPRING 2006

## update



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A new AU

## Lobbying For Reform: Obama Keynotes SPA Panel

Lobbying reform has been the center of activity in Washington, the city that is home to the industry; and the School of Public Affairs, in turn, is at the center of the debate. SPA's Center for Congressional and Presidential Studies (CCPS), under the leadership of **James Thurber**, recently convened a panel of experts and leaders including Sen. Barack Obama, the Democrats' point man on the issue.

Thurber, a distinguished professor of government at SPA, is a renowned expert on lobbying and the political process. CCPS's Public Affairs and Advocacy Institute has been training lobbyists for 14 years, and Thurber himself teaches a course on lobbying and ethics. His expertise enables him to evaluate the mistakes of the past and analyze the myriad proposed reform measures now circulating through the halls of Congress.

"Every generation that comes

along seems to distrust Congress more and more. We need to have more transparency and have people start to trust the process," Thurber said. "We have a fragile democracy, and if you dissipate trust in democracy, it's very hard then for the institution to implement policy and have it accepted. Most Americans think Congress is corrupt, that lobbyists are corrupt. They don't think of it as First Amendment rights, and that's bad."

"It undermines democracy, and I don't think there's anything bigger than that."

What emerged from the panel held at the National Press Club in January was a consensus that America's political system is now broken, and significant change is necessary to begin freeing it from the stranglehold of those with money, power, and inside access.

"I believe a serious conversation about reform would be one that would be good for this



Sen. Barack Obama (D-Ill.) with SPA Distinguished Professor James Thurber at CCPS's Lobbying Reform Summit.

town to have in the coming months," said Obama, the freshman senator from Illinois. "Instead of meeting with lobbyists, we should meet with the 45 million Americans without health care. All these people do to influence the process is cast their vote. In our democracy, it's all they should have to do."

Both parties have introduced

bills that would tighten some of the current rules on lobbying—which often go unenforced. In the coming months, banning privately funded travel for legislators and barring lobbyists from paying for members' or staffers' meals will be debated.

"It should be said up front that trips by lawmakers are a

Lobbying, page 3



### LEADING BY EXAMPLE: Susie Kay

(BA/SPA/1986) shared stories, struggles, and successes of founding the nonprofit Hoop Dreams Scholarship Fund with SPA graduate students at the February Professional Development Series. Since 1996, Kay's work has brought nearly 1,000 DC public high school students closer to college and career success through scholarships, SAT

prep, and mentoring relationships with dedicated professionals while building bridges between diverse communities in the Washington region. Other alumni participating in the Professional Development Series included **Alan Mertz** (MA/SPA/1980), president of the American Clinical Laboratory Association, and **Don Bathurst** (MPA/SPA/1990), chief administrative officer of the Department of Homeland Security.

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SPA HAPPENINGS

**APRIL 17** **Ceasefire on Health Care:** CCPS presents former HHS secretaries Donna Shalala and Tommy Thompson in a forum moderated by former senator John Breaux.

**APRIL 21** **Freshman Day**  
**SPA Advisory Council Meeting**

**APRIL 27** **SHAPE Carmen Group's Policy Forum: Potential for Division: The Stem Cell Debate**  
8:15pm • Ward Circle Building

**MAY 2** **SPA Government Relations Breakfast**  
Cosmos Club

**MAY 3** **Key Executive Leadership Program Alumni Event**  
David Pegram (MPA/SPA/2001), Key 25  
6:00-8:00 p.m. • Mary Graydon Center

**MAY 12** **The Morley Segal and Edith Whitfield Seashore Fellowship Award Ceremony**  
5:30-7:00pm • SIS Lounge

**MAY 14** **SPA Commencement**  
4:30 p.m. • Bender Arena  
Paul Volker, Speaker

**JUNE 13** **Congressional Oversight Conference-CCPS**  
U.S. Comptroller General David Walker

FOR MORE INFORMATION

★ Jenine Rabin  
✉ rabin@american.edu  
☎ 202.885.3968  
http://spa.american.edu/alumni

