U.S. Energy Official to Join Sanford, Nicholas Faculties

William Pizer, a top U.S. Treasury Department official until March 2010, will join the faculty of the Sanford School of Public Policy to help design and lead an initiative in energy and the environment. He will begin teaching in the fall.

“[Pizer] is one of the nation’s top energy problem-solvers.”

Pizer also was appointed a faculty fellow in the Nicholas Institute for Environmental Policy Solutions, a nonpartisan institute at Duke that focuses on finding solutions to some of the nation’s most pressing environmental challenges.

“Billy Pizer’s decision to join our faculty will give an enormous boost to Duke’s cross-school initiative in energy and the environment, and we expect him to play a leading role in shaping and developing the Sanford School of Public Policy’s role in that initiative,” said Dean Bruce Kuniholm.

During the last two years, as deputy assistant secretary for environment and energy, Pizer created and led a new office responsible for the Treasury Department’s role in the domestic and international environment and energy agenda of the United States.

“Billy is one of the nation’s top energy problem-solvers,” said Tim Profeta, director of the Nicholas Institute. “At Treasury, his creative and dogged work in support of clean energy deployment in the developing world resulted in real resources for solving energy challenges. As a faculty fellow, he will help the institute and help Duke chart a clean and secure national energy future.”

Previously, Pizer was a senior fellow and research director at Resources for the Future (RFF), a nonpartisan think tank. His research during 12 years at RFF often related to global climate change and examined how the design of environmental policy affects costs and effectiveness. He has published more than two dozen peer-reviewed articles, as well as numerous other articles, reports and book chapters.

From 2001 to 2002, while on leave from RFF, he served as senior economist for the environment at the White House Council of Economic Advisers. His academic experience includes visiting professorships at Johns Hopkins University and Stanford University.

“Duke has a great group of people already working on environment and energy policy, a demonstrated commitment to be a leader in this area and top-ranked programs to train undergraduates, master’s students and PhDs,” Pizer said. “I am excited to be joining such an active and vibrant faculty.”

Pizer earned PhD and master’s degrees in economics at Harvard University in 1996 and a bachelor’s degree in physics at UNC, Chapel Hill, in 1990. He is a member of the UNC Institute for the Environment board of visitors.

Sanford Briefs

The Pritzker Professor will work with the Center for Child and Family Policy, specializing in early learning public policies and practices for infants and children from birth through age five.

Online Discourse • On May 6, the Duke Online Discourse Project (DODP) will hold a workshop at the Sanford School to discuss nine research projects investigating how people communicate online.

The topics range from racism in online comments and social media management to the history of incivility in the media and new civic discourse in Shanghai.

The research program begun in 2007 is funded by the Provost’s Strategic Initiative and led by principal investigator Ken Rogerson, Sanford’s director of undergraduate studies. Co-principal investigators are Richard Lucic, associate chair of information science and information studies, and Tim Lenoir, Kimberly Jenkins University Professor for New Technologies and Society. Details online at dukedisourse.ning.com.

Center Aids Durham Effort • Center for Child and Family Policy researchers Anne-Marie Iselin, Nicole Lawrence, Joel Rosch and Liz Snyder helped The Durham Center secure a six-year $5.4 million federal grant from the Substance Abuse and Mental Health Services Administration (SAMHSA).

This project enables The Durham Center to expand capacity to serve youth with serious emotional disturbances through development of a coordinated identification and referral process, programs and services, clinician training programs and comprehensive care management.
Journalism Awards • The DeWitt Wallace Center for Media and Democracy held its annual Futrell and Melcher awards dinner at the Sanford School on Feb. 22.

Alumna Cornelia Grumman PPS’85 received the Futrell Award for Outstanding Achievement in Communications and Journalism, presented annually to a Duke alumnus. Grumman, who gave remarks during the dinner, is a Pulitzer Prize-winning editorialist, formerly with the Chicago Tribune. She left the Tribune in 2008 to found and direct the nonprofit First Five Years Fund.

Duke junior Rachna Reddy T’12 was presented with the eighth annual Melcher Family Award for Excellence in Journalism for her article “Questions linger about Hellinga case,” published in The Chronicle on April 20, 2010.


Winning Argument • Andrea Hamilton MPP’/JD’11 and Zack Linowitz JD’12 took first place at the Luke Charles Moore Invitational Moot Court Competition hosted by Howard University School of Law Feb. 25-26. In addition to winning the tournament, the team also won runner-up best brief.

Hamilton taught middle school for four years in Helena, Ark., with Teach for America after earning a BA in public policy at Sanford in 2003. She plans to begin a two-year clerkship this fall with the chief federal district judge for the Eastern District of Tennessee.

Media Ecology • A case study by Fiona Morgan MPP’11 looked at diverse media in the Triangle, including newspapers, broadcast TV and radio, blogs and online neighborhood organizations. News & Observer executive editor John Drescher MAPP’88 wrote a column about it, and New America Foundation, the publisher, convened a roundtable with community stakeholders to discuss implications.

What Makes a Leader? A Talk with Keohane

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What Makes a Leader? A Talk with Keohane

Author and former Duke University President Nan Keohane returned to campus Feb. 4 to discuss “What Makes a Good Leader” at the Sanford School. The event was a conversation between Keohane, Assistant Professor of Public Policy Kristin Goss, and public policy senior Mike Lefevre, president of Duke Student Government.

Keohane, Duke’s first woman president from 1993 to 2004, wrote Thinking About Leadership (Princeton Press, 2011) to offer perspectives on “leadership from the inside.” As a political theorist, she wanted to write about power from both theoretical and personal perspectives. Keohane is currently a professor of public affairs at Princeton University.

Keohane said being a good leader requires good judgment, courage, experience and luck. “Politics as a vocation requires passion and perspective, empathy and detachment.”

Reflecting on her experience at Duke, Keohane said, “It is a mistake to have a big vision when you don’t know a place,” she said. Instead, she took time to understand Duke first and then the vision evolved. To gain that understanding, she began talking to people outside of the Allen Building. “I went to their offices and cubbies, I wanted to go to where they worked.” She took a full year to evaluate whether to make East Campus all-freshmen.

Goss asked whether it is possible to discuss the role of gender in leadership without reinforcing stereotypes. Keohane replied that not all women lead differently from men, contrasting former U.K. Prime Minister Margaret Thatcher with Mother Teresa.

“Margaret Thatcher was un-nurturing and proud of it,” she said. Most women create a leadership style that blends traits from both genders, she said.

The event was a Terry Sanford Distinguished Lecture, co-sponsored by Hart Leadership Program and Kenan Institute for Ethics. Video of the event is online at: www.sanford.duke.edu/news/mm/
Ensuring Permanent Full Employment

Unemployed Could be Put to Work
Repairing Nation’s Ailing Infrastructure

Excerpts from the statement of
William Darity Jr., Duke University
Arts and Sciences Professor of
Public Policy, Economics, and
African and American Studies, to
the Congressional Black Caucus
Deficit Commission, Cannon House
Office Building, Jan. 28, 2011.

The Bureau of Labor Statistics reports that about 14.5 million Americans remained in the ranks of the unemployed in December 2010. December’s unemployment rate of 9.4 percent represented the twentieth consecutive month where the jobless rate exceeded 9 percent, the longest span with rates that high since the Great Depression. … The nation faces an ongoing and sustained employment crisis.

To address the crisis, the federal government should establish a job guarantee program for all adult citizens. The government should ensure that the opportunity to work for decent pay is a citizenship right for all Americans. Having Americans out of work does immense damage to the human spirit, imposes extensive costs to the individual and the society as a whole, and creates and perpetuates deficit finance crises at all levels of government — federal, state and local.

