Grappling with Climate Change Policy
“The emergence of cohabitation as an acceptable context for childbearing has changed the family-formation landscape. Individuals still value the idea of a two-parent family but no longer consider it necessary for the parents to be married.”

CHRISTINA GIBSON-DAVIS, associate professor of public policy, sociology, psychology and neuroscience, Associated Press, Jan. 6, 2014

“The shortage of lawmakers from the working class tilts decisions about the distribution of economic resources, protections, and burdens in favor of the more conservative policies that affluent Americans tend to prefer.”


“We’re looking at an ongoing decrease based on increasing access to birth control, with fluctuations based on the economy—basically, with how much people want to avoid getting pregnant.”

ELIZABETH ANANAT, assistant professor of public policy and economics, on the declining abortion rate, New Republic, Feb. 3, 2014

“Border security will be irrelevant to future immigration because the impetus to cross the border illegally has vanished, thanks to these profound economic and demographic changes in Mexico.”


“If things had gone as planned, Russian Olympic broadcasts should have helped underplay tensions at home. But, increasingly, what Russians see on the tube is violence and the spread of terrorism—even to Moscow.”

ELLEN MICKIEWICZ, professor of public policy, Foreign Affairs, Feb. 6, 2014
The cover stories in this issue of Sanford Insights focus on some of our faculty who grapple with climate change: economist Billy Pizer, lawyer and professor of the practice Tim Profeta, and political scientist Tana Johnson. Climate change has potential to radically alter human existence and raises a wide array of policy challenges.

The work of Sanford faculty on climate change is fascinating and important. Billy Pizer is working to understand and explain the dynamics of regional carbon markets and to evaluate greenhouse gas regulations for multiple sectors, not only power plants. The Nicholas Institute for Environmental Policy Solutions, which Tim Profeta launched eight years ago, functions as an "academic Switzerland" at Duke, concentrating expertise from many disciplines to create a sum larger than its parts. The institute is a valuable and visible bridge between the university and the world of policymaking (see pages 10-13).

Tana Johnson collaborates with peers in China and Germany using scenario planning strategies to answer questions about future energy trends. Tana and colleagues evaluate how international organizations that influence and create climate policy are shaped by institutional design and behind-the-scenes, non-governmental staff members. They offer key recommendations about how institutions might best adapt to new challenges. Her team’s policy recommendations have been presented to thought leaders in Washington, Beijing and Berlin (page 14).

Beyond climate change, faculty, staff, and students at Sanford are envisioning our future. Our strategic planning committee is tasked with shaping "The Next Generation of Greatness" for the school and is exploring a number of opportunities, including how we can optimize our interaction with policymakers and better harness the results of our scholarship to inform the policy process. Recommendations will develop over the summer and be incorporated into a strategic plan by the fall.

We are proud of MPP alumnus Danny Werfel (profiled on page 18) who exemplifies the intelligent, creative, public service-oriented leaders the Sanford School aims to nurture. His exemplary work as controller in the Office of Management and Budget over five years prompted President Obama to select him as interim director of the Internal Revenue Service. Under his leadership, the agency successfully addressed a number of highly challenging issues. Our current students show similar promise. As an example, our students have played an important role in creating the cross-campus Duke Interdisciplinary Social Innovators (page 4).

Sanford is an institution with a proud history and a future with limitless opportunities. We appreciate the efforts of those who work and study here and others who contribute to the vitality of the school in so many ways.

Kelly Brownell, Dean, Professor of Public Policy, Professor of Psychology and Neuroscience
PebbleWire: Putting Headlines on Your Watch

Knight Professor of the Practice of Journalism and Public Policy Bill Adair has partnered with undergraduate student Aaron Krolik to develop a news app for smart watches.

By Becky Richards

With the introduction of the Pebble watch in 2013, smart watches have quickly become a popular trend in technology innovation. Bill Adair, whose research involves computational journalism and new media, realized that some messages, such as urgent alerts or breaking news headlines, are more valuable displayed on the wrist when a person may not have access to a smart phone or computer.

That’s when Adair, journalist and creator of PolitiFact, decided to experiment with developing his own app, PebbleWire. “There are certain kinds of information that can serve people better on a particular screen,” said Adair. “[PebbleWire] is the ideal way to get headlines in a non-intrusive way.”

Adair enlisted the help of Aaron Krolik, an electrical engineering and computer science student with an interest in policy and journalism. The app, which is still in the development phase, uses a search-engine framework that will pull headlines from various news sources.

“The interesting thing about PebbleWire is that it’s not really bound by your phone. It fits into your life in a slightly different, more casual way of interacting,” said Krolik. “The goal of PebbleWire is that news sources can modify this process and make it their own.”

NEW REPORT ON TERRORISM

The Triangle Center on Terrorism and Homeland Security issued a report in February showing that the number of recent incidents of terrorism by Muslim Americans was less than feared, with only 16 offenses in 2013. The total number of Muslim-American terrorism perpetrators and suspects since the Sept. 11, 2001 attacks is 225, averaging fewer than 19 per year. David Schanzer, center director, said: “Even though two people caused a grave amount of harm in Boston last year, these data confirm that very few Muslim-Americans are radicalizing to violence.”

HISTORY AND PUBLIC POLICY LECTURE SERIES

Assistant Professor Hal Brands’ new lecture series brings speakers to talk about the intersections of history and public policy. Five speakers this academic year began with Erez Manela of Harvard University on “An Indispensable Nation: Recovering FDR’s Vision for China” and ended with William Inboden of UT-Austin on “The Role of History in Grand Strategy.” The series, supported by the Murphy Endowment, will continue next year.

CONNECT2POLITICS SPEAKER SERIES

Three politicians under 40 are speaking at the Sanford School this spring in the Connect2Politics speaker series. “Today’s most dynamic and innovative politicians are leading our cities,” says Alma Blount, director of Hart Leadership Program, which is presenting the talks as part of an initiative to encourage students to consider careers in public service. The speakers are New York Assemblywoman Nicole Malliotakis on Feb. 18, San Francisco Supervisor Jane Kim on March 27, and San Antonio Mayor Julian Castro (above) on April 1.

7 out of 12 suspects in violent terrorist plots are discovered because of their own statements
New Members Join Board of Visitors

Three new members joined the Sanford Board of Visitors in January. They are:

Samuel K. Skinner P’16, counsel of the international law firm Greenberg Traurig, whose legal career spans 45 years. He served as chief of staff and as secretary of transportation in the administration of President George H.W. Bush and was previously the CEO of USF Corp., a leading transportation company.

