



The Bush School
OF GOVERNMENT & PUBLIC SERVICE
TEXAS A&M UNIVERSITY



BUSH SCHOOL RESEARCHER FINDS EXTRA ALGEBRA CLASS IMPROVES MATH AND VERBAL SKILLS IN HIGH SCHOOLERS

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When students' time learning algebra is doubled, both their math and verbal skills improve and their rates of college enrollment increase, reveals a study conducted in part by a Bush School researcher.

Dr. Kalena Cortes, along with Joshua Goodman from Harvard and Takako Nomi at Saint Louis University, studied the "double dose algebra" policy, implemented in 2003 at Chicago Public Schools. The study, funded by the Institute of Education Sciences, US Department of Education, "Doubling Up: Intensive Math Instruction and Educational Attainment," will be published in the winter 2013 edition of the *Education Next* journal.

"Double dose algebra is for students who scored below the national median on the eighth grade math exam," explains Cortes, who specializes in the economics of education and economic

demography. "These studies were conducted at inner city schools that had mostly low-income and minority students. Once in the ninth grade, students who were struggling would take two different algebra classes; so instead of forty-five minutes of algebra each day, they would have ninety minutes."

Cortes says she and her colleagues followed the long-term effects of the policy on students' progress through high school and were surprised to find that students who doubled up on algebra showed improvement not only in math but also in reading and writing. They looked at how the courses were being taught and found that the second interactive class helped students learn not only math but how to read and write in the context of algebra. In addition to improved math and reading performance, Cortes says the students who took double algebra were more likely to graduate from

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high school and enroll in college. "We tracked students that were just above and just below the double dose threshold," she explains. "We found that despite being similar in academic skills and other characteristics, the students in double dose were more likely to graduate from high school, score higher on their ACT exam, and enroll in a two-year college."

The students who benefitted most from the double dose policy were students that tested poorly in both math and reading. "There was such a high failure rate prior to this policy,"

Cortes stresses. "Half the kids were failing ninth grade algebra; so when you see these long-running effects, it's pretty amazing."

Next year, she and her colleagues hope to present their findings to the Chicago Public School District. "We will come there with very favorable results in hand, showing that these kids are going to college," she says. ★

Originally reported by Lesley Henton, Texas A&M Division of Marketing & Communications

RYAN CROCKER RETURNS TO THE BUSH SCHOOL

Ambassador Ryan Crocker has returned to his position as dean of the Bush School of Government and Public Service at Texas A&M University, following a two-year leave. Crocker holds the Edward and Howard Kruse Endowed Chair at the School, and also has an appointment as the James Schlesinger Distinguished Visiting Professor at the University of Virginia.

In 2011, Dean Crocker once again answered his country's call when President Obama asked him to return to a region of the world he knows well, this time as US ambassador to Afghanistan. During his more than thirty-seven years of distinguished diplomatic service, Crocker was ambassador to six countries: Afghanistan, Iraq, Pakistan, Syria, Kuwait, and Lebanon. While on leave, he also served as the first Kissinger Senior Fellow at Yale University.

Crocker brings his international experience and personal connections to the School as well as his well-deserved reputation for excellence in public service. His many honors and awards are a testament to that service and the respect he earned during his long career. They include the Presidential Medal of Freedom, the nation's highest civilian award; the Presidential Distinguished and Meritorious Service Awards; the Secretary of State's Distinguished Service Award; and the Department of Defense Medal for Distinguished Civilian Service and for Distinguished Public Service.



Ryan Crocker, Dean

"I COULD NOT BE HAPPIER TO BE HOME."

—AMBASSADOR RYAN CROCKER

President George W. Bush conferred on him the rank of Career Ambassador, the highest in the Foreign Service; and in May 2009, Secretary of State Hillary Clinton announced the establishment of the Ryan C. Crocker Award for Outstanding Achievement in Expeditionary Diplomacy. In July 2012, he was named an Honorary Marine, only the seventy-fifth civilian so honored in the 237 year history of the Corps.

In a message to the School's students and faculty, Crocker said he "could not be happier to be home." He recently spent time with the

School's namesake, President George H.W. Bush, in Maine and said that he was again inspired by the president's enthusiasm and vision for the School. ★

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DEAN'S MESSAGE

I am delighted to be back at the Bush School after a two-year leave of absence, and could not be happier to be home. Recently I had the privilege of spending time with President Bush in Maine, and his enthusiasm and vision for the School and its mission are an inspiration. I am very excited to be returning to help further that vision.

I want to thank Andy Card for his service as acting dean these past two years. Andy has done outstanding work in the interim, personifying the ideals of the School and the president of service before self. Dedicated public service has characterized his entire career, and we owe him a debt that can never be repaid. The achievements on his watch have been extraordinary: a record student enrollment, great success in our capital campaign, and top quality additions to our faculty and staff.

Working together with the faculty, staff, and students, I know we can build on these successes. A meeting with Bush School alumni and interns in Washington, DC, reminded me how good our students are, and how effectively they are making their mark on our nation as dedicated and principled public servants. These challenging times require new approaches to public service, and the Bush School will continue to offer innovative approaches that are aligned with a complex and changing future. As we do this, we will remain true to an unvarying constant—President Bush's ideal of public service as a noble calling.

There will be both challenges and opportunities ahead, but the end result will be to make a



Ryan Crocker, Dean

great school of public service even greater. I could not ask for a finer group of colleagues, friends, and supporters with whom to make this journey and am looking forward to what promises to be another exciting year.★

PROGRAM AND INSTITUTE LEADERS NAMED

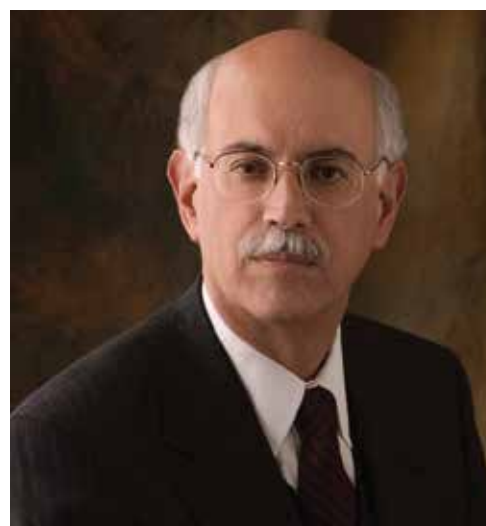
Andrew Natsios has been named director of the Scowcroft Institute of International Affairs at the Bush School of Government and Public Service, Texas A&M University, where he is also an executive professor and Scowcroft Institute Fellow. Natsios was most recently a Distinguished Professor in the practice of diplomacy at Georgetown University and former administrator of the US Agency for International Development (USAID). As USAID administrator from 2001-2006, Natsios managed reconstruction programs in Afghanistan, Iraq, and Sudan. He also served as US special envoy to Sudan in 2006-2007.