The federal government should establish a National Investment Employment Corps (NIEC) offering all citizens 18 years of age and above an employment guarantee at a minimum salary of $20,000 with $10,000 in benefits, including medical coverage and retirement support. An upper bound estimate of the expense of the program could be established by putting all 15 million persons unemployed at the peak levels of the current crisis at a mean salary of $40,000, inclusive of materials and equipment per worker, with $10,000 in benefits.

The total compensation package would amount to $750 billion which is less than the first $787 billion stimulus package and considerably less than the first phase of the bailout of the investment banks, estimated at $1.3 trillion. This initiative would be far superior to the indirect incentive effects of stimulus measures because it would constitute a direct mechanism for job creation.

Correspondingly, the net expenses of the job guarantee program would be reduced because of a wide array of cost savings from other programs that could be reduced or eliminated. With the federal government acting as employer of last resort, unemployment compensation funding could be slashed and antipoverty program funding, including free and reduced lunch subsidies and food stamps, could be reduced greatly (indeed, a job guarantee could eliminate both working and jobless poverty simultaneously). Furthermore, the income paid to employees of the NIEC would restore tax bases at the state and municipal levels, alleviating their current budget crises. Market interventions like minimum-wage laws and financial regulation and the associated enforcement expenses could be eliminated.

States and municipalities can conduct an inventory of their needs and develop a job bank of tasks, giving priority to the most urgent. The work to be done by employees of the NIEC would address the nation’s human and physical infrastructure requirements. This could include the construction, staffing and provision of high quality preschools, computer repair, upgrade and maintenance, sanitation, flood and other disaster services in hospitals and schools, and the extension, repair and maintenance of public transportation infrastructure, e.g. roads, bridges, and dams. …

There are numerous advocates of a direct employment program across the political spectrum ranging from Kevin Hassett at the American Enterprise Institute to Larry Mishel, president of the Economic Policy Institute. The National Urban League’s dozen “Dynamic Ideas for Urban America” includes a proposal for direct job creation. The proposal advanced here differs from theirs insofar as it will be a permanent and universal job guarantee, rather than temporary and contingent on emergency conditions.

The program also will provide assurance of employment for members of stigmatized populations who are subjected to discriminatory exclusion. Princeton sociologist Devah Pager’s audit study in Milwaukee demonstrates that among males of comparable ages and education, white males with criminal records were more likely to get call-backs for jobs than black males with no criminal record. … The program envisioned here would provide employment for all — black or white, male or female, with a criminal record or without.

In addition, the personal and familial costs faced by the unemployed would be mitigated by a program of this type. A 45-year-old former casino worker Glenn Blackburn commented, “Put me to work digging ditches or helping build roads. Anything is preferable to sitting on my butt. This would give those of us on unemployment back our pride and actually accomplish something with the money being spent.”

Close to 15 million people are “just sitting idle waiting for something to do.” There is plenty of important work for them to do. There are innumerable benefits to be garnered from having them do the work. Let us implement a national employment program that provides a job guarantee for all citizens.

In 2009 the American Society of Civil Engineers (ASCE) gave the country a grade of D on its physical infrastructure; one in four rural bridges were characterized as structurally deficient. ASCE reported that in Texas alone there were only seven engineers and a budget of $435,000 to oversee more than 7,400 dams.
Q. Is this more a self-help book for philanthropists than a scholarly work?
A. That’s correct. We wanted to create a handbook for philanthropists that they could use to be more effective in their giving. It lays out a framework and structure for thinking about philanthropy and the relationships required to do it. We wanted to speak to a broader audience.

Q. How did the book come about?
A. It was Tom’s idea initially. Both of us are deeply concerned about how to achieve greater impact in philanthropy. The two of us have learned a lot about how to do so during our careers, and we needed to distill our practical knowledge. Tom draws on his years as a partner and worldwide managing director of Bain & Co. and his 10 years of client engagement with The Bridgespan Group, a nonprofit affiliate of Bain which he founded to provide consulting to foundations, donors and operating nonprofits. He has been the point man for Bridgespan in their work with many of the largest foundations, including the Bill and Melinda Gates Foundation, the Hewlett Foundation and many others. I brought to the table my 40 years of teaching and scholarship on nonprofits and foundations, as well as my experience heading the Atlantic Philanthropies U.S. Program Staff. Our respective experience was complementary, and we hoped to blend it so as to share it with those who are actually doing philanthropy.

Q. Why is it important now?
A. We are at a point in the economic cycle at which governments are strapped for cash and nonprofits feel the need to get the biggest bang for their buck. The book offers to both foundations and wealthy individuals state-of-the-art practices to use in deploying philanthropic dollars. Nonprofits are constantly piloting ideas that government can pick up on in order to solve public problems more effectively and efficiently, and in these times of scarcity, efficiency is the name of the game. The book gives the nonprofits and donors tools for how to think about increasing the impact they can have. It’s richly illustrated with examples of people who have created organizations, drawn from case studies and from our respective experience. We gave out copies for comment and the favorable feedback has been surprising. We heard from many that this book is desperately needed, because it captures what both nonprofits and their donors do wrong. The idea of thinking and acting strategically about giving is startlingly new to most people in the field.

Q. Whom do you hope to reach with the book?
A. Our target audience is, first, the people with money — the donors and foundations — and, second, the people running and raising money for nonprofits. For the donors, we offer ways to think strategically about giving, to identify what’s important and how to measure the success of their giving. For the operating charity leaders and fund-raisers, they need to know how to appeal to the donors, and they can also use the book’s principles to bring accountability to their organizations.

Q. What are the key take-aways from the book?
A. One: the most important thing for donors is to figure out what they really care about. If you are really going to commit, to provide your energy and expertise and time as well as money, your priorities need to be based on your values and beliefs. Two: the importance of building relationships with your grantees, creating a shared measure of success and a good partnership.
Honors Research Projects Challenge

By Evan Krasomil

The undergraduate honors program allows students to graduate with distinction by conducting original research and writing a thesis. This year 29 students participated, including three through independent study. Each student receives guidance from a faculty advisor. The four projects profiled here illustrate the range of topics and research methods the honors students pursue. The winner of the best thesis award will be announced at the school’s graduation ceremony in May.

“Writing an honors thesis is one of the most challenging choices students can make during their Duke career,” said Ken Rogerson, director of undergraduate studies, “but our students do it because they are passionate about learning how policy analysis really works.”

Internet Gambling: Prohibition vs. Legalization and Taxation

Craig Miller PPS’11 decided on a topic for his honors thesis while interning for the Federal Deposit Insurance Corporation (FDIC) in Washington, D.C., in 2009.

“I covered a hearing on Barney Frank’s [Internet gambling] legalization bill for the FDIC, and I found the whole debate to be really fascinating,” Miller said.

For his thesis, Miller conducted an extended policy analysis comparing current laws that prohibit Internet gambling to U.S. Rep. Frank’s proposed laws that would legalize and regulate Internet gambling.

The Unlawful Internet Gambling Act of 2006—the existing law and Miller’s status quo alternative—aims to prohibit Internet gambling by making it illegal for financial institutions to transmit payments to and from gambling site operators. Miller said this law is “barely enforced” and U.S. players spend billions on Internet gambling each year.

Legalization measures proposed under the Internet Gambling Regulation, Consumer Protection, and Enforcement Act—and its companion bill, the Internet Gambling Regulation and Tax Enforcement Act of 2010—would legalize Internet gambling and allow the U.S. Treasury Department to regulate and tax the industry.