John K. Villa ’70, P’17, senior partner at Williams & Connolly LLP in Washington, D.C., specializing in corporate and financial services litigation and legal malpractice defense and an adjunct professor at Georgetown University Law School. He is a former U.S. Department of Justice attorney.

Robin Wiessmann P’15, a member of the Municipal Securities Rulemaking Board and former chair of Vantagepoint Funds Mutual Fund. From 2007 to 2009, she was treasurer of the state of Pennsylvania. She also co-founded the first women-owned investment banking firm on Wall Street, Artemis Capital Group, in 1990.

TESTIMONY

Jane Costello, associate director of research for the Duke Center for Child and Family Policy, testified before the Senate Committee on Indian Affairs on Feb. 26. She found positive psychiatric outcomes after the Eastern Band of Cherokees distributed a portion of casino profits equally among its 8,000 members. Her research was covered Jan. 18 in The New York Times in an article titled, “What Happens When the Poor Receive a Stipend?”

STUDENTS PUBLISH OP-EDS IN NORTH CAROLINA PAPERS

As part of her fall class, “Making Social Policy” Lecturer Jenni Owen assigned students to write an op-ed about a current social policy issue for a specific newspaper or media outlet. She wanted to illustrate how academic research in policy can inform public debate.

Three students, all public policy majors, worked to revise their initial class submissions, and had their op-eds published.

Kelly Bies PPS’14 wrote in support of House Bill 904, which would grant in-state tuition at North Carolina colleges for undocumented high school students. Her piece was published in The Chapel Hill News.

Amanda Young PPS’15 wrote for The Durham News about the cost and ineffectiveness of a new North Carolina law to allow hiring of more police as school resource officers while school budgets are being cut.

“They had to explain why the issue is important now and to use research to support their opinion,” Owen said.

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Discipline Problems Rise When More Students Repeat a Grade

By Alison Jones

When students repeat a grade, it can spell trouble for their classmates, according to a new Duke University-led study of nearly 80,000 middle-schoolers. In schools with high numbers of grade repeaters, suspensions were more likely to occur across the school community. Discipline problems were also more common among other students, including substance abuse, fighting and classroom disruption.

“The decision to retain students has consequences for the whole school community,” said lead author Clara Muschkin, assistant research professor of public policy and associate director of the Duke Center for Child and Family Policy.

The study by Muschkin, Elizabeth Glennie and Audrey Beck looked at 79,314 seventh-graders in 334 North Carolina middle schools. The authors accounted for a range of factors that might offer alternative explanations for their findings, including schools’ socioeconomic composition and parents’ educational status. Even after controlling for such factors, the presence of older and retained students was still strongly linked with more discipline problems in the entire group.

For instance, if 20 percent of children in seventh grade were older than their peers, the chance that other students would commit an infraction or be suspended increased by 200 percent.

“There’s a strong relationship here that we think is likely to be causal,” Muschkin said.

The paper appeared online Feb. 28 in Teachers College Record.

Local Nonprofits Benefit from Group Created by Grad Students

By Liz Hendrix

For Danny Heller and Jen Shen, finding solutions to real-world problems involves looking at them from many different points of view. Last year, Heller, a second-year MPP student, and Shen, a PhD student, formed Duke Interdisciplinary Social Innovators (DISI) as a way for graduate students to work in teams with students in other academic disciplines on community impact projects with local nonprofits.

DISI places participating students from the public policy and other graduate schools into groups of at least three and assigns each group to work with a nonprofit on a project of their choice. These collaborations give students real-world project experience and the opportunity to generate social-sector solutions while learning the basics of each other’s disciplines.

DISI provides services such as impact evaluations, social change strategies, technological development and financial advice. This semester, students worked with Food for Thought, which provides food-filled backpacks to poor rural children in Rowan and Salisbury counties, to develop a storage and distribution warehouse as well as a plan for distributing the backpacks.

“DISI has enabled Food for Thought to access a high level of consulting services that would otherwise have been out of reach to a small nonprofit such as ourselves,” Tony Curran, executive director, told the Salisbury Post. “The work that DISI is doing on behalf of Food for Thought will have a significant impact on the long-term sustainability of our organization.”

This year, students have teamed with Professor Bob Conrad and the Criminal Justice Resource Center to help conduct a project evaluation of a pretrial program that will be considered by other programs across the country.

The inspiration for DISI came from past work experiences for both Heller and Shen, who became friends while attending the University of Pennsylvania. Shen worked with students from other disciplines while working on international water issues, which gave her a better understanding of how different groups contribute different knowledge to the same project.

Heller worked at a nonprofit crisis hotline to help maximize the number of calls answered. The process involved a business component of using algorithms to manage calls, a technology component of using a database to reduce paperwork and keep track of calls, and a public policy component of confirming that the hotline was actually helping the caller and increasing access to mental health services.

“About midway through my job I realized, ‘Oh, it would have been great if I had input from people who have experience in these other areas,’” said Heller.

Heller and Shen have handed off the direction of DISI to a new set of leaders. These include co-presidents Kaitlin Carr, an MBA student, and Arjun Rallapalli, a PhD student in electrical engineering, as well as MPP students Sonia Hatfield and Jessi Gordon.

“We want to make DISI better known in the community and around Duke,” said Hatfield. “We want to change our end of the year event into a capstone event where we can showcase all of the projects that DISI has completed by the end of the year.”

“We are really excited to see how they will grow what we started,” Heller said.
Four Duke faculty members were ranked among the nation’s most influential education scholars by Education Week. Three Sanford professors, Helen Ladd, Charles Clotfelter and Jacob Vigdor, were in the top 75 of 200 on the list released Jan. 8. Peter Arcidiacono, professor of economics, also was included. The 2014 RHSU Edu-Scholar Public Influence rankings offer a view of the public influence of U.S. education scholars based on both their academic work and contributions to the public discussion in 2013. It was created by Rick Hess, a member of the American Enterprise Institute (AEI) and an Education Week blogger, and a selection committee of 27 academics in the field, including Vigdor.

The PBS Frontline film, “League of Denial: The NFL’s Concussion Crisis,” won a George Polk Concussion Crisis,” Denial: The NFL’s television reporting category. Pro-先进技术 in the network, also was included. The 2014 RHSU Edu-Scholar Public Influence rankings offer a view of the public influence of U.S. education scholars based on both their academic work and contributions to the public discussion in 2013. It was created by Rick Hess, a member of the American Enterprise Institute (AEI) and an Education Week blogger, and a selection committee of 27 academics in the field, including Vigdor.