Bush School Dean Ryan Crocker has also named retired Ambassador Larry C. Napper as interim director of the School's Master's Program in International Affairs (MPIA). Napper will hold the position while the School

conducts a national search for the department's next leader.

Currently a senior lecturer at the School, Ambassador Napper spent 31 years in the U.S. Foreign Service, retiring in 2005. Among his many diplomatic assignments was serving as U.S. Ambassador to Kazakhstan from 2001-2004. His distinguished service was recognized with the Secretary of State's Career Achievement Award, and two Presidential Meritorious Service Awards, among others.

Former MPIA director Dr. Charles Hermann will spend the next academic year as Scholar in Residence at the Mershon Center for Security Studies at Ohio State University in Columbus, Ohio. Hermann was director of the Mershon Center before coming to Texas A&M. ★



Andrew Natsios, Director, Scowcroft Institute of International Affairs



Larry Napper, Interim Director, Master of International Affairs

KIRKPATRICK LEAVES IMPRESSIVE HIGHER EDUCATION LEGACY

With the retirement of Executive Associate Dean Sam Kirkpatrick, the Bush School loses one of its most experienced and influential administrators and faculty members. Dr. Kirkpatrick has served as executive associate dean for academic affairs and management since 2005. In addition, Kirkpatrick is an executive professor and served as interim dean at several key times in the School's history. As the chief academic and operations officer, he supervised and coordinated academic affairs, program directors, and staff support. He was also responsible for the development and oversight of policy related to academic programs, administrative support, and financial procedures.

Dr. Kirkpatrick's broad experience in academia was especially helpful as he led the effort to

create both a five-year strategic plan for the Bush School (2010-2015) and an operations and functions manual. On arrival at the Bush School, he increased the reach of the School through graduate certificate programs, which were delivered primarily through distance learning and supported by advanced technology and a professional staff. He also played a significant role in the School's fundraising efforts, including support for the capital campaign. Kirkpatrick oversaw the hiring of more than two dozen faculty during his tenure and assisted in the creation of both the Scowcroft Institute in 2007 and the Mosbacher Institute in 2009.

Dr. Arnie Vedlitz, a long-time friend and colleague, noted how much the Bush School benefitted from having such an experienced and respected academician on board. "Few, if any, academic administrators have the in-depth knowledge of universities that Sam Kirkpatrick has. His unique blend of experience as a teacher, researcher, and administrator and his familiarity with all aspects of an academic institution—curriculum, faculty development, finances, and fundraising—were essential as the School developed. He will be missed by all of us," Vedlitz said.

During his long and distinguished career, Dr. Kirkpatrick served as president of the University of Texas at San Antonio and Eastern Michigan University, both of which focused on programs tailored to the needs of metropolitan students and their communities. His other appointments include Senior Fellow at the American Association of State Colleges and Universities and Senior Fellow at Strategic Initiatives, Inc. He has held tenured senior

"WE'VE BEEN VERY FORTUNATE TO HAVE SUCH A SEASONED ADMINISTRATOR AND NOTED SCHOLAR LEADING OUR ACADEMIC PROGRAMS OVER THE PAST EIGHT YEARS. HE WILL BE GREATLY MISSED."

—DEAN CROCKER

Throughout his administrative career, Dr. Kirkpatrick remained active in teaching and research in his fields of political science, public administration, and nonprofit management. He received a PhD and MA in political science from The Pennsylvania State University and a bachelor's degree and honorary doctorate in public service from Shippensburg University in Pennsylvania. A noted scholar and researcher, Kirkpatrick is the author of six books and more than seventy-five articles, chapters, monographs, and professional papers. Dr. Kirkpatrick also served on the Executive Council of the American Political Science Association, as president of the Southwestern Political Science Association and the Southwestern Social Science Association, and as editor of *American Politics Quarterly*.

"It's impossible to overstate Sam Kirkpatrick's contributions to the Bush School's academic progress and our overall growth and development," said Dean Crocker. "We've been very fortunate to have such a seasoned administrator and noted scholar leading our academic programs over the past eight years. He will be greatly missed."

Dr. Kirkpatrick and his wife, Pam, are relocating to Tucson, Arizona, where they look forward to spending time with their children and grandchildren.★

faculty appointments at Texas A&M, where he chaired the Department of Political Science; the University of Arizona, where he was dean of the College of Liberal Arts and Sciences; and the University of Oklahoma, where he directed the Bureau of Government Research, a public policy research center, and the Scholar Leadership Enrichment Program, a statewide honors program for twenty-one public and private colleges and universities.

Dr. Kirkpatrick held leadership positions in several higher education associations, including the Commission on Colleges of the Southern Association of Colleges and Universities and the National Association of State Universities and Land Grant Colleges (NASULGC) as well as the American Council on Education.



Dr. Sam Kirkpatrick



ISTPP RESEARCH KEY TO GOOD PUBLIC POLICY



Dr. Arnie Vedlitz

Since its creation in 2000, the Bush School's Institute for Science, Technology, and Public Policy (ISTPP), a nonpartisan interdisciplinary public policy research institute, has been conducting basic and applied research in four substantive areas. Its mission serves a dual purpose: the examination of public policy issues and the communication of those research findings to the public as well as to decision makers. With over \$15 million in externally funded research grants, ISTPP focuses its research in four distinct areas: environmental and natural resources policy, emerging technologies and public policy, infrastructure and the built environment, and health policy and management.