Miller’s analysis judged the prohibition and legalization alternatives against a set of six criteria: youth gambling, problem gambling, defraudment by site operators, money laundering susceptibility, tax revenue and effects on existing forms of gambling.

Miller found that, relative to the prohibition status quo, legalization would probably lead to slight increases in rates of youth and problem gambling, while money laundering susceptibility and existing forms of gambling would likely remain unaffected. Legalization also was predicted to better protect gamblers from being defrauded and generate more than $10 billion in new tax revenue over the next 10 years.

Miller recommended adoption of legalization measures, because tax revenues and benefits to consumers would greatly outweigh the costs to society of the slight increases to youth and problem gambling rates.

Following graduation, Miller hopes to work on Capitol Hill as a congressional staffer for a few years before pursuing graduate degrees in law and public policy.

Analyzing Media Framing of Diversity Policy Changes over Time in Wake County Schools

As a former student journalist, Alex Klein PPS’11 understands the importance of “framing”—choosing which aspects of an issue to highlight—and how such decisions impact public perception.

For his public policy thesis, Klein examined The (Raleigh) News & Observer’s coverage of public school diversity policy changes in Wake County, N.C. He focused on three distinct periods of change, beginning with 1975. That was the year the Raleigh City School District and the Wake County School District merged to form the unified Wake County Public School System, an effort made in part to integrate two racially segregated school systems.

Klein then examined a period of change in late 1999 and early 2000 when Wake County’s school system switched from a race-based to an income-based diversity policy.

Finally, Klein looked at coverage of Wake County schools in 2009 and 2010, when the school board began dismantling its diversity policy in favor of children being assigned to neighborhood schools.

Klein analyzed media coverage during each of these periods according to five different frames: “Budget,” relating to the costs of diversity policies; “Structure,” relating to the logistical effects of diversity policies; “Legality,” relating to the constitutionality of diversity mandates; “Human Impact,” or anecdotal coverage of diversity policy effects; and “Value,” relating to discussion of the intrinsic value of diversity.

After spending countless hours studying microfiche in Duke’s Bostock Library, Klein categorized articles according to these five frames. Klein found that certain frames—particularly “Value” and “Structure”—tended to predominate. He also found that News & Observer editorials tended to overriding emphasize the “Value” frame, and that the “Budget” frame, in general, was rarely covered.

Following graduation, Klein will join Teach For America for a two-year stint in a Colorado school serving predominately low-income students. Klein plans to stay in the education field in the long term, he hopes to one day manage a school or district.
Cook Stoves in Rural Guatemala

Naima von Ritter Figueres PPS’11 used her honors thesis as a way to unite many of the issues — as well as a place — that she holds dear.

“I was born in Guatemala and I spent a year there prior to coming to Duke,” Figueres said. “My thesis really offered me an opportunity to combine all of my interests: women’s rights, poverty, environmental issues and sustainable development.”

HELPs International, a Dallas-based NGO with an office in Guatemala City, tasked Figueres with traveling to Guatemala to find out why some women had stopped using HELPS International’s ONIL cook stoves, which the organization had been distributing throughout Guatemala for 11 years. The ONIL stoves were specifically designed to reduce indoor smoke exposure and to lower wood consumption.

Many indigenous women in Guatemala cook with open fires, which create large amounts of smoke that can lead to respiratory problems and children’s injuries as well as larger-scale environmental problems.

Last summer Figueres traveled to rural villages in six different regions of Guatemala. She gathered information on stove usage through structured oral surveys, focus group discussions, interviews and participant observations.

She found that, while a large majority of survey respondents used their ONIL stove on a daily basis, usage varied considerably across regions. Four regions experienced “high usage” with rates of 89 percent and above, while two regions experienced “low usage” with rates of 67 percent and below.

Figueres also observed that, even though many women use their ONIL stoves regularly, many also continue to use open-fire stoves. Open-fire cook stoves not only offer warmth, but also create social opportunities for village members, as many simply enjoy the act of gathering around an open fire.

Her research led Figueres to recommend that HELPS International encourage “intact adoption,” which goes beyond simple usage of ONIL stoves. Intact adoption would encourage the daily use of ONIL stoves while simultaneously discouraging the use of open-fire stoves and alterations being made to ONIL stoves.

Figueres was confronted with unexpected challenges almost upon arrival in Guatemala.

“A week after I got there, there was a volcanic eruption.” Figueres said. “Three days later, there were floods.”

In addition to conducting research for her thesis, Figueres ended up spearheading fund-raising of more than $4,000 to equip villages with direly needed water filters in the wake of Tropical Storm Agatha.

Figueres traveled to Lima, Peru, Feb. 20-26 to present her findings to the 5th Biennial Partnership for Clean Indoor Air Forum. After graduating, Figueres will move to Germany for an internship at the newly formed German Agency for International Cooperation (GIZ) where she will focus on global development.

Impact of Occupation on Bill Sponsorship

In thinking about why members of the North Carolina State Legislature might tend to sponsor certain types of bills, Sarra Demashkieh PPS’11 identified a category that she feels is often overlooked in political discussions: occupation.

“Everyone talks about religion, race and gender,” Demashkieh said. “What about occupation, which is a major self-identifier for a lot of people?”

In crafting her thesis, Demashkieh looked at the most recent occupation of North Carolina state legislators in order to analyze whether that job seemed to affect which bills the legislators chose to sponsor.

Demashkieh had four “female” categories for bills: “Education,” “Children & Families,” “Health Care,” and “Aging.” Her “male” categories were “Info-Tech,” “Law & Crime,” “Government Operations,” and “Transportation.” Bills in the category of “Energy and Environment” were “gender-neutral.”

Occupations categorized as “female” included those in the fields of education, medicine, social work, and elder care. “Male” occupations included those in the fields of law, business, engineering, science, and farming. Her categories were drawn from previous research in the field of women’s studies.

Using regression analysis to analyze the impact of occupation on bill sponsorship, Demashkieh found that legislators coming from “female” occupations were more likely to sponsor bills categorized as “female,” regardless of their gender. She also found that legislators coming from “female” occupations tended to sponsor more bills in general than legislators coming from “male” occupations.

As Demashkieh puts it in her thesis, “…legislators coming from female professions behave like ‘women’ regardless of gender.”

Demashkieh’s research controlled for the characteristics of a legislator’s district, including unemployment and education rates, average household income and the percentage of district residents living in poverty. While she found a statistically significant impact of “female” occupation on “female” bill sponsorship, Demashkieh did not find that a similar pattern held for legislators coming from “male” occupations.

Demashkieh credits Kristen Goss, her faculty advisor, with helping her navigate the challenges of her research and pressing her to continually refine her thesis.

“Professor Goss was really great at finding the gaps in my argument and telling me where I needed to do more statistical analysis and find more literature,” Demashkieh said.

Following graduation, Demashkieh will move to Atlanta to work for Bain & Co., a management consulting firm.
Foreign Service Experience Informs Kelly’s Teaching

Teaching at Duke is a type of homecoming in more ways than one for Stephen Kelly, who returns to both a profession and a location after living all over the world during a 28-year career in the Foreign Service.

He taught English as a second language in the Peace Corps in Zaire, and lived in the Triangle area as a reporter for The Charlotte Observer on the capitol beat in the 1970s.

Kelly joined the Sanford faculty this spring as a visiting professor of the practice in public policy and Canadian studies. He’d been at Duke since 2008, however, when he was appointed Diplomat in Residence.