The **SPA Capitol Hill Alumni Association** keeps alumni connected through events on the Hill and elsewhere. Members include **Rob Engel** (BA/SPA/1982, MPA/SPA/2004), executive director, Committee for an Effective Congress; **Will Stone** (BA/SPA/1985), executive vice president, Advocacy Inc.; **Sarah Simmons** (BA/SPA/1995, MA/SPA/1997), consultant for Gov. Schwarzenegger's reelection campaign; **Eric Eikenberg** (BA/SPA/1999), chief of staff, Rep. E. Clay Shaw, Jr.; **Tom Dower** (BA/SPA/1996), legislative director for Sen. Arlen Specter; **Joan Woodward** (BA/SPA/1986, MAP/SPA/1995), vice president, Global Markets Institute, Goldman Sachs; and **Keith Pemrick** (BA/SPA/2000), legislative director for Rep. Tim Holden.

BOOKS, PUBLICATIONS AND MEDIA

BOOKS

■ The prevailing notion that the best government is achieved through principles of business practices is hardly new. This “gospel of efficiency” was challenged by scholar Dwight Waldo in 1948 in his pioneering book, *The Administrative State*. Asking, “efficiency for what?” Waldo



warned that public administrative efficiency must be backed by a framework of consciously held democratic values. Based on an SPA conference on Waldo's legacy, DPAP Professors **David H. Rosenbloom** and **Howard E. McCurdy** have collected the wisdom of their distinguished peers in *Revisiting Waldo's Administrative State: Constancy and Change in Public Administration* (Georgetown University Press, June 2006). The book

explores public administration's big ideas and issues and questions the success of contemporary efforts to “reinvent government.” Taking Waldo's ideas as a starting point, Rosenbloom and McCurdy revisit and update his key concepts and consider their applicability for today.

MEDIA

■ Dean **William M. LeoGrande's** op-ed in the *Miami Herald* addressed the U.S. ban on travel

demographic shifts. There will be a huge number of people retiring. SPA trains people for leadership in the federal government; this is a part of our mission. The fact that AU is number one with the Presidential Management Fellows is great. But top students are now considering state and local governments and nonprofits. The feds have competition.

Is there a really well-run agency?

Ten years ago, you would have said FEMA. The Centers for Disease Control was a leading example for a while, but they seem to be under a lot of pressure now. It's so volatile. A lot of it is the accident of history. There may be a particularly good time for an issue, an agency, or a very good manager. Most would say that a good agency is one that has heroic leadership. I don't think that's the case. It's the quiet, mid-level, career people who are doing a good job. And they are under all kinds of pressure.

Including the performance movement.

Right. We have become obsessed with counting things. It's not just management. A few examples: No Child Left Behind and health care. Even foundations are putting these metrics in place—often inappropriately. It's driving compliance and driving out other important work. It's often difficult to measure outcomes. Many agencies are “coping organizations.” They find it difficult to measure either outcomes or outputs.

And there is a lot of gaming going on, such as teachers teaching to the test. People in government agencies adopt a compliance attitude that doesn't really touch the substance of their work.

Are there bright spots?

Career people try to keep programs going and do a good job. They need to be respected. Congress is getting more sensitive to this issue. Jim Thurber of CCPS and I are working on an upcoming conference on congressional oversight. There seems to be an indication that members of Congress are deciding they can stand up to the White House. There are questions being raised about NSA, Medicare Part D, FEMA, and generally questions about the war. Congress is being more assertive than a year ago. Congress is exerting its institutional stance rather than a political one. ★

ALUMNI OF NOTE

**James “Jim” Brett** (BA/SPA/1973) launched his political career from his McDowell dorm room. He was only running for freshman class president of the Alpha Epsilon Pi fraternity, but it helped him prepare for things to come.

“I really started building my organization there,” Brett recalls, adding he was lucky to find a roommate who shared his passion for politics.