Encompassing policy issues and often controversial topics, the Institute's research has significant impact on policy makers on the local, state, and federal levels. Within the environmental policy realm, ISTPP researchers examined the effect of policy change on perceptions and use of the environment and the role of leadership in environmental debates.

Water policy has increasingly become a concern of consumers, especially in drought-riven Texas but also in other areas of the nation experiencing drought. A recent online survey conducted in February and March of 2013 by the Institute revealed that Texans are concerned and are willing to conserve water

for both personal and public reasons, and respondents identified policies that would help achieve water conservation.

On April 26, 2013, Dr. Arnold Vedlitz, ISTPP director and executive associate dean, presented results from the Institute's water policy survey to Texas policymakers, agencies, and leaders. Those in attendance included the Texas Department of Agriculture; legislative staff; representatives of the Texas Water Development Board; Texas General Land Office; Office of the Governor; and H2O4, a Texas coalition group. The survey was supported by Texas A&M University's Sea Grant program.

"This survey revealed that Texans are very worried about our state's diminishing water resources and are willing to see conservation methods put in place," Vedlitz said. "They are also concerned about how our water resources are managed and used," he added.

Overall, the survey highlighted that water concerns rank fifth in importance after federal fiscal policies, healthcare, job growth, and national security. Out of the respondents, 55 percent said they had experienced drought in their region in the past year, while 96 percent said those droughts are "as severe" or "more severe" than ever. Most respondents believe that short-term changes in annual rainfall are responsible for water shortages; but they

WATER POLICY HAS INCREASINGLY BECOME A CONCERN OF CONSUMERS, ESPECIALLY IN DROUGHT-RIVEN TEXAS BUT ALSO IN OTHER AREAS OF THE NATION EXPERIENCING DROUGHT.

also cited overuse, inadequate management of resources, increased demand, and climate change as causes of drought. The survey highlighted that the respondents also recognize the long-term consequences of drought, such as conflicts, greater fire danger, increased food prices, loss of recreational opportunities, and danger to plant and animal species.

Respondents are willing to conserve water, despite inconvenience, if it results in lower water bills or protects the environment and agricultural resources. A majority of the respondents in the study also said they had already reduced their water usage by watering lawns and washing their cars less frequently and using appliances more efficiently.

The ISTPP study indicated that consumers are almost evenly split on the question of government's role in water policy, but a number of policy options received strong support. Some of these policy options were tax incentives and tax cuts, water infrastructure improvements, campaigns for voluntary conservation,

requiring less lawn watering, and protecting resources for wildlife and fishery habitats.

The Texas study is part of a larger, national public opinion survey conducted by Dr. Vedlitz and ISTPP in early 2013.

"It's clear that water policy will be a major issue in Texas and in other states in the coming years. This survey should help policy makers and business leaders understand the concerns of voters and consumers, and what options they are willing to support to make sure this vital natural resource is available to support all the services that help drive our economy and quality of life", Vedlitz said. ★

HERMANN ON LEAVE AT MERSHON CENTER FOR INTERNATIONAL SECURITY STUDIES

One of the Bush School's founders, Dr. Charles Hermann, is on leave from the Bush School. He will spend the next academic year as Scholar in Residence at the Mershon Center for International Security Studies at Ohio State University in Columbus, Ohio. Hermann was director of the Mershon Center before coming to Texas A&M.

During his time at Mershon, he will study government responses to foreign policy commitments that appear to be failing. "I will be doing a series of case studies on whether governments should continue investing in what appear to be failing policies or change direction," Hermann said. "I will also give a presentation on this research as well as prepare a paper on the early history of the Mershon Center. And I'd be delighted to welcome visitors from Texas A&M," he added.

Hermann has been an integral part of the Bush School from the beginning, starting as its first program director back in 1995 when the entire Bush School was housed in three offices in the Harrington Tower on the main campus.

When the School opened in 1997, it had seventeen students and, as part of the College of Liberal Arts, had no faculty of its own; so Hermann focused his efforts on hiring the best faculty—something he counts as his biggest accomplishment. Dr. Hermann oversaw many changes at the Bush School on his watch,

including the graduation of the first MPSA students in 1999; establishment of the School as a separate college in 2000; the launch of the Institute for Science, Technology, and Public Policy; and the start of the international affairs program in 2001. Hermann recalled that the Bush School did not always occupy the entire ground floor of the Allen Building, and that two rooms were once big enough for the entire School. That has changed dramatically. With the addition of the largest incoming class this fall, enrollment is now above 300 students. ★



Dr. Charles Hermann

CORTES NAMED GREATER TEXAS FOUNDATION FELLOW

Dr. Kalena Cortes, assistant professor at the Bush School, has been selected as one of the first four Greater Texas Foundation (GTF) Fellows. She will receive up to \$30,000 per year for three years to support her proposed research regarding how Texas legislative and institutional policies affect post-secondary educational completion and opportunities for minority students. The GTF fellowships are designed to provide critical assistance to young faculty by enabling research time, professional development, and the opportunity to work with an experienced mentor.

Dr. Malon Southerland, GTF board chair, noted that the Fellows program represents the Foundation's desire to help build research and teaching capacity for Texas faculty working in areas related to the Foundation's mission. "Our goal is to help ensure success in post-secondary education for all Texas students," Southerland said. "One way to do that is to create a network of highly talented and committed researchers seeking research-based solutions that will help students have access to, and succeed at, the post-secondary level."

The GTF Fellows selection process included an invitation-only nomination, followed by a competitive proposal to demonstrate their potential and commitment to a career in research and teaching. Applicants were also required to identify a mentor to assist them during the three-year fellowship. Dr.

Lori Taylor, associate professor at the Bush School, will serve as Cortes' mentor. Cortes noted that her research focuses on analyzing education policies, especially those designed to help disadvantaged students in both K-12 and postsecondary education.