Prior to this assignment he was director of the senior level assignments division at the State Department in Washington, D.C., where he oversaw the counseling and assignments of the most experienced and high-ranking career officers in the U.S. diplomatic service.

Through his service in the embassies of Canada and Mexico, Kelly developed expertise in North America energy policy, and he brings that real-world experience to one of Sanford’s core policy areas: of energy and the environment.

During the spring semester, Kelly is teaching “North America: Our Neighbors, Our Future” which examines a series of critical challenges facing the United States whose solutions may lie, at least partially, with Canada and Mexico.

Energy, trade, border protection, drug trafficking, continental defense, immigration, the environment and other topics are being studied in a North American context.

The course also addresses the contradiction between the importance of our neighbors—our largest oil suppliers, our largest export markets, our largest drug suppliers—and our knowledge of them, which is usually extremely low and, in the case of Mexico, often negative, Kelly said. Students will consider whether further continental integration is possible or desirable.

A graduate of Cornell University in Ithaca, N.Y., Kelly holds a master’s degree in National Security Strategy from the National War College in Washington, D.C. His foreign languages are French, Spanish, Dutch and Indonesian.

Kelly is a primary organizer of the April 13 conference “Hydropower, Pipelines and Petroleum: the U.S.-Canadian Energy Relationship,” taking place at the Fuqua School of Business.

His foreign service career brought him close to major news events that influenced policy. His work on the Border Action Plan with Mexico was informed by a personal look at border security from a patrol boat on the Rio Grande. He was the consul general in Quebec City when Quebec voted to separate from Canada. On 9/11, he was the senior official in Canada because the U.S. ambassador was away and he helped draft a new U.S.-Canada border agreement in the aftermath.

“You’re there when history is being made,” Kelly said. “Knowing that some of your work has gotten to the White House—that you gave them information they couldn’t get otherwise—is a very satisfying career accomplishment.”

JD/MPP Alum to Clerk for Justice Alito

Sarah Campbell JD/MPP’09 has been selected as a clerk for the next Supreme Court term by Justice Samuel A. Alito. She is currently a litigator at Williams & Connolly in Washington, D.C. She will begin her clerkship in July.

“To work for a year for a Supreme Court Justice—especially one for whom I have such respect and admiration—is a once-in-a-lifetime opportunity,” Campbell said.

While at Duke, Campbell collaborated on research with Ken Dodge, director of the Center for Child and Family Policy, and Duke Law School Professor and CCFP Faculty Fellow Dorian Coleman. The research led to a special issue of the journal Law and Contemporary Problems. Campbell said her public policy studies have strengthened her legal career.

“Everything I learned in the Master’s of Public Policy program, from statistical analysis to indepth studies of particular policy areas such as education, complemented my JD studies.”

Previously she clerked for Judge William H. Pryor on the U.S. Court of Appeals for the 11th Circuit in Birmingham, Ala.
Course Explores Narrative, Leadership

By Julia Love

In life and especially in politics, there is almost always a hero and a villain. We use stories to wrap our minds around the complex problems of the day, says Frederick “Fritz” Mayer, associate professor of public policy studies and political science. And often, the best leaders excel at storytelling.

“The natural human way to make sense of our experience of things is through story. It’s just what we do,” said Mayer. “We make stories of our experiences in ways that make them more familiar, give them meaning.”

This spring, freshmen in Mayer’s “Narrative and Leadership” course, offered through the Hart Leadership Program, are exploring how stories serve as tools to form beliefs, construct identity and motivate behavior. They will also hone their own storytelling abilities for use in their work as leaders.

Mayer did not expect to engage his fascination with the power of stories when he took a job as an adviser to former senator Bill Bradley in the early 1990s. Yet while working to pass the North American Free Trade Agreement in the Senate, he had an epiphany. He realized that the story and think about how they could use stories to be leaders on issues that matter to them,” Mayer said.

“The usual sequence is you roll out the candidate and you tell his life story. It’s usually an ordinary guy from humble beginnings who worked his way up—a triumphant march,” he said. “And then the attack ads begin: ‘He’s not what he seems.’ [The ads] are dark, and there’s a conspiratorial voice.”

The storyline of the 2008 presidential election captivated the nation for months. “Barack Obama’s campaign was brilliant in that sense. It told a very simple story of hope and change,” Meyer said. “He became the embodiment of that classic drama.”

Yet Obama has not always made good use of his storytelling talent during his time in office, Mayer said. When he speaks off the cuff, Obama often falls back into academic discourse—which is appropriate coming from a constitutional law professor, but unsatisfying from a president.

“Leaders often have a very strong sense of their own story, of themselves as actors, and how it is that they might become part of the story to correct the injustice or the problem that they see,” Mayer said. “And leaders use stories to move others, stories that frame what is at stake and enlist the community in the cause of solving the problem.”

Mayer is writing a book on narrative and collective action, discussing the psychological and sociological functions of narrative, and making the case that stories are uniquely capable of overcoming barriers to collective action.

To explore the use of narratives in leadership, Mayer’s students began by studying stories in a variety of other contexts. The class read Picking Cotton, a memoir by Jennifer Thompson-Cannino, a rape victim whose erroneous identification of her attacker sent the wrong man to prison for more than a decade. Thompson-Cannino then met with the class over dinner and discussed how her story has raised awareness about the unreliability of eyewitnesses.

“You could talk forever about statistics and what percentage of witness identifications are, in fact, accurate, but the statistics don’t have the power of her story,” Mayer said.

Other guest speakers, ranging from a former Marine Corps officer to Coach Mike Krzyzewski, will share their insights about storytelling as a tool to motivate people.

After his class, Mayer hopes that his students will capitalize on the power of stories to advance their own causes.

“I hope that they will reflect on their own story and think about how they could use stories to be leaders on issues that matter to them,” Mayer said.

‘After the Storm: Post-Katrina Photographs’ by Alex Harris

Policymakers and photographers share the challenge of "how to engage the imaginations of our fellow citizens to focus on places and problems they might otherwise turn away from,” said Alex Harris, professor of the practice of public policy and documentary studies. During the spring following Hurricane Katrina, Harris created a series of large-format triptychs depicting the battered and abandoned Gulf Coast. The exhibition, on display on the first floor of Rubenstein Hall, includes 15 triptychs measuring 24 by 80 inches.

The exhibition and artist’s talk on March 23 are part of the 2010-11 Provost’s Lecture Series, “Natural Disasters, Human Responses.” The exhibition is open to the public through Aug. 12 from 9 a.m. to 5 p.m., Monday through Friday. Parking is available at the Science Drive Visitors Lot.

It was first displayed last fall at thePavillon Populaire in Montpelier, France, in an exhibition curated by Gilles Mora, and published in the catalog, Les Suds Profonds de L’Amerique (The Deep South of America).
Strange Bedfellows: Big-Time Sports and the Academic Enterprise

By Charles T. Clotfelter

Two astonishingly different worlds coexist within many of the most prominent American universities. To appreciate the gulf that separates these two worlds, consider two buildings at the University of Texas. The first is the five-story brick and concrete home to the Center for Nano- and Molecular Science and Technology. It houses offices, equipment, and laboratories used by scientists and engineers. The nano-science center, on the academic side of the university, exemplifies the rarified, rational realm that has traditionally been associated with the academic world. Facts, reason, and beauty are its raw materials; analysis, study, and free expression are its modes of operation.