Brett and **Larry Stern** (BA/SPA/1973), his roommate and unofficial campaign manager, did a repeat performance years later for Brett's try for Boston city council. The campaign was literally textbook: The plan they used was pulled from an SPA course they had taken together.

Stern, now a vice president with a Florida company, says Brett stood out as a leader and a friend. “There's no one finer than Jim Brett. He just does good.”

Brett is president and CEO of the New England Council, one of the country's oldest regional economic development organizations. As CEO, he coordinates the interests of small businesses, health care providers, and academic institutions to improve the quality of life in New England. After leaving AU, Brett earned master's degrees in public administration from both Suffolk University and Harvard's Kennedy School of Government.

In Brett's 15-year career in the Massachusetts state legislature, he distinguished himself in taking on legislative responsibility. He led committees on banking and taxation and co-sponsored legislation that led to the creation of 11,000 jobs. He also served on the Joint Committee on Criminal Justice, a position for which he had first-hand experience.

While a student working to offset loans, Brett walked the beat as a Capitol Hill police officer.

“I was reading political science books about congressmen and senators and then discussing issues with them. It was an extraordinary time.”

Brett also worked as a mail room staffer in the office of Representative John McCormack (D-MA)—the result of early networking. Brett was his newspaper boy back home in Dorchester.

Brett wrote McCormack asking for a job; the congressman obliged. He was happy to help out 1964's Newspaper Boy of the Year.

McCormack told Brett “the way you can



thank me, is if you're ever in a position to help some one else, do it.”

After leaving the Bay State's legislature and joining the New England Council, Brett has taken on volunteer leadership commitments particularly in the area of mental disabilities. Brett was drawn to this cause through personal experience; his brother is mentally disabled.

“Being involved and helping your neighbor, making a difference—that's what it's all about.”

Brett has remained loyal to his neighborhood. With his wife Pattie, Brett continues to live in the historic, traditionally-Irish area of Boston.

Today, whenever Brett gives speeches, the host inevitably mentions his connection to his alma mater. Usually people will come up to him afterward and say ‘my son or daughter goes to AU.’ I'm hearing it more and more.” ★

Noted Massachusetts Alumni in Public Service

**Robert Cerasoli**, former inspector general for the State of Massachusetts (BA/SPA/1969) ★ **Matthew Amorello**, chairman of the Massachusetts Turnpike Authority and former state senator (MPA/SPA/1983) ★ **Richard Tisei**, Massachusetts state senator (BA/SPA/1984) ★ **John Locke**, former Massachusetts state representative (BA/SPA/1986) ★ **Mark D. Sylvia**, Plymouth town manager (BA/SPA/1996 and MPA/SPA/1998) ★ U.S. Representative **James McGovern** (BA/CAS/1981, MPA/SPA/1984) ★ the late **Leonard Zakim** (BA/SPA/1975), executive director of the New England Region of the Anti-Defamation League and founder of the Lenny Zakim Fund.

Masters Program, was quoted in *Federal Computer Week* regarding workers' advancement.

■ **Annica Larsen** (MA/SPA/2005), presidential management fellow with the National Oceanic and Atmospheric Administration, offered her perspective on being a young federal worker on *FEDtalk* on WFED, the federal government's radio station in metropolitan Washington.

Lobbying for Reform

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very good thing,” said panelist Lee Hamilton, who served as a representative from Indiana for 34 years. “I think you can get a lot of insight by getting out there and poking around. I think there's good travel and bad travel that serves a recreational purpose or the interests of those who are bankrolling it. If a member of Congress needs to travel, the United States government should pay for it. If a trip is not important enough for the United States government to pay for it, it is probably not important enough to the people's business.”

Under current rules, private groups can fund congressional information-gathering junkets. Often, these trips are taken to major metropolitan cities or warm weather climates in the dead of Washington's winter. Even when the agenda is more legitimate, Hamilton believes the trips can have a damaging effect.

“They control your life; they control the agenda; they control your schedule,” the Democrat said of the lobbyists who foot the bill. “It gives the special interests a huge advantage in the legislative process.”