The Greater Texas Foundation is based in Bryan, Texas, and pursues its mission by forming partnerships, supporting research, sharing knowledge, and making grants. From 2001 to 2012, the Foundation awarded nearly \$40 million for 400 grants. ★



Dr. Kalena Cortes

THE BUSH SCHOOL RESEARCH PUBLICATIONS FOR 2012-2013

BOOKS

Bowman, Ann O'M., and Richard C. Kearney. 2014. *State and Local Government*, 9th ed. Boston: Wadsworth.

Brown, William A., and Chris Cornforth, eds. 2013. *Nonprofit Governance: Innovative Perspectives and Approaches*. London: Routledge.

Cerami, Joseph. 2012. *Leadership and Policy Innovations-From Clinton to Bush: Countering the Proliferation of Weapons of Mass Destruction*. New York: Routledge.

Sievert, Ronald. 2012. *Cases and Materials on US Law and National Security: US Law and National Security*, 3ed. Buffalo, NY: William S. Hein & Co., Inc.

BOOK CHAPTERS

AbouAssi, Khaldoun. Forthcoming. "Philanthropy in Lebanon." In *Generous People, Generous Nations: A Comparative Study of Global Giving*, ed. Femida Handy and Pamala Wiepking.

Bearfield, Domonic A. 2014. "Resolved, Bring Back the Spoils System." In *Debating Reform: Conflicting Perspectives on How to Fix the American Political System*, 2nd ed., ed. Richard J. Ellis and Michael Nelson. Thousand Oaks, CA: CQ Press.

Brown, William A. 2013. "Antecedents to Board Member Engagement in Deliberation and Decision-Making." In *Nonprofit Governance: Innovative Perspectives and Approaches*, ed. Chris Cornforth and William A. Brown. London: Routledge.

Corbett, Christopher, Denise Vienne, Harriet Namisi, and Khaldoun AbouAssi. Forthcoming. "Self-Regulation, External Regulation, and Government Control as General Constraints." In *Palgrave Research Handbook of Volunteering and Nonprofit Associations*, ed. David Horton Smith and Jurgen.

Graham, C. Blease, and Scott Buchanan. Forthcoming. "It's 'de ja' vu All Over Again: The 2012 Presidential Election in South Carolina." In *The 2012 Presidential Election in the South*, ed. Buchanan and Kapeluck. Fayetteville: University of Arkansas Press.

Lahey, Joanna, and Christina Causey. 2012. "Employment Law and Retirement." In *The Oxford Handbook of Retirement*, ed. Mo Wang. Oxford: Oxford University Press.

JOURNAL ARTICLES

AbouAssi, Khaldoun. 2012. "NGOs' Hands in Donors' Pockets: What Happens When Donors Move! How NGOs React to Shifts in Donor Funding?" *Nonprofit and Voluntary Sector Quarterly*.

AbouAssi, Khaldoun, and Deborah L. Trent. 2012. "Understanding Local Participation amidst Challenges: Evidence from Lebanon in the Global South." *VOLUNTAS*.

Baker, Bruce, Lori L. Taylor, Jay Chambers, Jesse Levin, and Charles Blankenship. Forthcoming. "Adjusted Poverty Measures and the Distribution of Title I Aid: Does Title I Really Make the Rich States Richer?" *Education Finance and Policy*.

Bies, A., D. Lee, C. Lindsey, J. Stoutenborough, and A. Vedlitz. 2013. "Citizens, Nonprofits, and Climate Change Policy." *Nonprofit Policy Forum*.

Bowman, Ann O'M., and Richard C. Kearney. 2012. "Are U.S. Cities Losing Power and Authority? Perceptions of Local Government Actors." *Urban Affairs Review* 48 (4): 528-46.

Bowman, Ann O'M., and Bryan M. Parsons. 2013. "Making Connections: Performance Regimes and Extreme Events." *Public Administration Review* 73 (1): 63-73.

Bright, Leonard. 2013. "Where Does Public Service Motivation Count the Most in Government Work Environments? A Preliminary Empirical Investigation and Hypotheses." *Public Personnel Management* 42 (1): 5-26.

Brody, S., H. Grover, and A. Vedlitz. 2012. "Examining the Willingness of Americans to Alter Behavior to Mitigate Climate Change." *Climate Policy* 12 (1): 1-22.

Cortes, Kalena E., Jesse Bricker, and Christopher Rohlfers. 2012. "The Role of Specific Subjects in Education Production Functions: Evidence from Morning Classes in Chicago Public High Schools." *The B.E. Journal of Economic Analysis and Policy* 12 (1).

Cortes, Kalena E., Joshua Goodman, and Takako Nomi. 2013. "A Double Dose of Algebra." *Education Next* 13 (1): 70-6.

Cortes, Kalena E. 2013. "Achieving the DREAM: The Effect of IRCA on Immigrant Youth Postsecondary Educational Access." *American Economic Review* 103 (3): 428-32.

DeLeire, Thomas, Lindsey Leininger, Laura Dague, Shannon Mok, and Donna Friedsam. 2012. "Wisconsin's Experience with Medicaid Auto-Enrollment: Lessons for Other States." *Medicare & Medicaid Research Review* 2 (2): E1-20.

Gawande, Kishore, Gina Yannitell Reinhardt, Carol L. Silva, and Domonic A. Bearfield. 2013. "Comparing Discrete Distributions: Survey Validation and Survey Experiments." *Political Analysis* 21 (1): 70-85.

Griffin, James, and Rachael Dahl. Forthcoming. "U.S. Ethanol Policy: Time to Reconsider." *Energy Perspectives*.

Griffin, James. 2012. "Ethanol Waivers: Needed or Irrelevant?" *The Takeaway, Policy Briefs from the Mosbacher Institute* 3 (2).

Hinich, M., X. Liu, A. Vedlitz, and C. Lindsey. 2013. "Beyond the Left-Right Cleavage: Exploring American Political Choice Space." *Journal of Theoretical Politics* 25 (1): 75-104.

Kerr, Deborah, and Curt Finch. 2012. "Death by Interview." *ProjectSmart* and *HR.com*.

Kerr, Deborah, and Brian Vogel. 2012. "Why Hiring Should Be More Like Buying a Used Car." *ERE.net*.