The second building is the university’s football stadium, the Darrell K. Royal-Texas Memorial Stadium. This structure, featuring double decks on one side, can accommodate more than 100,000 spectators, and was filled to capacity at every one of the seven home games during the 2009 season. In contrast with the nanotechnology center, the stadium and those who work there represent a world that is unashamedly commercial and thoroughly popular, even populist. This part of the university is quite literally a part of the entertainment industry. It sells its brand of performance in the commercial marketplace, depending for revenue on both paying customers and media. This is big-time college sports.

Perhaps the most obvious distinguishing feature of this sports enterprise is that its normal operations are visible to an extent simply unmatched by anything that happens on the academic side. The team’s games are carried live on radio, from Abilene to Wichita Falls, on 40 different radio stations.¹ All 12 of its games during the 2008 season were televised, and so was its appearance in the Fiesta Bowl the following January.² Even ignoring the television cameras, just the gathering together of 100,000 individuals in one location is enough to mark an event as out of the ordinary. It has been said that many American universities are best known across the country, if at all, not for their academic programs, but for their football teams. This remark is as true today as it was when it was written, over 80 years ago.³

Here is an authentic case of American exceptionalism: in no other large country in the world is commercialized athletic competition so closely tied to institutions of higher education. To be sure, universities in Europe, Asia, Canada, and elsewhere frequently sponsor “club” teams that compete against each other in a variety of sports, ranging from squash and ice hockey to basketball and badminton. But none of these forms of university-affiliated athletic competition generates the revenue or rises to the level of commercial sophistication of American intercollegiate athletics.

Although most of the teams sponsored by the 4,000 colleges and universities in the United States are no more famous or commercial than university teams in other countries, the football and basketball teams representing several hundred universities achieve such high levels of revenue and visibility that their universities in effect become part of the American entertainment industry.

Although this peculiarly American activity may be second nature to most Americans, and thus thought unremarkable, one can only imagine how odd it must appear to a visitor from abroad, whose experience with universities has never included an entertainment spectacle on this order that is put on by universities themselves. Why is the enterprise of big-time athletics a part of the operation of contemporary American universities? What are its effects? What, if anything, needs to be done about it? These are the questions they might ask and that motivated me to study this subject.

To explain the existence of big-time college athletics, university leaders and outside observers usually offer one of several justifications. First among them is the educational argument: beginning with the ancient Greeks, athletic pursuits have been recognized as a valuable component of a complete education. As Harvard president Charles Eliot argued before the 20th century, athletic participation develops such “qualities as courage, fortitude, and presence of mind in emergencies and under difficulties,” as well as cooperation and, for some, the “habit of command.”⁴

While this explanation continues to have real force when applied to students’ participation in the variety of sports offered on college campuses, it does little to justify the big-time athletic operation, since the primary way that college students participate in big-time college sports is as spectators. Relatively few of them enjoy the moral and physical benefits of participating in these sports. For those who do play one of the revenue sports, participation often takes on the quality of employment more than it does of recreation. Despite their official amateur status, their role begins to morph into one that has many of the markings of a professional player, though certainly without the professional’s monetary compensation.

A second common justification for big-time athletic operations is the one that might be the first to occur to many outside observers: money. At least in public perception, the highly visible football and basketball pro-

³ Toma (2003); Angell (1928, p. 119): “Intercollegiate athletics are the feature of our universities best known to the American public.”
⁴ Eliot (1894, p. 19).
Strange Bedfellows: Big-Time Sports and the Academic Enterprise

so closely tied to institutions of higher education. Large country in the world is commercialized athletic competition Here is an authentic case of American exceptionalism: in no other commercialized athletic competition higher education.

grams run by universities would appear to be a ready source of revenue, given the large figures commonly reported for such things as football bowl receipts and coaches’ salaries. Indeed, the head basketball coach for the University of Connecticut defended his own $1.6 million salary at a time when the state of Connecticut was running a large deficit, telling a reporter that his basketball program brought in $12 million a year.  

However, the claim of profitability is a little more complicated. Although many big-time basketball, and football, programs would turn a profit if run by themselves, universities consolidate all their intercollegiate sports under one department, with one budget. Most of these departments lose money, including the one operated by the University of Connecticut. It is possible, however, that these programs generate revenues for their universities outside of athletics, such as donations to non-athletic operations or income from the sale of licensed products bearing the university’s name and logo.

A third argument that universities sometimes use to justify their investment in commercialized spectator sports is the claim that athletic acclaim begets public attention for the university’s academic mission, which in turn pays off in quite tangible ways. Chief among the benefits thought to result from heightened visibility is a boost in applications for admission. Whether it is a Cinderella team’s unexpected success in the NCAA basketball tournament or the widespread recognition that comes from being a perennial football powerhouse, admissions directors believe that athletic prominence increases student applications.

The hoped-for benefits go beyond generating a stronger pool of applicants. Athletic success and the notoriety it brings with it is believed also to generate more donations, as noted above, and stronger support from state and local governments. Buoyed by the apparent success of newly ascendant big-time football programs at institutions like the University of Connecticut, Rutgers, the University of South Florida, and Boise State, other universities, among them Georgia State and the University of North Carolina at Charlotte, have announced in recent years their intention to launch football programs of their own.  

One more standard justification for big-time athletics is the ability that mass allegiance is thought to have in building the bonds of community on a campus. Having a team to root for has a feel-good effect on current students that can build valuable social capital while they attend and continue into later years as alumni. One administrator wrote, “Sports teams can foster a deep sense of community and social solidarity, even when those teams lose more often than they win.”  

Since the vast majority of students become involved in big-time sports, if at all, as spectators rather than as players, this justification also invites careful consideration.

These four justifications make up the conventional answers to the foreign visitor’s questions. Together they suggest that America’s unique form of university-sponsored commercial sport bolsters the academic mission of the universities that have chosen to do it. Some historians have argued that American colleges latched onto sports in the first place as a way to garner the attention and resources they needed to survive in the country’s decentralized, competitive marketplace, and these justifications are consistent with that argument. Is it a coincidence that the country whose universities are recognized as global leaders is also the only country whose universities sponsor commercial sports on a grand scale?

5 Actually, revenue generated by the university’s basketball program was only about half that amount. Joe Nocera, “Jim Calhoun Defends His Salary,” New York Times, February 23, 2009.

Alum’s Career Leads Back To Peace Corps Beginning

By Evan Krasomil

Stacy Rhodes MIDP ’91, chief of staff of the Peace Corps, has spent a lifetime in international development. While he has worked for a host of organizations, Rhodes has no qualms about identifying the ideal way to begin a career in the field.

“If you’re at all interested in international development, the Peace Corps is the best way to get your street ‘cred,’” Rhodes said.

As an undergraduate at Occidental College during the 1960s, Rhodes was inspired by the calls to service put forth by John F. Kennedy and Peace Corps Director Sargent Shriver. After completing an MA in international relations at Johns Hopkins University, Rhodes joined the Peace Corps in 1968.

Living at 13,000 feet on the Bolivian altiplano (“high plain”) amid the Andes Mountains, Rhodes worked on community development and agricultural issues with local farmers. He focused on helping to increase revenues from potato production, sheep shearing and small chicken projects.

“While he has worked for a host of organizations, Rhodes has no qualms about identifying the ideal way to begin a career in the field.”

Stacy Rhodes will be the alumnus guest speaker at the MPP/MIDP graduation ceremony on May 14.

Duke and Vietnam National University Develop MPP Program

On Jan. 21, Duke University took another step toward becoming a global university by signing a memorandum of understanding with Vietnam National University-Ho Chi Minh City (VNU-HCMC) and the GE Foundation for the development of a Master’s Program in Public Policy for Environmental Protection.

The Sanford School, the Duke Center for International Development and the Nicholas School of the Environment have shared in development of the program for the past two years. The program is underwritten by a grant from the GE Foundation.