APPPOINTMENTS

Sanford Board of Visitors member Maya Ajmera MPP’93, who founded the nonprofit Global Fund for Children while a graduate student at the Sanford School, has been appointed Duke University’s first social entrepreneur in residence for 2014. She is also a visiting professor of the practice of public policy. Ajmera will speak at campus events and in classes, work with students and potential employers to foster career placement, collaborate with faculty on a social entrepreneur curricu- lumb, and develop a network of alumni social entrepreneurs.

Professor Charles Clotfelter has been appointed to serve as Associate Dean for Academic Programs, for a three-year term, effective August 15. The position is currently held by Elizabeth Frankenberg, professor of public policy and sociology.

Professor Judith Kelley has been appointed Senior Associate Dean for Faculty and Research of the Sanford School. The appointment, effective Jan. 1, will run through June 2017. She succeeds Philip Cook, professor of public policy, economics and sociology, who was the first to hold the position.

For the 2013-2014 academic year, Professor Charles Clotfelter is a Fellow at the Straus Institute for Advanced Study of Law and Justice at New York University’s School of Law.

Professor Ellen Mickiewicz’s book, Television, Power, and the Public in Russia, has been translated into Russian and was published last spring by Aspect Press in Moscow.

For the spring semester, Professor Bruce Jentleson is in residence as a Distinguished Scholar at the Woodrow Wilson International Center for Scholars in Washington, D.C.

Lecturer Jenni Owen is the principal investigator for the project “A Foundation-University Partnership: Collaborating for Nonprofit Capacity Building and Infrastructure Enhancement,” which has received a second round of funding from the Oak Foundation of $300,000 for three years.

Jeff Bartelli MPP’13 commuted to Sanford by bike frequently pedaling home on a wet bike seat. Applying his public policy training, he submitted a proposal for building a covered bike shelter. Two years later, Duke’s first bike shelter, next to Rubenstein Hall, is almost complete. It has an air pump and tools for small repairs and will be the prototype for other shelters on campus. “It’s good to know there’s people in the Sanford School that’ve kept this dream alive for me,” said Bartelli, now a consultant for Booz Allen Hamilton.

Fall PhD Graduates Begin First Positions

Three Sanford PhD students graduated in December and have accepted their first positions.

Katherine Duch is a senior analyst at the Analyst Institute, a think tank in Washington, D.C., focused on researching best practices in voter contact. Her dissertation is "Essays in Education and Politics." While at Sanford, she served on the San-ford Board of Visitors and was a Young Trustee for the Duke Board of Trustees.

Catherine Herrold is an assistant professor of philanthropic studies at the Indiana University Lilly Family School of Philan-thropy. Her dissertation is titled “Bankrolling the Arab Spring: The role of Philanthropy in Egypt’s Political Transition.”

Sara Pilzer Weiss is a research scholar at the Friday Institute for Educational innovation at NC State University in Raleigh. Her dissertation topic was "School District Student Assignment and Reassignment Policies."
The career of Sherman James, Susan B. King Professor of Public Policy, who will retire in June, exemplifies the interdisciplinary scholarship that the Sanford School prizes and nurtures. A psychologist who has worked in departments of medicine and epidemiology, who founded a research center on health and culture, and whose work on health disparities led to his creation of the “John Henryism Hypothesis,” James has worked in many disciplines.

In 1973, after earning his doctorate in psychology from Washington University in St. Louis, James joined the epidemiology department in the UNC-Chapel Hill, School of Public Health.

“Cardiovascular disease has a strong behavioral and psychological component, and I saw the chance to conduct interesting and potentially useful research. The department offered a perspective that was very intriguing to me,” James said.

James became interested in racial differences in cardiovascular disease. The department had a rich research program on this topic and had begun collecting data in the early 1960s.

African-American men were known to have the greatest risk for hypertension, which is a major risk factor for heart disease. In the early 1980s, James initiated a study in eastern North Carolina, a region known for very high rates of hypertension and heart disease, in search of new insights into ways to help African Americans in the region control or prevent high blood pressure.

In preparation for this work, he collected oral histories of black men with hypertension, one of whom had risen out of deep childhood poverty and came to own a 100-acre farm after years of struggle against economic hardship and racial discrimination. He told James he thought his lifelong struggle to be successful had contributed to his health problems. The man’s name was John Henry Martin.

His story was very reminiscent, James said, of the legend of John Henry, the steel-driving man, who beat a mechanical steam drill in an epic contest of “man against machine,” but dropped dead afterwards from complete exhaustion. This legend has always had great resonance in the black community, James added. With its theme of being persistent even in the face of great odds, the legend offered “a way for black Americans, especially working-class blacks, to make sense of their lives as an historically oppressed group. Its core message regarding working hard and staying optimistic became essential in the socialization of black American children,” James said.

James decided to scientifically investigate what he came to call the “John Henryism Hypothesis,” i.e., the idea that poor and working class individuals, especially African Americans, who engage in “high-effort coping” with difficult social and economic circumstances over many years may be at increased risk to develop hypertension and heart disease much earlier in life than people who have more social and economic resources to pursue their dreams.

By Jackie Ogburn

John Henryism Hypothesis:
The idea that poor and working class individuals, especially African Americans, who engage in “high-effort coping” with difficult social and economic circumstances over many years may be at increased risk to develop hypertension and heart disease much earlier in life than people who have more social and economic resources to pursue their dreams.

Statue of John Henry outside of Talcott, W.V., near the Big Bend tunnel on the C&O railroad, where he raced against the steam drill.
nothing inherently problematic about possessing a healthy dosage of “John Henry” traits. The problem, in terms of accelerated risk for cardiovascular disease, arises when such determined striving occurs in the face of strong racial and economic headwinds.

James expanded on this work at the University of Michigan where he taught from 1989 to 2003. At Michigan, in addition to being a professor of epidemiology in the School of Public Health, he was named the John P. Kirscht Collegiate Professor of Public Health and founded the Center for Research on Ethnicity, Culture and Health (CRECH). He was also a senior research scientist at the Institute for Social Research, and chaired the department of Health Behavior and Health Education from 1999 to 2003.

“To the best of my knowledge,” James said, “CRECH was the first academic unit in a U.S. school of public health to focus on how cultural differences, racism, ethnicity and variations in socioeconomic circumstances interact with each other to influence U.S. health disparities.”

James came to Duke in 2003, where he also holds appointments in sociology, community and family medicine and African and African-American studies.

“You could hardly ask for a more interdisciplinary group than at Sanford. The opportunity to work with, and learn from, economists, historians and political scientists has been very rewarding, and the students have been great—smart, respectful and idealistic,” he said.