Lahey, Joanna, and Luke M. Franz. 2012. "Age Discrimination Legislation in the United States and the United Kingdom." *Public Policy & Aging Report* 22 (3): 17-20.

Mumpower, Jeryl L., Liu Shi, James W. Stoutenborough, and Arnold Vedlitz. 2013. "Psychometric and Demographic Predictors of the Perceived Risk of Terrorist Threats and the Willingness to Pay for Terrorism Risk Management Programs." *Risk Analysis*.

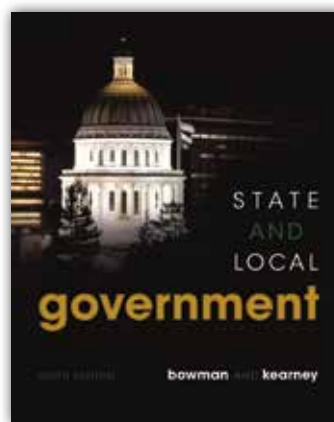
Park, S., and A. Vedlitz. 2013. "Climate Hazards and Risk Status: Explaining Climate Risk Assessment, Behavior and Policy Support." *Sociological Spectrum* 33 (3): 219-39.

Robinson, S., X. Liu, J. Stoutenborough, and A. Vedlitz. 2013. "Explaining Popular Trust in the Department of Homeland Security." *Journal of Public Administration, Research and Theory* 23 (2).

Stewart, Thomas R., Jeryl L. Mumpower, and Robert James Holzworth. 2012. "Learning to Make Selection and Detection Decisions: The Roles of Base Rate and Feedback." *Journal of Behavioral Decision Making* 25 (5): 522-33.

Taylor, Lori, and Paige C. Perez. 2012. "Alternative Strategies for Identifying High-Performing Charter Schools in Texas." *Journal of Applied Research on Children* 3 (2).

West, William F., and Connor Raso. 2012. "Who Shapes the Rulemaking Agenda: Implications for Bureaucratic Responsiveness and Bureaucratic Control." *Journal of Public Administration Research and Theory* 22: 1-25.



GRANTS

Bright, Leonard. "Evaluation of Community-works Community-Based Financing Strategies in Cambodia." CommunityWorks, \$13,000

Castillo, Jansen. "Capstone - What to Cut and How to Cut? Historical Lessons from Past Reducation." RAND Corp. \$6,000

Castillo, Jansen. "FFATA - University Research Supporting Deputy Assistant Secretary of Defense for Nuclear Matters", Science Applications International Corporation, \$249,573.

Caudle, Sharon. "Establishing a Metric to Assess Preparedness." Congressional Research Service (CRS), \$6,000

Cortes, Kalena. "Harvard Doubling Up? The Impact of Remedial Algebra on Student's Long Run Outcomes." Harvard University, \$81,756

Dague, Laura. "Planning for ACA Coverage Expansion: How Insurance Coverage of Low-Income Childless Adults will Affect Health Care Utilization." Robert Wood Johnson Foundation, \$46,730

Gawande, Kishore. "Best Practices in a Budget-Constrained Environment." Accenture, \$10,000

Lahey, Joanna. "Age Discrimination in Hiring: Eye Tracking During the Resume Review Process." Alfred P. Sloan Foundation, \$116,201.

Lahey, Joanna. "NIH Labor Market Effects of Public Health Insurance on Married Couples." DHHS-NIH-National Institute on Aging, \$84,910.

Loden, Lori T. "ADVANCE: Promoting Success of Women Faculty through a Psychologically Healthy Workplace." Texas A&M University and the National Science Foundation, \$715,134

Loden, Lori T. "Beyond Preparedness: Reason for STEM Non-Enrollment, Transfer, and Exit Decisions of College Students", RAND Corp., \$151,534

Loden, Lori T. "Does Developmental Education Meet Student Needs? An Analysis Based On Student Experience in Texas Community Colleges" Greater Texas Foundation, \$6,700

MacNamee, Richard. "GTRI Nuclear Security Education Initiative Implementation." Pacific Northwest National Laboratory, \$738,121

Napper, Larry. "Army Fellowship Program." DOD-Army-U.S. Army War College, \$39,548



Grants continued

Robinson, Scott. "Managing Evacuee Ingress: Network Interaction and Community Hosting Performance." University of Colorado – Denver, \$936,889

Robinson, Scott. "Managing Evacuee Ingress: Network Interaction and Community Hosting Performance." University of Colorado – Denver, \$66,534

Sievert, Ronald. "Capstone - Center for the Study of Intelligence Lessons Learned Program." Central Intelligence Agency (CIA), \$10,000

Sievert, Ronald. "Capstone - Emerging Trends and the Intelligence Community." Central Intelligence Agency (CIA), \$10,000.

Tabaar, Mohammad. "A Project on Religion and Politics in the Middle East." Bodman Foundation, \$71,500

Vedlitz, Arnold. "2012-2014 Sea Grant Minibus - Texas Public Survey to Inform Water Policy." DOC-NOAA-National Sea Grant Office, \$36,625

Vedlitz, Arnold. "Sustainable and Resilient Integrated Infrastructure Designs for the Water-Energy-Transportation Nexus." National Science Foundation (NSF), \$1,054,609

CAPSTONE TEAMS HONORED

Two teams of recently graduated Master of Public Service and Administration (MPSA) students received James W. McGrew Research Awards from the Central Texas chapter of the American Society for Public Administration (ASPA) for their work on capstone projects conducted in the last academic year. The awards were presented on May 22, 2013, at the 2013 Public Service Recognition Week banquet held in Austin, Texas. The McGrew Awards are judged by a panel of six experts and are given to both students and practicing professionals who demonstrate innovative thinking about public service, administration, and policy.

One team of students, supervised by Dr. Leonard Bright, was recognized for their study of baseline community financing needs, while a second team of students, supervised by Dr. Dominic Bearfield, was honored for their work on the Texas Transparency Project (TTP).