Regardless of what reforms eventually are adopted, the key to their successful implementation will be enforcement, said Fred Wertheimer, president and CEO of Democracy 21, an advocacy group he founded in 1997.

“We have proposed to create an Office of Public Integrity in Congress. If you do not change the way the rules are enforced in Congress, in the end you will have new rules that are just as unenforceable as the old rules,” said Wertheimer, who the *New York Times* called “the lobbyist most closely associated with pressing to change the system.”

Despite calls for bipartisanship during the reform process, Republican and Democratic proposals do contain some differences. Democrats, for example, want to prohibit lobbyists from paying for any meals for members, while Republicans would like to cap meal spending at \$20.

“Real reform means eliminating all gifts and meals from lobbyists, not just the expensive ones,” Obama said. “Ninety-five percent of the American public spends less than \$20 on lunch. I get paid enough to buy my own lunch.” ★

Learn Lobbying in Brussels, the Heart of the E.U.

June 25-July 7, 2006

Modeled on CCPS's internationally recognized Public Affairs and Advocacy Institute, this course is a unique opportunity for professionals, graduate students, and upper level undergraduates to learn the art and craft of lobbying from leading international experts, diplomats, and practitioners. For more information, contact Melissa Castle at 202-885-3491 or via e-mail [ccps@american.edu](mailto:ccps@american.edu).

SPA HONORS

**AU—Once Again Top in the Nation With PMFs; Leader in Peace Corps Volunteers**

For the second year in a row, AU boasts more presidential Management Fellows (PMFs) than any other school in the country. AU also recently ranked fourth nationally among medium-sized colleges and universities in percentage of undergraduates who volunteer in the Peace Corps.

With its 34 of 552 finalists, AU students lead the nation with emerging leaders in federal service. These graduate and law students were selected for the federal government's prestigious two-year program, which puts fellows on the fast track to high-level management positions. The PMF Program was established in 1977 to attract to the federal service outstanding individuals from a wide variety of academic disciplines who have an interest in and commitment to a career in the analysis and management of public policies and programs. SPA finalists are **Lisa Davis**, **James Hedrick**, **Sarah Jones**, **Jana Locke**, **Elizabeth Nagorski**, **Nicholas Phend**, and **Rachael Schacherer**.

With 34 Peace Corps volunteers, AU ranked above Brown, George Washington, Yale, and James Madison. Since it was founded in 1961, 663 AU alumni have joined the organization, making the university the 53rd largest producer of volunteers.

JLS Professor **Brian Forst** received the 2006 Book of the Year Award from the Academy of Criminal Justice Sciences for *Errors of Justice: Nature, Sources and Remedies* (Cambridge University Press, 2004).



In January, JLS Professor **Emilio C. Viano** was elected to the Board of Directors of the International Society of Criminology in Paris. The ISC is a nongovernmental organization with nearly 1,000 members all at senior levels of academia, justice, and administration.

**James A. Thurber**, distinguished professor and director of the Center for Congressional and Presidential Studies, recently testified on lobbying reform before the U.S. Senate Committee on Rules and Administration, chaired by Sen. Trent Lott, and before the U.S. House of Representatives Committee on Rules. He also testified before the U.S. Senate Committee on Indian Affairs, chaired by Sen. John McCain, on the Federal Election Campaign Act.

Government Professor and Director of SPA's Women & Politics Institute **Karen O'Connor** participated in a panel discussion, “Towards a Global Network for Research on Women and Politics” at the United Nation's 50th Session of the Commission on the Status of Women. O'Connor addressed the significance for society of empowering college women. The event marked the launch of the Women and Global Research Connect (WPGRC), a network of university-based centers conducting research on women and politics. O'Connor also recently testified before the Subcommittee on the Constitution House Judiciary Committee on *Roe v. Wade*.

Dean **William M. LeoGrande** gave the Martin Diskin/Oxfam Memorial Lecture at the March conference of the Latin American Studies Association, the principal international scholarly organization dedicated to the study of Latin America.