The position also offered James the chance to return to the south, closer to where he had grown up in Hartsville, S.C., and to be available to his mother, who is now 93.

James applied the John Henryism hypothesis to other populations, including the Dutch in a 1998 study, and the Finns, in a study nearing publication. The Finns, it turns out, have an ancient and very similar concept to John Henryism called “sisu,” which means bravery and determination in the face of adversity. It is seen as central to the Finnish character, the word that describes the essence of who they are.

His articles on the John Henryism hypothesis have garnered hundreds of citations and dozens of dissertations and journal articles by other scholars. Researchers at Northwestern University and the University of Georgia have found similar health effects in low-income children who are successful in school.

Such an influential career has earned James numerous honors. He was elected to the Institute of Medicine of the National Academy of Sciences in 2000. He is a fellow of the American Epidemiological Society, the American College of Epidemiology, the American Heart Association and the Academy of Behavioral Medicine Research.

“It’s been a privilege to have this kind of career; it was not something I had expected,” he said.

After leaving Duke, James plans to relocate to Atlanta, where he has family and will do some teaching and research at Emory University and the Centers for Disease Control. He also will continue writing. He is working on a book dealing with how progressive public policies of the 1960s civil rights-era fostered major and fairly rapid improvements in the health of black Southerners. He is also nurturing a new idea, “one that could be as fruitful as the John Henryism hypothesis, but I’m not quite ready to talk about that,” he said.

SYMPOSIUM

The Sanford School will host a day-long symposium honoring the career of Professor Sherman James on May 13, 2014, with presentations by Sanford faculty members Charles Clotfelter, Helen F. Ladd, Robert Korstad, Jay Pearson and Jacob Vigdor.

Gary Bennett, Duke professor of psychology and neuroscience, will also present, as will several of James’ former students from other institutions.

The symposium will be followed by a reception for Sanford faculty and staff.
The fellowship was established in honor of Kirk Felsman, accomplished humanitarian professional, former director of the Hart Fellows Program and Sanford professor, who died in 2011. He had dedicated his life to advocating for children living in the most adverse environments around the world, including war zones, HIV-affected communities and chronic poverty.

The program pairs graduates from the Master of Public Policy (MPP) and Master of Fine Arts in Experimental and Documentary Arts (MFA) programs with international humanitarian organizations dedicated to the care of vulnerable children. The fellows spend up to 10 months in the field collaborating with the partner organization to create meaningful change for children through both direct programming and participatory documentary methodologies.

The Felsman Program was established by his family and colleagues at Duke, in collaboration with the Sanford School of Public Policy. It is directed by Duke alumna Amy Hepburn AB’97, MPP’01, a former student and colleague of Felsman and a former Hart Fellow. Felsman taught at Sanford from 1995 to 2005 and worked for more than 30 years with nongovernmental organizations such as Save the Children, U.N. agencies and USAID.

The first cohort of 2014 Fellows is an impressive group with a wealth of experience in fine arts, law and policy. Laura Doggett MFA recently worked on a series of portraits of young women documenting transitional moments in their lives. Stephanie Dorman MPP’13 served as a Clinton Fellow in India, working with an NGO to develop and launch an English curriculum in primary schools. Braxton Hood MFA has produced commercial and educational media projects in the United States and Turkey. Hardy Vieux T’93 was a criminal appellate defense counsel in the U.S. Navy’s Judge Advocate General’s Corps and is a frequent commentator on military justice issues on NPR, CNN and The Wall Street Journal. Vieux also serves on the Sanford Board of Visitors.

The Felsman Program pairs grads with humanitarian groups abroad to aid children

By Liz Hendrix

Four Duke graduates arrived in Jordan and Turkey on Feb. 1 as the first participants in the newly created J. Kirk Felsman Program on Children in Adversity. The Felsman Fellows are focused on Syrian refugee girls’ education and are working in urban and refugee camp settings with Save the Children in Amman, Jordan, and a local NGO, YUVA, in Turkey.

From Jordan, at right: Staff members at the girls’ activity center in the Za’atari refugee camp; below: Hardy Vieux at breakfast with Save the Children staff members.
Working for Social Justice Through Health Policy

By Becky Richards

Senior public policy major Will Woodhouse has contributed to published research, traveled to Amsterdam and Geneva and gained valuable perspectives on his future profession—all through a two-year partnership with Sanford Professor of the Practice Anthony So.

So, a doctor and director of the Program on Global Health and Technology Access (PGHTA), was an ideal mentor for Woodhouse, who intends to go to medical school. "My work with Dr. So centered on the importance of equity in health policy. We focused on how we can work from a policy perspective to create social justice globally and locally," Woodhouse said. "It has been really great to see Dr. So take a physician's view on policy, bringing medical nuances to the policy world."

Woodhouse of Raleigh, N.C., is a Benjamin N. Duke Scholar, a scholarship awarded for outstanding leadership and service. He began working as a research assistant to So in the fall of 2012, as the PGHTA partnered with the American Medical Student Association to organize the Knowledge4Global Health Leadership Institute. Woodhouse prepared policy briefings as well as delivered his own presentation for the project. He also helped prepare for an international workshop, "Treatment for Tomorrow: Finding Breakthrough Innovations for Tackling Antibiotic Resistance," held at Duke in December 2012.

"He was an exceptionally fast learner, eager to contribute and ever ready to lend a helping hand," said So, whose research assistants are more often graduate students. Woodhouse stepped in at a critical juncture with the planning for ReAct—Action on Antibiotic Resistance. He accompanied So to Amsterdam for a strategic retreat in the spring of 2013 to help chart ReAct’s direction. Woodhouse even contributed to the creation of a new slogan for ReAct: "A Future Free from the Fear of Untreatable Infections."

Woodhouse continued his work with So as a policy intern last summer. He traveled to Geneva to help coordinate the Global Health Fellows Program—a track within Sanford’s Program on Global Policy and Governance—and assisted So in conducting interviews and compiling case studies on innovations tackling antibiotic resistance for the Alliance for Health Policy and Systems Research. Woodhouse explained that he and So undertook these case studies from a comprehensive perspective—from research and manufacturing to the distribution of antibiotics.

“We examined the value chain of antibiotics from bench to bedside using a systems-thinking approach. Beginning with the importance of innovation while also preventing the irrational use of antibiotics, we looked at diagnostics and important clinical protocols to manage both access and excess together,” said Woodhouse.

His contribution to the case studies for the Alliance prepared him for his work on a chapter for the Lancet Infectious Diseases Commission on Antibiotic Resistance findings that were published in November.