The client of Dr. Bright's capstone team was CommunitiWorks (CW), a nonprofit organization that seeks to catalyze community development by facilitating investments in community-based education and micro financing. The capstone group evaluated the impact of CW's community-based micro financing strategies in Cambodia by developing evaluation questions, collecting and analyzing data, and reporting the

findings and implications of their research to CommunitiWorks. The student team included Kyle Boes, Clark Caperton, Calen Caple, Qian Luo, Grace Norman, Elizabeth Sandefur, Esha Singh, Taylor Smith, Ashley Spradlin, and Reid Squires.

Dr. Bearfield's capstone team created the Municipal Performance Index and used it to examine city government transparency and accessibility in Texas as part of the Texas Transparency Project. The Texas Transparency Project's central premise is that citizens require an understanding of how their governments operate. The need for understanding drives citizens to request information about their governments. TTP believes that city governments have not yet met this need. The Municipal Performance Index adapts the Pew Center's *Grading the States* framework to a local government context. In the future, the Texas Transparency Project seeks to use the index framework to evaluate the transparency of other government bodies, such as school districts. The capstone team included Judson Brown, David Cabrera, Warren Chalklen, Rachael Dahl, Maria Garnett, Michael Hardy, James Hartshorn, Evelyn Liu, Cody Price, Lindsay Taylor, and Jeremy Twitchell. ★



MPSA Capstone Teams receive James W. McGrew Research Awards

2012-2013 CAPSTONE PROJECTS

MPIA

The Practical Effect of Significant Future Trends on the Intelligence Community

CLIENT: CENTRAL INTELLIGENCE AGENCY

PROFESSOR: RON SIEVERT

The Arab Spring: Where it is headed and what are the challenges to U.S. Policy?

CLIENT: STATE DEPARTMENT'S NEA REGIONAL, MULTILATERAL AFFAIRS OFFICE, AND THE OFFICE OF MIDDLE EAST TRANSITIONS

PROFESSOR: GABRIELA THORNTON

An Integrated Economic and Security Strategy for East Asia

CLIENT: USPACOM (U.S. PACIFIC COMMAND)

PROFESSOR: WILL NORRIS

Economic Returns to Migration: Evidence from Philippines and Tanzania

CLIENT: THE INTERNATIONAL FOOD POLICY RESEARCH INSTITUTE (IFPRI)

PROFESSOR: REN MU

U.S. Options for supporting Syrian Rebels

CLIENT: RAND CORPORATION'S INTELLIGENCE POLICY CENTER

PROFESSOR: JASEN CASTILLO

International Politics after the Pax Americana

CLIENT: DR. MAT BURROWS, COUNSELOR, NATIONAL INTELLIGENCE COUNCIL

PROFESSOR: CHRISTOPHER LAYNE

What would persistent conflict in Syria—notably the fall of the al-Assad regime—mean for terrorism in the region? What kind of scenarios could emerge and what factors might affect their probability?"

CLIENT: NATIONAL COUNTER-TERRORISM CENTER

PROFESSOR: RICHARD MACNAMEE

Sources of Conflict in Developing Countries

CLIENT: THE BORLAUG INSTITUTE

PROFESSOR: KISHORE GAWANDE

MPSA

Municipality Index: A Texas City Indicator Project

PROFESSOR: DOMINIC BEARFIELD

The Texas Legislature

CLIENT: THE LEGISLATURE OF TEXAS

PROFESSOR: ANN BOWMAN

Evaluation of CommunitiWorks Micro-financing Program in Cambodia

CLIENT: COMMUNITIWORKS

PROFESSOR: LEONARD BRIGHT

Texas DPS Organizational and Operational Analysis Projects

CLIENT: TEXAS DEPARTMENT OF PUBLIC SAFETY

PROFESSOR: SHARON CAUDLE

Leadership Tyler Impact Evaluation

CLIENT: LEADERSHIP TYLER

PROFESSOR: DEBORAH L. KERR

Improving College Success by Improving Developmental Education

CLIENT: THE GREATER TEXAS FOUNDATION

PROFESSOR: LORI TAYLOR

BUSH SCHOOL STUDENTS STUDY ABROAD IN INDIA AND GERMANY

Twenty-five Bush School students participated in a three-week study abroad program in New Delhi, India, over the winter break. The group included both first-year and second-year students from the MPSA and MPIA programs.

The program is held in collaboration with the Jindal School of Government and Public Policy, located in New Delhi, at Jindal Global University, a private nonprofit university. The students attended lectures, meetings, and discussions on a variety of topics, including the country's history, culture, political structures, and economic development, as well as housing and defense issues. In addition to meeting with other organizations, the students met with representatives of Basix Social Enterprise Group, a microfinance organization. This meeting gave the students insight into local microfinance projects. Dr. Kishore Gawande organized the biannual study abroad program.

Twelve other Bush School students studied

abroad in Berlin, Germany, in May to examine the role of Germany in the European Union and NATO. While in Berlin, students met with US Ambassador Philip D. Murphy, Minister of Defense Thomas Maizière, and other officials from the German Federal Chancellery and the Bundesrat. The students were led by Bush School faculty mentor, Dr. Gabriela Marin Thornton.

The students also attended a round table discussion held at the Center for Transnational Relations at the Free University of Berlin. Participants in the discussion included Professor Ingo Peters, Professor Tanja Börzel, and Professor Thomas Risse from the Free University of Berlin, as well as Dr. Christopher Layne and Dr. Gabriela Marin Thornton from the Bush School. ★



Study Abroad Program at the Taj Mahal in India

BUSH SCHOOL HOSTS DISTINGUISHED AND DIVERSE SPEAKERS

The Bush School has traditionally provided students with the opportunity to hear from a diverse group of speakers from both the public and private sectors. These individuals often spend time with students in classes or small groups in addition to making public presentations, which are open to the general public. Supported by the Scowcroft Institute of International Affairs; the Dean's Leadership Program; the Mosbacher Institute for Trade, Economics, and Public Policy; and the prestigious Lenore and Francis Humphreys International Speakers Program, distinguished speakers frequently visit the Bush School campus and engage with students. The School's Brown Bag Seminars are smaller gatherings, where speakers discuss topics informally with students.