The program will fill the need for professional and advanced academic training for Vietnamese civil servants in the development of public policy,
Global Semester Abroad

Professor of Public Policy Anirudh Krishna (wearing cap) translates a discussion with a shopkeeper in the village of Vali, India. The Duke students, from left, Alice Yen and Sarah Nolan, aided by their mentors Meenol and Ankita, are collecting information for health and community development research projects they conducted in partnership with Jagran Jan Vikas Samiti (JJVS). JJVS is an NGO that works to improve Indian rural and tribal communities. Yen and Nolan are among two dozen enrolled in Duke’s inaugural Global Semester Abroad (GSA). After spending the first half of the term in India, the students traded places with others who began the semester in China.

“This program emerged from the creative discussions that took place between us at VNU in January, and at Duke in May of last year, with the Duke Center for International Development acting as facilitator. It highlights the important contribution that the private sector can make to promote international development and cooperation,” said Sanford Dean Bruce Kuniholm.

Faculty from VNU-HCMC are taking part in capacity-building training at Duke. Professor To Thi Hien, a member of the faculty of environmental sciences, spent the fall semester at Duke developing a new course on “Energy Politics and Governance.” She audited seminars on energy systems modeling and electric power markets at the Nicholas School of the Environment (NSOE) and courses in policy analysis for development and institutional design for sustainable development in the Master of International Development Program at Sanford. Several other faculty from VCN-HCMC are visiting Duke during the spring semester.

“Upon her return to Vietnam, Professor To Thi Hien will finalize the syllabus for her new course and continue to consult with Duke faculty,” said Francis Lethem.

“We also hope that one or several of NSOE’s master’s students will take advantage of VNU’s offer to provide them with housing if they choose to come to Vietnam for their summer internship.”

The GE Foundation, the philanthropic organization of the General Electric Co., supports U.S. and international education, the environment, public policy, human rights and disaster relief around the globe.
Subsidies, Social Pressure Create Lasting Change

By Shailesh Rai

Sanitation campaigns that combine subsidies with shaming techniques have positive effects on hygiene that persist many years later, according to a recent study by Subhrendu Pattanayak, an associate professor and environmental economist at the Sanford School.

I worked with Pattanayak last summer in Orissa, one of India’s poorest states, to study whether new hygiene habits developed by poor households after a 2006 sanitation campaign had persisted. The campaign in 20 randomly selected villages had innovatively combined monetary subsidies for household toilet construction with social mobilization techniques—strategies like “walks of shame” and “defecation mapping”—to evoke changes in community attitudes toward unhygienic practices like open defecation.

In 2006, household toilet construction rose dramatically in households that were exposed to the social mobilization techniques, compared to households in 20 similar, randomly selected ‘control’ villages where the campaign was not held. Toilet ownership increased from 5 percent to 35 percent among households below the poverty line, and from 9 percent to 30 percent in households above it.

However, the long-term effects of the campaign were unknown. The few studies that have examined the persistence of hygiene habits among households after water and sanitation campaigns found that benefits tend to fade with time.

“Policymakers and development practitioners have all kinds of clever ideas that they sometimes test against data from the field. Normally they evaluate the impacts several weeks or a few months after their intervention, but rarely return to see if the behavior change persists,” said Pattanayak. “We were up against two strong forces—culture and inertia—and we had no idea if households would stick to it.”

Our 2010 survey found that toilet ownership had continued to increase in the treatment villages. Ownership had risen slightly from 30 percent to 32 percent for households above the poverty line, but it had practically soared from 35 percent to 49 percent for households below the poverty line.

Toilet ownership rose in “control” villages, too, but not as substantially. Ownership increased from 11 percent to 19 percent for families below the poverty line, and from 15 percent to 20 percent for families above it.

Statistical analysis suggests that the subsidies given to poor households were responsible for more than half of the continued effect of the campaign. Many of the toilet owners were households that built their toilets after the campaign ended, which suggests that the gains from the campaign had not diminished over time.

“Clearly, if we had declared the mission as accomplished in 2006 and closed up shop (when the donors moved on), we would have seriously underestimated the impacts, particularly the impacts on the cognitive and other health outcomes for little children,” said Pattanayak.

We are continuing our research, now looking at whether the health gains achieved after the campaign in 2006 have also persisted or grown.

Shailesh Rai is a second-year MPP student interested in poverty reduction and health policy in developing countries. He has a degree in law from the National Law School of India and worked as a journalist for CNN’s affiliate channel in India for four years.
As state legislatures nationwide struggle to address sizeable budget deficits, there is a new interest in reducing prison populations, which have reached their highest levels ever. Two university economists point out that there are less costly ways to deter crime besides the threat of long prison terms.

In "The Economist's Guide to Crime Busting," published in The Wilson Quarterly this spring, professors Philip Cook, the ITT/Terry Sanford Professor of Public Policy at the Sanford School, and Jens Ludwig, a Duke alumnus and a professor of public policy and law at the University of Chicago, offer three not-so-obvious examples of policies that have been demonstrated to reduce crime rates without incarceration: raise the minimum age at which adolescents can legally leave school, encourage more “business improvement districts” and increase taxes on alcoholic beverages.

“The economic theory of criminal choice provides a guide to crime control that encourages consideration of a broad array of interventions,” Cook said. “America’s next war on crime must look at the full spectrum of solutions and pay special attention to giving those people who are most likely to turn to crime the skills and incentives to make a better choice.”

The U.S. incarceration rate has increased seven-fold in the last generation, the authors note. America now locks up 1 percent of its adult population, the highest rate in the world. But what have we achieved at the cost of so much public expenditure and human suffering? Large increases in imprisonment have been associated with both large increases (1984-1991) and large reductions in crime (1991-2000). Coupled with much other evidence, these facts suggest there is little connection between long prison terms and crime prevention.

Cook and Ludwig chose to focus on three prevention measures for which there is strong evidence of effectiveness. Between the 1960s and 1980s, some states increased the minimum age at which students could legally quit school to 17 or 18, while other states kept their minimum age constant. This created a natural experiment in which states that increased their minimum age could be compared to those that did not.

When students stayed in school longer they had lower crime and incarceration rates as adults, researchers found. One additional year in high school reduced arrest rates of young males by approximately 11 percent. While an additional year or two of mandatory attendance would cost extra, it would also have a variety of societal and individual benefits in addition to crime reduction, and would easily pay for itself in increased productivity and other ways, Cook and Ludwig concluded.

Business improvement districts, or BIDs, also have successfully deterred crime. These nonprofit collectives are typically established in urban commercial areas by business and property owners looking to keep neighborhoods “clean” and “safe,” often by hiring private security and installing security cameras. Previous research Cook conducted in Los Angeles with John MacDonald found that every additional $10,000 a BID spent on private security reduced crime and arrests and had a social benefit-cost ratio of 20 to 1.

The third measure Cook and Ludwig suggest is to raise the price of alcoholic beverages. Approximately one third of sexual assaults and a quarter of all assaults are committed by individuals who have been drinking. There’s strong evidence that increasing alcohol prices reduces alcohol abuse and crime.

The best way to increase prices is simply to increase alcohol excise taxes, which have been sharply eroded by inflation over the last few decades. The average state tax on beer is 5 cents per 12-ounce bottle. Previous research conducted by Cook suggests that raising the state tax on beer, wine and liquor by 5 cents per drink would reduce alcohol consumption by approximately 12 percent, while also reducing robberies and burglaries. Cash-strapped governments also would welcome the extra revenue these taxes would generate, the authors say.