Woodhouse contributed to a key part of "The Access and Excess Dilemma." The chapter discussed the paradox and potential solutions to the problems of overuse of antibiotics, while at the same time, so many in the world lack access to appropriate, life-saving treatments.

"Will played a key role in researching, writing and editing as we drafted the contribution and engaged our group in the editing of the chapter—so much so that I asked the editor and chair of the commission’s work that he be added as a co-author,” said So.

"He also ensured that our fellow co-authors, in time zones from Tanzania to Ecuador, integrated their perspectives into the drafting of this contribution. His work grew naturally from his stepping stone experiences with the program. I am extraordinarily grateful and proud of his work," said So.

"Dr. So has been a great mentor to me," Woodhouse said. "He has given me a lot of responsibilities and guidance, and with that a lot of opportunities that have helped me grow."
Since 1992, when the United Nations Framework Convention on Climate Change (UNFCCC) was ratified in Rio de Janeiro, the governments of the world have been struggling with how to cooperatively put the brakes on greenhouse gas emissions.

As a policy issue, climate change is rife with challenges. Billy Pizer ticks them off: “It’s a global problem. It’s a long-term problem. There are no easy solutions. Fossil fuel emissions are pervasive in our economy and our way of life. And the consequences of climate change are less palpable [than some other environmental problems].”

Pizer, an associate professor at the Sanford School and a faculty fellow in the Nicholas Institute for Environmental Policy Solutions, uses the tools of economics to facilitate the creation of policy that works in the context of those challenges. Before coming to Duke, he was the deputy assistant secretary for environment and energy at the U.S. Department of the Treasury.

“My goal is to try to have a constructive impact on the debate,” he says. “For the past 20 years, I’ve been focused on trying to understand the obstacles to designing and implementing domestic and international policies and how economics can help people develop reasonable solutions to these obstacles.”

At the Rio convention, countries came together, acknowledged there was a problem and committed to address it, “but not in a specific or quantitative way, and with no assignment of responsibility,” Pizer says.

Five years later, the Kyoto Protocol did assign limits and responsibilities, but only for developed countries, the leading emitters of greenhouse gases at the time. This set up an uneven economic playing field, and that’s one of the main reasons the Kyoto Protocol has largely failed, according to Pizer. Today, China is the world’s leading emitter of carbon dioxide, and emissions from other emerging economies are growing fast.

“An international agreement needs to level the playing field between the United States and emerging economies, and the poster child for this is China,” Pizer says.

At the 2012 UNFCCC meeting in Durban, negotiators agreed to develop arrangements “applicable to all parties.”

Another lesson from the Kyoto Protocol is that nations can’t be forced to participate or comply with an international agreement. The United States never ratified the Kyoto Protocol, and Canada, Russia, and Japan have withdrawn. In light of all this, there’s a growing consensus that the most practical approach is to encourage countries to implement their own domestic policies, rather than trying to agree on a single global program.

“All we’ve done in the last 20 years is come full circle to recognize that it’s domestic policies and politics that matter and have to be dealt with first,” Pizer says.

As the United States and other countries are developing and implementing different domestic strategies, Pizer says, “I look for questions that are understudied that could have a lot of consequence for the success or failure of policies people are contemplating.”

One such question is how to link the programs of different countries and states. Some jurisdictions, such as the European Union, use cap-and-trade programs, where emission caps are set on industries, but a company can emit more if they purchase quotas from another company that emits less. Similarly, linking programs from different jurisdictions would allow one program to emit more if they purchase quotas from another program that emits less.

“Linking has arisen as a topic people are very interested in,” Pizer says. “In the past, we imagined these programs emerging under the umbrella of international agreements.
GRAPPLING WITH CLIMATE POLICY
After eight years in operation, the Nicholas Institute for Environmental Policy Solutions is ranked among the top 10 think tanks that focus on climate change economics and policy. “As an institute much younger than any other on the list, we’re punching above our weight,” said founding Director Tim Profeta. The ranking by the International Center for Climate Governance “was reaffirming of the Nicholas Institute Builds Reputation for Connecting Policymakers to Latest Research

by Mary Russell Roberson

Nicholas Institute Builds Reputation for Connecting Policymakers to Latest Research

(continued from page 10) that would provide the infrastructure for these linkages to take place.” But without such an infrastructure, what happens if two linking partners don’t use the same degree of precision in measuring? Or what if one country’s program is found to be fraudulent? What if one country decides to pull out, or “delink”?

In a talk on delinking last fall at Harvard, Pizer highlighted the economic disruptions that could ensue when a participant delinks, or even considers delinking. To avoid these disruptions, Pizer suggests participants agree to plans for delinking before entering into a partnership.

In the United States, California has its own cap-and-trade program (linked with Quebec) as does a coalition of states in New England. At the federal level, carbon dioxide emissions are beginning to be regulated through the Clean Air Act. Cars are already subject to greenhouse gas emission standards and regulations for new power plants have been introduced, although Pizer suspects those regulations will be litigated. “It’s slowly going to unfold over a very long period of time, but it is happening,” he says.

Under the Clean Air Act, the government will set certain targets and each state will meet those limits however they see fit. “With the recognition that states may have to do something to limit carbon dioxide emissions, the idea of joining one of these existing trading programs is more attractive,” Pizer says. That’s because states want to attract businesses, and businesses want to know what to expect in terms of regulation. The quickest way for states to eliminate that uncertainty may be for them to join an existing program.

Pizer says in theory, regulations created under the Clean Air Act could provide a legal framework for regulating carbon dioxide, but historically the act has been “a pretty clumsy way of dealing with major pollutants.”

And, if the effort is not successful, he wants to be ready with research on possible alternatives. Other issues he’s working on include concerns about balancing emission reductions with cost, and concerns about industries moving from one place to another to escape local or regional climate policies.
work we’re doing,” said Profeta, who joined the Sanford faculty in 2012 as an associate professor of the practice of public policy.

“The institute has created a new model for academic engagement in public policy. Now we have an opportunity to bring our experiences back and see if our model can be replicated to allow the university to do more in service of society.”

The key to the institute’s success? A core professional staff with extensive external networks combined with access to the expertise of Duke faculty across all departments and schools.

Before directing the institute, Profeta, who earned his JD and MEM at Duke, worked as counsel for the environment in the office of Sen. Joseph Lieberman (D-CT). He hired staff for the new institute who, like himself, were already engaged with policymakers outside the academic world.