This year's speakers included leaders from the public and private sectors, both major political parties, and experts on a range of public policy issues. ★

SPEAKERS 2012-2013

Ambassador Carla A. Hills, Former US Trade Representative
Recipient of the George H.W. Bush Good Governance Award, presented by the Mosbacher Institute

Harriet Martin, Vice President of Community Affairs, USAA

Joseph M. DePinto, President and CEO of 7-Eleven
Recipient of the McLane Leadership in Business Award, presented by the Mosbacher Institute

Eric Schmitt and Thom Shanker, the *New York Times*

Jeffrey Engel, Director, Center for Presidential History, Southern Methodist University

Tony Mendez, Former CIA Agent, and author of *ARGO: How the CIA and Hollywood Pulled off the Most Audacious Rescue in History*

Nicholas Burns, Harvard University/ Department of State

Andrew Preston, Cambridge University

Minister Joonkook Hwang, Republic of Korea

Alan De Brauw, Senior Research Fellow, International Food Policy Research Institute

Kelly Kennedy, Texas Sunset Advisory Commission

Juan Alfaro, Analyst, Policy Analyst, Texas Legislative Budget Board

Robert Doremus, Associate Director, Johnson Space Center



Ambassador Carla A. Hills

BROWN, TAYLOR RECEIVE NAMED PROFESSORSHIPS

Dr. William Brown and Dr. Lori Taylor, professors in the Master of Public Service and Administration program (MPSA), were recently awarded prestigious professorships approved by Dr. Karan L. Watson, Texas A&M University provost.

Dr. Brown, associate professor and program director of the Certificate in Nonprofit Management, was appointed to the Mary Julia and George Jordan Professorship, which was established in 1998. His research focuses on nonprofit governance and organizational effectiveness; and he currently teaches courses on management and leadership of nonprofits, as well as courses on social innovation and entrepreneurship.

Brown has long been heavily involved with local and national nonprofits, including consultancy work for BoardSource in Washington, DC, and Big Brothers Big Sisters of Central Arizona; and he has received numerous grants to support his research in the field of nonprofit management. He currently serves as president of the Board of Directors for the United Way of the Brazos Valley and is the faculty advisor of the Public Service Organization at the Bush School. Dr. Brown has been a professor at the Bush School since 2006.

Dr. Taylor, also an associate professor in the MPSA program, was appointed to the Verlin and Howard Kruse '52/ Founders Professorship,

established to honor the professors who founded the Bush School, including Dr. Charles F. Hermann, Dr. Arnold Vedlitz, and Dr. George Edwards. She regularly teaches courses on economics and public finance, as well as independent directed studies for Bush School students. Taylor has been a professor at the Bush School since 2003 and holds several teaching awards, including the Silver Star Award for Excellence in Teaching and the Bush Faculty Excellence Award.

Taylor has served as a consultant on school finance issues for various legislative committees and state and federal agencies, including the Texas Comptroller of Public Accounts and the National Center for Education Statistics. She recently supervised a capstone project examining student perspectives on developmental education in Texas community colleges.

"Dr. Brown and Dr. Taylor are outstanding examples of our high quality faculty and their significant impact on public policy," said Dean Crocker. "Their public service and outstanding teaching and research bring credit to the Bush School and reinforce our firm commitment to help create a better world," he added. ★



Dr. Will Brown



Dr. Lori Taylor

"DR. BROWN AND DR. TAYLOR ARE OUTSTANDING EXAMPLES OF OUR HIGH QUALITY FACULTY AND THEIR SIGNIFICANT IMPACT ON PUBLIC POLICY," SAID DEAN CROCKER. "THEIR PUBLIC SERVICE AND OUTSTANDING TEACHING AND RESEARCH BRING CREDIT TO THE BUSH SCHOOL AND REINFORCE OUR FIRM COMMITMENT TO HELP CREATE A BETTER WORLD."



NEW FACULTY JOIN THE BUSH SCHOOL

Laurie E. Paarlberg, associate professor, and Jessica Gottlieb, Joshua Itzkowitz Shiffrin, and Erin Snider, assistant professors, have joined the Bush School faculty this fall, further expanding the School's academic and intellectual resources.

Dean Crocker noted that these hires are part of a program designed to recruit eight new tenured or tenure track faculty in the School's two signature degree programs, the MPSA and MPA.

"This faculty hiring program was made possible through resources provided by the University as the School grew from 200 to 300 fulltime students in residence. We were also permitted to replace departing or retiring faculty during this period, resulting in additional new hires as well as the appointment of public service practitioners," Crocker said.

"We are delighted to welcome our newest colleagues," said Crocker. "Each of them has a solid record of achievement in research and

scholarship and will be welcome additions to our already outstanding faculty."

"WE ARE DELIGHTED TO WELCOME OUR NEWEST COLLEAGUES," SAID CROCKER. "EACH OF THEM HAS A SOLID RECORD OF ACHIEVEMENT IN RESEARCH AND SCHOLARSHIP AND WILL BE WELCOME ADDITIONS TO OUR ALREADY OUTSTANDING FACULTY."

JESSICA GOTTLIEB



Dr. Jessica Gottlieb joined the Bush School after earning her PhD in political science at Stanford University. She also holds a master's degree in economics from Stanford University. She previously studied at Yale University, receiving a dual BA degree *cum laude* in political science and international studies in 2004. While at Stanford, Gottlieb received the Stanford Interdisciplinary Fellowship and was a pre-doctoral fellow at the Center for Democracy Development and the Rule of Law.

Her research and teaching interests include democratic accountability, political and economic development, and formal and informal institutions. Much of her research has been in sub-Saharan Africa, where she has conducted field experiments, behavioral games, and surveys. Her dissertation research was a study in Mali of why free and fair elections failed to generate government accountability in a new democracy. Her work has also taken her to Senegal, Liberia, and the West Bank, where she trained and recruited educators and other professionals and managed survey teams. Prior to her doctoral studies, Gottlieb worked at the Center for Global Development on a project encouraging donors, country governments, and multilateral organizations to better learn what works in development through improved impact evaluation.