“Whatever one thought of the old formula of putting more and more people behind bars, it is simply no longer affordable,” the authors conclude. “Likewise the old debate between hard and soft approaches to crime has been exhausted. … We must learn to think of programs as various as preschool education and drug treatment as part of our crime-fighting strategy.”

PPS Students Probe Thorny Topics In Research for Durham Public Schools

By Suzanne Valdivia

Alex Reese’s assignment: conduct research on teacher compensation at the request of Durham Public Schools (DPS) Superintendent Eric Becoats. Then present your findings before the Durham Board of Education.

For fellow public policy senior Swapanthi Nagulpally, the task was to examine the effect of school uniforms on the school climate at Neal Middle School in Durham and suggest ways to make the policy run more smoothly.

These aren’t typical assignments for Duke undergraduates. But they will become more common as DPS turns to Duke scholars and students to help find answers to questions facing local schools. The latest DPS strategic plan expands the school system’s current partnership with Duke’s Center for Child and Family Policy (CCFP) “to conduct research and program evaluation of district initiatives.”

Reese arranged his research project with Becoats through the center’s School Research Partnership Office, headed by Jenni Owen, CCFP director of policy initiatives, and David Rabiner, associate research professor of psychology and neuroscience.

Last semester the office oversaw eight student research projects involving DPS and other agencies. Eight more are working on projects this semester. A total of 26 have participated in the program since it started in 2009.

The community partners represent a range of organizations, including Communities in Schools of Durham, the Duke Hospital School, the Carter Community School, the Durham School Board, Durham Public Schools and the N.C. Department of Juvenile Justice and Delinquency Prevention.

Guided by faculty advisors, the students write a 25-page paper and submit a policy brief with specific recommendations.

During his independent study, Reese looked at models for teacher compensation in three different districts outside of Durham. He was surprised to learn that monetary incentives alone were not necessarily most effective at attracting talent to the lowest-performing district schools. In addition to receiving bonuses for recruitment and retention, one of the job conditions teachers cared most about was working for a visionary leader, he found.

Alex Reese

After Reese submitted his research results and recommendations, Becoats invited him to give a formal presentation before the DPS board in January.

The project gave Reese important perspectives he will take with him to his teaching job with Teach for America in inner-city Baltimore.

“As I’m about to come in as a teacher at the school level, I think it will be tremendously valuable in understanding and navigating that whole landscape,” he said.

Swapanthi Nagulpally

In her research, Nagulpally worked with Neal Middle School Assistant Principal Melanie Butler Williams on researching and implementing the school uniform policy.

“I did focus groups with about 30 students at the school,” Nagulpally says. “I got back 30 parent surveys. I talked to a couple of teachers, and I talked a lot with the assistant principal. I also used some data from the N.C. Department of Public Instruction about Neal Middle School’s test scores, disciplinary infractions and suspensions, so you could track over the years with the uniform policy how things had been moving.”

Nagulpally found that uniforms are often seen as a way to maintain order and discipline. Having learned new data-collection methods, she made specific recommendations to Williams:

- replace a particular color that students had said they didn’t like;
- make new sweatshirts and T-shirts available so students can have more variety;
- make sure the policy guidelines are well publicized and better understood so teachers can enforce the uniform policy more consistently.

“The best part for me was getting to interact with people in the school so I could get an insider’s honest view,” Nagulpally says.

Owen and Rabiner, directors of the research partnership office, said with additional resources the program could expand to include many more students across a wide range of disciplines.

“The School Research Partnership Office can help the school system determine the relative benefits of our education interventions in order to ensure we devote our resources to programs that work,” says Heidi Carter, a member of the DPS Board of Education. “They help us translate research into sound policy and practice that will have real-world relevance right here in Durham.”

A version of this article was published in the online daily “Duke Today” on Feb. 25, 2011.

Hal Brands gave talks to the U.S. Air Force Special Operations School and at the Conference of the Society for Historians of American Foreign Relations. He participated in a seminar on current security challenges in Latin America sponsored by U.S. Southern Command in Miami.


Ken Dodge received $185,000 from the Pew Center on the States for a project titled “Advancing Home Visiting Research to Inform Public Policy.” The funding supports a randomized controlled trial to evaluate the “Durham Connects” program in Durham. He spoke about the merits, issues and ethics of lying to children during the Kenan Institute’s first iThink dialogue, Lies Our Parents Told Us, on Oct. 21, 2010.

Anna Gassman-Pines presented a paper titled “The Effects of Local Employment Losses on Children’s Educational Achievement” (co-authored with Elizabeth Ananat and Christina Gibson-Davis) at the APPAM conference in Boston in November 2010.


Kristin Goss was invited by the Huffington Post to join a panel of experts doing live fact checking and analysis of President Obama’s State of the Union Address in January. She also appeared on Canadian Broadcasting’s primetime news show, “Connect with Mark Kelley,” to discuss President Obama’s handling of gun control.

James A. Joseph’s “Louisiana Effective Leadership Program (LaELP)” received an award from the Kellogg Foundation.

**Kudos**

**Arts & Sciences Professor William A. Darity, Jr.,** director of the Research Network on Race and Ethnic Inequality, is the principal investigator for the National Asset Scorecard project, funded by a $676,879 grant from the Ford Foundation. The scorecard will provide an assessment of the wealth position of members of the various ethnic/racial groups that comprise the U.S. population. The project involves developing both the scorecard itself and two survey instruments to gather data that will be utilized to compute the ratings displayed on the scorecard. Also, in November 2010, Darity was appointed chair of the department of African and African American Studies in the School of Arts and Sciences.

**Anna Gassman-Pines,** assistant professor of public policy, will take a junior research leave next year supported in part by the Sulzberger Faculty Fellowship. She is the first recipient of the research fellowship administered by the Duke Center for Child and Family Policy (CCFP). Her sabbatical research will focus on how specific workplace policies affect the quality of life of workers and their families.

**Visiting Scholar Bill Holman,** former secretary of the N.C. Department of Environment and Natural Resources, was re-elected to a fifth one-year term as Chairman of the N.C. State Water Infrastructure Commission (SWIC). The General Assembly created the SWIC in 2005 to help prioritize the state’s water infrastructure needs.

On Jan. 17, Susan B. King Professor **Sherman James** gave the MLK Commemorative Address at the Health Sciences Schools at the University of Michigan. His address was titled, “Healing the Wounds: The Health Disparities Legacy of the 1960s Civil Rights Era.”

**Clay Johnson,** visiting lecturer with the DeWitt Wallace Center for Media and Democracy, won an Emmy for his documentary, “Floyd.” It was a retrospective on the devastation and aftermath of hurricane Floyd that aired on its tenth anniversary in September 2009. The film revisits communities affected by Floyd and examines how the state’s new flood mapping program is helping the state better prepare for future floods. It can be viewed at the WRAL website in the news section under documentaries.

**Judith Kelley,** associate professor of public policy and political science, was invited to join the newly formed Global Commission on Elections, Democracy and Security as an ex-officio member. She gave a presentation on her research on election monitoring—the subject of her forthcoming book—at the first meeting March 4-5 in Pretoria, South Africa. The commission is chaired by former UN Secretary-General Kofi Annan. Members include the former presidents of Mexico, Finland, Botswana and Latvia.

**Anirudh Krishna,** associate dean for international academic programs, has been promoted to full professor with tenure.

Kevin D. Gorter Professor of Public Policy and History **Robert Korstad** along with co-author, UNC-Chapel Hill Professor **James L. Leloudis,** received the North Caroliniana Society Book Award for 2010 for To Right These Wrongs: The North Carolina Fund and the Battle to End Poverty and Inequality in 1960s America.