“The intent was to hire people to focus exclusively on our mission and lower transaction costs for current faculty to get involved,” he said. “We have built this form that allows us to have direct and nimble engagement with policymakers and other relevant audiences. And it’s connected and interlaced with a top-10 research university and all the knowledge that lies here.”

Duke’s history of encouraging interdisciplinary collaboration also set the stage for the institute’s success, he said. Because the institute is not affiliated with a particular department or school it can function as an “academic Switzerland” and interact easily with all faculty on campus.

For external audiences, Profeta says being associated with a university creates a neutral, “safe” space for conversations.

“We don’t lobby,” he says. “We’ve chosen to be a resource for policymakers to help them understand their choices. We leave the value judgments to them.”

“We have chosen to be a resource for policymakers to help them understand their choices.”

When a Republican cabinet official from a Midwestern state recently expressed doubts about the institute’s neutrality, Profeta invited him to become involved and judge for himself. That official is now a leader on one of the institute’s projects, which involves federal regulations and greenhouse gas emissions.

The institute publishes policy briefs and reports, provides public forums, and educates policymakers on specific topics including fisheries management and ecosystem valuation.

“If the institute convenes a conversation or we’re directly engaging a Senate office around an issue, it may be the most impactful thing we do—although it’s quieter than an official publication,” he says.

As he looks to the future, Profeta wants to maintain and increase the involvement of faculty and students.

“We’ve had good engagement. We would like more. It requires a lot of hard work within the campus to build relationships and structures to be sure we’re really accessing the full intellectual heft at Duke.”

To decide on research topics, Pizer spends a lot of time traveling and meeting with stakeholders to find out what questions and concerns they have as climate change policies unfold. “There’s no substitute for physically putting yourself out there and hearing what people are saying,” he says.

With all his work—whether interacting with stakeholders, teaching or developing economic models—he says his overarching goal is “for the United States to have a policy in place that is compatible with the seriousness of the problems and has all the features that will allow it to adapt as new issues arise. What we have now is a bunch of Band-Aids instead of a solution.”

Pizer, who grew up in Raleigh and attended the North Carolina School for Science and Mathematics, feels fortunate to be at the Sanford School and the Nicholas Institute. “I’ve always wanted to feel like I was making public policy better,” he says. “The great thing about being at Duke is I can educate students, so it’s not just me doing it but I’m leveraging other people to go out and do it too.”

Bass Connections Research Teams

Billy Pizer and Tim Profeta are leading two of the 15 Bass Connections research teams at Duke that are pursuing energy projects. One team is proposing policy options for petroleum refining, which is among the industries next in line for greenhouse gas emission regulation under the Clean Air Act. The group is considering how ideas targeting the power sector might be adapted for other sectors, as well as additional options that may emerge.

Project co-leaders are Brian Murray (Nicholas Institute and Nicholas School) and Sarah Adair (Nicholas Institute). The team includes students studying law, economics and environmental science.

A second project is slated to launch in the fall. It aims to help Duke achieve its goal of becoming carbon neutral by 2024, by creating a new program to assist Duke University employees with evaluating and obtaining rooftop solar energy systems. This project will be co-led by Charles Adair and Tatjana Vujik of the Duke Carbon Offsets Initiative.

Bass Connections is a university-wide initiative launched last fall by a $50 million gift from Anne and Robert Bass. The innovative initiative provides students, from undergraduate to PhD levels, opportunities to join forces with each other and with faculty mentors to pursue problem-focused research projects. Five content themes are being pursued: energy; brain and society; education and development; global health; and information, society and culture.
Global Energy Governance

Tana Johnson, assistant professor of public policy and political science, contributed to Global Governance 2022 in 2012 and 2013. GG2022 was organized by a consortium including universities, the Robert Bosch Foundation and think tanks such as the Brookings Institution. Young professionals in government, academia, nonprofits and the private sector were selected to use scenario-planning methods to envision how global energy structures might look in 10 years. They disseminated their policy recommendations through a final report, op-eds, policy papers and high-profile presentations in Berlin, Beijing and Washington, D.C., throughout 2012 and 2013. Johnson worked with colleagues from China, Germany and the United States.

Why was GG2022 needed?
Even though the number and range of global energy problems are increasing, few international institutions enable governments to coordinate in governing energy. International dialogue on energy is limited, climate policy has lost momentum, and energy markets remain unpredictable. So, there is a need to rethink the structures we have in place and strive to design more effective ones.

Who designs most international institutions?
You might think that governments alone design intergovernmental organizations. But the reality—which I show in my research—is that most of the time negotiations to design a new institution include the staff of existing intergovernmental organizations, too. These unselected international bureaucrats, in the United Nations system and elsewhere, often bring useful expertise, but their involvement also fuels worries about “democratic deficits” in international policymaking because they are far removed from the attention and control of the general public.

What was in your group’s final report?
We envisioned two distinct energy scenarios for the world in 2022. Both scenarios see unconventional fossil fuels such as tar sands and shale gas reshaping energy relationships among countries in the next 10 years. In the “Integrated Market” scenario, the emergence of more producer countries alleviates some anxiety about energy needs, and countries around the world get their supplies from integrated international energy markets. Closer cooperation in energy trade creates a platform for climate leadership and regional climate agreements. In contrast, in the “Fragmented World” scenario, countries bypass international markets and instead rely on regional partnerships for securing their energy needs. Global climate change negotiations remain stagnant, but the regional partnerships do create space for promising regional investments in cleaner technologies.

Do the circumstances surrounding the design of international institutions influence their effectiveness?
Certainly. Look at the International Energy Agency. The IEA is the world’s main institution for coordinating international energy security and consumption, yet major consuming countries such as China and India are not members. Why? Because when the IEA was designed during the oil crises of the 1970s, it was shaped in some important ways by staff within the Organization for Economic Cooperation and Development (OECD). The staff had experience managing energy stockpiles, but they also had an interest in making sure the new institution would be a partner, not a competitor, with their own organization. To date, only OECD members may be IEA members. But since OECD membership is limited to industrialized democracies, that leaves non-democratic or developing countries out of the IEA. It’s hard to have effective international energy governance without those countries.

Are there policy recommendations that would fit for both of these contrasting scenarios?
Yes, these are what we call “lead strategies.” For instance, one is to strengthen institutions for international energy governance. The IEA needs to increase its outreach to China, India and other important nonmembers. And the G-20, which includes major industrialized countries and the big emerging economies, can complement the IEA as a forum for dialogue on energy policy. Another recommendation is to bolster clean-energy provisions in economic agreements. With the stall of the current Doha round of international trade negotiations, the United States and other countries have been pursuing scores of bilateral or regional trade and investment agreements. If we are able to insert provisions, such as intellectual property assurances, to incentivize development and adoption of clean-energy technology, we may even see some progress with climate change.