Gottlieb has taught courses in organizations and public policy; global politics of human rights; democracy, development, and the rule of law; and war and peace in American foreign policy.

LAURIE E. PAARLBERG



Dr. Laurie E. Paarlberg comes to the Bush School from the University of North Carolina, Wilmington, where she was an associate professor. Prior to joining UNC, Paarlberg was an assistant professor at San Francisco State University.

She earned her PhD in 2003 at Indiana University in the School of Public and Environmental Affairs, where her major was public affairs, with additional work in public management/public policy and organizational theory and strategic management in the Kelley School of Business. Her bachelor's degree is from Purdue University, where she majored in agricultural economics, with an additional emphasis on community development.

Paarlberg has taught a variety of courses in the field of public administration and nonprofit management, including public management organizational theory and behavior; leadership, strategic planning, and resource development in public and nonprofit organizations; and managing inter-organizational relationships.

Her publications include numerous articles in refereed journals, including *Public Administration Review*, the *International Public Management Journal*, and the *American Review of Public Administration*, on topics ranging from geographic mobility and philanthropic engagement to exploring change, transformational leadership, and complexity science.

Paarlberg's funded research projects include a study on institutional competing logics in the United Way system, supported by the National Science Foundation's Division of Social and Economic Sciences. She has served as a member at large in the ARNOVA Section Division-TIBS; as committee chair, Membership Committee of the Public Nonprofit Division-Academy of Management; and as a doctoral student mentor, also in that division of the Academy.

JOSHUA R. ITZKOWITZ SHIFFRIN



Dr. Joshua Shiffrin joins the Bush School as an assistant professor, having earned his doctorate in political science from the Massachusetts Institute of Technology, where he focused on international relations and security studies. He earned his undergraduate degree *summa cum laude* from Brandeis University.

Joshua Shiffrin's research interests include grand strategy, power transitions, military operations, energy security, and diplomatic history. His research has been published in journals such as *International Security* and the *Journal of Political and Military Sociology* as well as by think tanks and research organizations. His teaching experience includes courses on US military power and the causes of war.

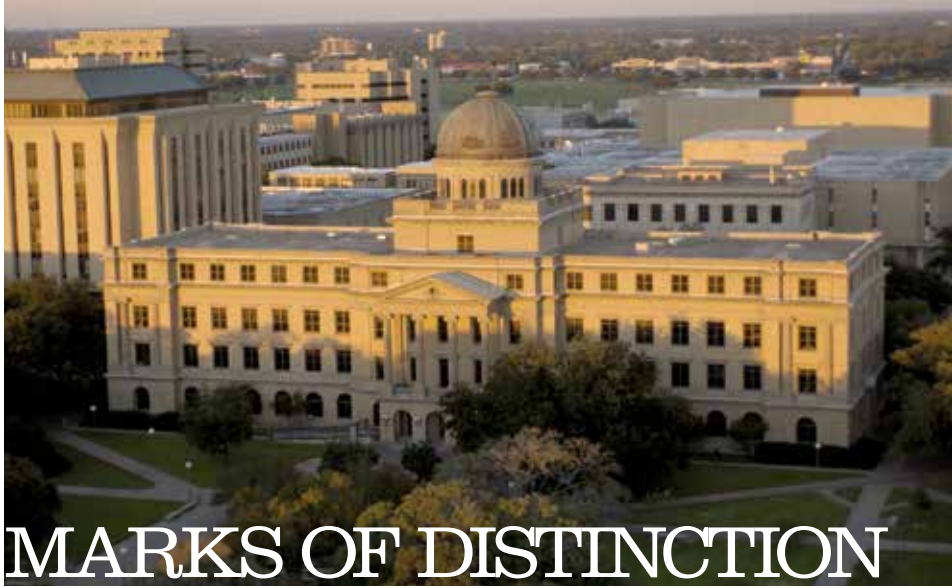
He was the recipient of several fellowships and grants during his studies. Most recently, he was a pre-doctoral fellow with the George Washington University Institute for Security and Conflict Studies. Previously, he held fellowships with the Belfer Center for Science and International Affairs and the Woodrow Wilson Center for Scholars and received grants from the Tobin Project, Scowcroft Institute, and MIT Center for International Studies, among others. At the Bush School, Dr. Shiffrin will teach courses on American foreign policy, energy security, and security and strategic studies.

ERIN A. SNIDER



Dr. Erin Snider holds a PhD in politics and international studies from Trinity College, Cambridge. Her other degrees include an MSc in Middle East politics from the School of Oriental and African Studies at the University of London, and a BA *summa cum laude* from James Madison University. Most recently, she was a postdoctoral fellow in regional political economy (Middle East) at the Niehaus Center for Globalization and Governance, part of the Woodrow Wilson School of Public and International Affairs at Princeton University. While at Cambridge, Dr. Snider was a Gates Scholar, supported by the Bill and Melinda Gates Foundation. In 2007-2008, she held a Fulbright Fellowship to study Arabic at the American University in Cairo's Arabic Language Institute. Dr. Snider is a new assistant professor at the Bush School this fall.

Among Dr. Snider's research interests are international relations of the Middle East, comparative politics, foreign assistance and international security, democratization, and US foreign policy. She has published in the journal *Middle East Policy* and has a book in progress: "Technocrats, Bureaucrats, and Democrats: The Political Economy of US Assistance for Democracy in the Middle East."



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2nd in nation among public universities in “Great Schools, Great Prices” category, *U.S. News & World Report*

1st in the nation for “payback ratio” by *Smart Money* magazine

8th among US public universities in a *New York Times* survey of business leaders worldwide based on the top institutions from which they recruit

4th in the nation among public universities for an endowment valued at over \$5 billion

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2nd in the nation for graduates “best prepared and most able to succeed” *Wall Street Journal*

Member of the Association of American Universities

2nd in the nation for social mobility, research, and service, *Washington Monthly*



THE BUSH SCHOOL OF GOVERNMENT AND PUBLIC SERVICE

\$75 million – Total endowments

\$25.2 million – Endowed scholarships and fellowships

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