**James R. Shepley Professor Ellen Mickiewicz** has received a fellowship at the International Center for Culture Studies, Vienna. She will be in residence in Vienna in May and June.

**Jake Vigdor,** professor of public policy, has been named an External Fellow at the Centre for Research and Analysis of Migration at University College London.
Foundation. Total funding will be $192,000 over 10 months.

Bill Holman, along with UNC-Chapel Hill professor Richard Whisnant, presented the recommendations of the UNC-Duke Water Allocation Study Team to the N.C. legislature’s Environmental Review Commission on Jan. 18.

Bruce Jentleson promoted his book co-authored with Steve Weber — The End of Arrogance: America in the Global Competition of Ideas — with talks at the Wilson Center in Washington, D.C.; the Chicago Council on Global Affairs; the University of Toronto; the University of Oxford; the London School of Economics and Political Science; and the Carnegie Council on Ethics and International Affairs in New York City. He attended a conference, “The United States, Emerging Powers and Transnational Threats,” in Abu Dhabi, United Arab Emirates, in February and presented a paper at a conference on global governance at Princeton University in January. He also participated in a workshop, “Global Trends 2030,” at the National Intelligence Council in December 2010. He gave a lecture, “Cutting the Fuse: Moving Beyond the War on Terror,” at the University of Chicago and at the New America Foundation in Washington, D.C., in October 2010.


United Way Worldwide awarded $100,000 to researchers Leslie Babinski, Jenni Owen, and Ashley Corra to evaluate their efforts to increase community conversations about teacher effectiveness. Owen also co-presented a session titled “What Does ‘Evidence-Based’ Mean for Your Nonprofit?: Strategies for Improving Outcomes and Impact” at the annual N.C. Center for Nonprofits Conference Sept. 29-30 in Research Triangle Park.

Tim Nichols gave a talk titled “Afghanistan: Understanding the Struggle: A Perspective of U.S. Intervention and Assistance” on Jan. 13 at Wayne Community College in Goldsboro, N.C.

Subhrendu Pattanayak received a $45,700 research grant from the Acumen Fund (New York) and the Gates Foundation for a project titled “Evaluating Behavior Change Interventions in Andhra Pradesh, India” along with co-principal investigators Marc Jeuland and Aman Hamoudi. He received a $45,000 research grant from the Duke Global Health Institute for “Household Energy & Health Initiative.” He gave a presentation on environmental health externalities in rural India at the Indian Statistical Institute in New Delhi, India, in December 2010. He spoke on “Under-mining health: Environmental justice and mining in India” at the World Congress of Environmental and Resource Economists in Montreal, Canada, in June 2010 and partnered on two other presentations at the same conference. At the Annual Bank Conference on Development Economics in Stockholm, Sweden, in May 2010, he co-presented “Climate change, cook stoves, and coughs and colds: Thinking global and acting local in rural Nepal” and “Mine over matter: Health, wealth and forests in a mining area of Orissa.”

Ken Rogerson is president of the International Communication Section of the International Studies Association for 2010-11.


Dr. Anthony So spoke on two panels at the American Society of Tropical Medicine and Hygiene annual meeting in Atlanta in November 2010, one at the invitation of the Universities Allied for Essential Medicines on “Bridging the Gap: Improving Access to Medicines for Neglected Tropical Diseases” and the other on “Setting Priorities for Research on Infectious Diseases of Poverty” on behalf of the Special Programme for Research and Training in Tropical Diseases (TDR)’s Thematic Reference Group on Innovation and Technology Platforms for Infectious Diseases of Poverty.

Tom Taylor gave a lecture titled “Command Leadership in High Profile Cases” on both Jan. 28, 2011 and Oct. 22, 2010 to brigade and battalion commanders attending the senior officer legal orientation courses at The Judge Advocate General’s Legal Center and School in Charlottesville, Va.

Jacob Vigdor discussed current issues in educational research, including best practices in assessment and testing, during a meeting for the Durham Public Schools Board and local community on Nov. 1, 2010.

Jerry VanSant moderated a panel on Strategic Consulting and Contracting in International Development for the Duke conference on Sustainable Business and Social Impact Feb. 9 at the Fuqua School of Business.


Authors, from left, Michael Shellenberger, Steven Hayward and Ted Nordhaus, discuss their goal of “making clean energy cheap” in the Fleishman Commons on Jan. 25.

Their talk, “Hitting the Reset Button on Energy Policy: A Proposal for Post-Partisan Power” grew out of a white paper published online at the Breakthrough Institute. They call for new federal funding approaches to energy research and education to spur innovation.

The event was part of the school’s series of “Gridlock” events, which focus on moving beyond partisan posturing to achieve shared goals.
By Jackie Ogburn

“I’m interested in the word ‘good,’” said Howard Gardner, Harvard professor and recipient of a MacArthur “genius” grant. But Gardner has learned there are important differences in how the word is used in public conversations.

Delivering the 2011 Crown Lecture in Ethics at the Sanford School of Public Policy, Gardner described his efforts with the GoodWork Project. The project focuses on how people succeed in times of rapid change, when everyone’s sense of time and space is being altered by technology and when there is little to counterbalance powerful market forces. He defined good work as having three qualities: excellence—being technically good; engaging—people want to do it; and ethical—done in a responsible way.

Gardner said there is an important distinction between “good” in the realm of “neighborly morality” and in the context of the ethical behaviors required of workers and citizens. Neighborly morality can be traced to the earliest human civilizations and works for small communities, while the ethical decisions we make in our roles as workers and citizens are newer, more complex concepts, he said.

He used the example of three adults who may influence a high school student applying to college: a neighbor asked to write a recommendation, the college admissions officer and a voter voting on a binding referendum on affirmative action. The neighbor may write a recommendation for the sake of keeping good relations with the family—the sake of the tribe. The admissions officer is required to act in the interests of the college and his or her profession. The voter must consider the needs of the community—whether affirmative action will create a better society.

Alignment within the workplace was another element of good work, Gardner said. A workplace is aligned if there is agreement on goals and ethics.

“Two dramatic examples were the fields of genetics and journalism,” he said. Over the past two decades, “genetics was well aligned and journalism was massively misaligned.” Misalignment within a profession leads to “compromised work.”

One of the disturbing findings of the project was the prevalence of compromised work among young people, Gardner said. They knew “the right thing,” but many didn’t do it. To get ahead, they felt they couldn’t be good workers now but would make up for it later. The book, “Making Good: How Young People Cope with Moral Dilemmas at Work,” came out of that finding.

During the question and answer period that followed, Duke President Richard Brodhead asked whether willingness among young people to accept compromised work might be in part because of developmental factors, and whether young people might “grow into the obligation of goodness.”

Gardner replied that it might be some combination of development and society. He discussed the example of the dean of admissions at MIT who was fired for providing false information on her resume. Many young people thought she had done a good job, shouldn’t have been fired and that everyone lies on resumes anyway. Gardner said he pointed out that lying on a resume is a firing offense.

Books and papers from the GoodWork Project, in progress since 1994, are available online at www.goodworkproject.org. The Crown Lecture in Ethics is named for benefactor Lester Crown, and brings speakers to Duke to explore ethical issues in the arts, sciences, medicine, business and other fields. Previous Crown lecturers include Rwandan Paul Rusesabagina, Pulitzer Prize-winning author and conservationist Jared Diamond, Nobel Peace Prize-winner Jody Williams, and former U.S. Sen. Bill Bradley.