How has the report been received?
We presented our preliminary recommendations at the Brookings Institution in Washington, D.C. and received useful feedback from commentators from the RAND Corp., U.S. State Department, School of International Service at American University and American Security Project. When our final report was published in late 2013, we also distributed it to experts we had consulted earlier in Germany and China: for instance, people from the European Climate Foundation, Hertie School of Governance, German Federal Foreign Office, Beijing University, and Carnegie-Tsinghua Center for Global Policy. And when Gen. David Petraeus visited Duke a few months ago, he and I discussed the very real possibility that we’re already seeing the beginning of the “Fragmented World” scenario in North America, with vigorous energy infrastructure projects among the U.S., Canada and Mexico.
Research shows that early life adversity can “get under the skin” to cause lifelong health problems, yet child-oriented policies often lag behind the science. A team of scholars from the Sanford School and the Center for Child and Family Policy (CCFP) hopes to bridge that gap with a trio of federally commissioned reports on “toxic stress.”

The project could have large-scale practical impact. The reports were commissioned by the federal Administration for Children and Families, a division of the U.S. Department of Health and Human Services. ACF operates a long menu of programs that serve poor, at-risk children, including youth job training programs and Head Start. The three reports will suggest how ACF can use the science of toxic stress and self-regulation to improve children’s services.

“Toxic stress” differs from the normal stress that everyone experiences, said Amar Hamoudi, who teaches economics in the Sanford School and is a CCFP faculty fellow. Hamoudi is producing a scientific literature review on the subject. He is joined on the project by Desiree Murray, Katie Rosanbalm and Christina Christopoulos.

Under normal conditions, a stressful event occurs and the body responds by releasing stress hormones that help the person cope, Hamoudi said. When the threat vanishes, the flood of stress hormones ceases.

By contrast, toxic stress is a chemical response that occurs when a person is exposed to chronic, repeated stressors that can include neglect, severe maternal depression and extreme poverty. The body is not designed to withstand a steady, unrelenting barrage of challenging events. When a child experiences repeated stressors, the nervous system becomes overwhelmed, Hamoudi said. The stress response system loses the ability to shut itself down, and behaves instead like a spigot that is stuck open. Stress hormones cascade into the child’s system unchecked.

“That’s awful because steroid hormones, in high doses, are toxic,” Hamoudi said. “Not metaphorically toxic; they are literally toxic. In high doses, these hormones kill brain cells, they damage arteries, they interfere with your immune system — they affect almost every part of your body.”

Hamoudi’s report will focus on how toxic stress inhibits development of self-regulation. Self-regulation is defined as the ability to “manage thoughts and feelings for the purpose of goal-directed action.”

It includes the abilities to plan and to exercise impulse control. The connection between toxic stress and poor self-regulation is well established, but little known outside the academy, Hamoudi said.

Yet understanding the connection is vital, Hamoudi said. Healthy self-regulation is a key contributor to success in life. People with poor self-regulation skills are more likely to commit crimes, drop out of school and abuse drugs. At the other extreme, people with well-developed self-regulation skills are more likely to complete college and earn higher salaries.

Hamoudi and his colleagues will consider the period from birth to young adulthood, with particular attention to adolescence. Despite recent attention to early childhood and the plasticity of young brains, adolescence should not be overlooked, Hamoudi and Murray said. In fact, mounting evidence suggests the teenage years represent another phase when the brain is quite malleable, providing another potential window for change.

Murray is leading the review of programs aimed at improving self-regulation. An associate research professor with Social Science Research Institute and a CCFP faculty fellow, she is working with CCFP research scholars Christopoulos and Rosanbalm. The team’s literature review will examine approximately 350 studies, capturing information on parenting programs, social-emotional school curricula and more.

“We are asking ‘What is the strength of the evidence for different interventions?’” Murray said. “What types of interventions work best for which populations?” The studies have the potential to infuse more evidence-informed interventions into federal programs, Murray said. “That may end up making a difference for kids, particularly kids under a great deal of stress,” she said.

When a child experiences repeated stressors, the nervous system becomes overwhelmed. The stress response system loses the ability to shut itself down, and behaves instead like a spigot that is stuck open.
**Childbirth Program in India Failing To Deliver, Study Shows**

By Karen Kemp

Despite the investment of more than $25 million since 2005, a program that claims to reduce infant and maternal deaths in rural India by encouraging mothers to deliver in private hospitals is not working, according to research led by Manoj Mohanan, assistant professor of public policy, global health and economics.

The Chiranjeevi Yojana program in Gujarat, a state in northwestern India, received the Wall Street Journal Asian Innovation Award in 2006 and has been hailed by some as a model for wide adoption throughout India. It was launched in 2006 in response to the shortage of obstetricians at public hospitals accessible to low-income women in rural areas.

Chiranjeevi Yojana offers free childbirth care at participating private-sector hospitals to women who are below the poverty line. The hospitals are paid 1600 Indian rupees per delivery, approximately $30 to $40. The hospitals may offer additional services to patients and charge separate fees for them. By 2012, approximately 800 private-sector hospitals were participating and the program had helped pay for more than 800,000 deliveries.

Mohanan’s research team surveyed 5,597 households in Gujarat to collect data on births that had occurred between 2005 and 2010. They found no statistically significant change in the probability of delivery in health-care institutions, the probability of obstetric complications or the probability that physicians or nurses were present during childbirth.

“We were surprised to find, as well, that even among those who delivered at health-care facilities there were no significant reductions in households’ out-of-pocket expenditures for deliveries,” he said.

The findings were published online in December 2013 by the peer-reviewed international public health journal, *Bulletin of the World Health Organization* in an article titled, “Impact of Chiranjeevi Yojana on institutional deliveries and birth outcomes in Gujarat, India: a difference-in-differences analysis.” Since then, the research has “helped open conversations about the challenges of implementing programs that are based on a good idea,” Mohanan said.

While the study did not determine why patients’ delivery costs did not decline or why the program is ineffective, several explanations are possible, Mohanan said. Media reports in India suggest that despite the promise of free care, hospitals were billing women for extra, chargeable services. Providers also complained that the reimbursement amounts were not adequate to cover costs of providing the service.

In addition, mothers may perceive the quality of care at participating private hospitals to be poor, so even when the care is provided for free, demand does not rise. Transportation costs from rural villages also could be a factor, he said.
Alums Building a Community of Journalists in South Africa

By Jackie Ogburn

It’s only March, but there’s already a buzz in South Africa about a conference to be held this July: the Menell Media Exchange -2014.

The annual Menell conference is produced by the Media Fellows Program at Sanford’s DeWitt Wallace Center for Media and Democracy. The first conference in 2005 was a reunion of the Menell Fellows alumni, South African media professionals who had attended the program at Duke.

The Menell Fellowship was created in honor of Clive Menell, a South African businessman and philanthropist, with a gift from his daughter Mary Menell Zients. The program began in 2000, with the goal of supporting and strengthening a free press in the developing democracy.

“The idea behind the Menell conferences was to build on the experience of the Media Fellowship at Duke, to build something lasting and useful by organizing our alumni into a community for journalists in South Africa. That was Mary’s idea from the beginning,” said Laurie Bley, director of the Media Fellows Program.

The conference has since grown into a major professional event for South African journalists and media professionals. The Menell Media Fellow alumni are joined by journalists from many South African news agencies, independent bloggers, NGOs, government officials, business leaders, and scholars.

“It’s an opportunity for media professionals to network and collaborate, to mentor the next generation of journalists and to advocate for press freedoms,” said Bley.

Media freedom was the theme of Menell 13, which was held at the University of Johannesburg not long after the South African National Assembly had passed the “Protection of State Information Bill.”

The act would allow the government to classify commercial information as secret, establish high penalties for leaking and possession of classified information and severely hamper investigative journalism.

Taking a close look at real threats to press freedoms, the conference featured a wide range of panelists. Thuli Madonsela, the South Africa Public Protector, spoke about government and media relations. The public protector is similar to an ombudsman or public advocate, with a mandate to protect democracy. Madonsela is a human rights lawyer who helped draft the current South African constitution. Justice Malala, one of South Africa’s most respected political commentators, host of “The Justice Factor” on eNCA, gave a talk about propaganda and spin. Piet Rampedi and Adrian Bassan, award-winning investigative journalists, talked about the threats and intimidation they endured while working on an expose about corruption involving ANC youth leader Julius Malema.

The conference is growing fast. The 2012 event, with Ambassador James Joseph participating, had 100 attendees; there were 250 attendees at Menell 13. For Menell 14, newly branded as the Menell Media Exchange, Bley has secured a venue for 450 people for two full days, adding workshops on leadership, skills training and fact-checking.

This summer, members of the Menell family will be attending, including Clive’s widow, Irene Menell, an important advocate for democracy and equality in South Africa. With Clive, she established the Urban Foundation, a nonprofit supporting urban development and education in black townships. Mary Menell Zients and husband Jeffrey Zients T’88 will also attend. The Zients have recently doubled their support for the Menell Fellows program because of its success. The new funds will help expand the program on the ground in South Africa, with new projects and training.

Menell Fellows Alumni

Many of the 48 Menell Fellows hold prominent positions in South African media. Sisanda Ntshinga (left) was a fellow in 2011 and has since started Zazi Media, which publishes the youth-oriented magazine, Zazi, produced by young adults in the Langa township. Iman Rappetti (right) is now the senior news anchor at eNews Channel Africa (eNCA), the first 24 hour news service in the country, with a bureau in Beijing. Sue Valentine was with the Children’s Radio Foundation as a 2009 fellow, and now is the African program coordinator for the Committee to Protect Journalists.
Alum Steps in as Chief Problem-Solver at IRS

By Jackie Ogburn

Daniel Werfel MPP’97 established a reputation as a problem-solver during his 15 years of service at the White House Office of Management and Budget. That reputation led to his appointment as acting commissioner of the Internal Revenue Service in May 2013, when the agency was under fire for possible political discrimination.

Werfel, who has been selected as the Distinguished Alumnus speaker at this year’s graduate programs graduation ceremony, had decided earlier that spring that he would leave public service for a time. Since 2009, he had been the controller at OMB and weathered several big challenges. He had helped manage the rollout of the stimulus funds and several rounds of imminent government shutdowns and had coped with the first phase of the sequester in early 2013.

“When the pace of the work was intense. I had missed several family vacations in a row,” he said. “It’s trite to say you want to spend more time with your family, but sometimes the trite things are true,” he said. Werfel was planning to take the summer off to consider career options and look for a new position for the fall. That’s not how things worked out.

On May 16, Werfel was told the chief of staff was looking for him, so he went to the West Wing. He learned the current interim IRS commissioner was stepping down and the president would like him to take the job.

“The president and the secretary of the treasury say, ‘we need you to do this,’ of course you say yes,” Werfel said. He was also excited by the challenge. “It was a very significant, very different assignment for me, on a much bigger scale. It was such an honor to be asked,” he said.

The IRS was under pressure due to a report by the Treasury Department inspector general of what seemed to be unfair practices in approving nonprofit groups applying for tax exempt 501(c)(4) status. IRS officials had marked groups with terms such as “Tea Party” and “patriot” in their titles for extra scrutiny, to assess whether the groups were engaged in political activity. A separate report documented wasteful spending at IRS conferences. Several congressional committees and the comprehensive review of the IRS in 30 days.

He decided he needed three key people to help him. Todd Grams, the CFO of the Veteran’s Administration, became his chief of staff. Werfel created the new position of chief risk officer and senior advisor to the commissioner for David Fisher, the CFO of the Government Accountability Office, the government’s watchdog agency. He also hired an experienced and seasoned litigator, Jennifer O’Connor, to help with the complex legal issues the agency was facing.

With his leadership team in place, Werfel produced the report on time. It outlined several actions, such as an accountability review board, new leadership in key positions at the agency and a new focus on risk management, the lack of which Werfel saw as one of the causes of the agency’s troubles.

Werfel’s tenure was eventful. After the Supreme Court ruling on the Defense of Marriage Act, the IRS had to quickly issue new regulations on joint filing for same-sex couples. The federal government shut down for two weeks, just after the agency launched a suite of technological products involving the Affordable Care Act. “There were no failures reported for any of those products,” Werfel said.

He said his hardest tasks were balancing restoration of morale of the “99.9 percent of the employees who felt their good names had been tarnished, and wanted someone to fight for them” and the need for the organization to recognize its failures.

At the end of December, Werfel left the position as acting commissioner and enjoyed his long-awaited time with his family. He is considering several career options, but intends to return to public service later in his career.

Werfel says his passion for public service was sparked by a Sanford professor, the late Dick Stubbing. “He saw something in me and got me excited about public service and public policy. He was a great mentor and friend,” he said.

As the alumni speaker, Werfel intends to pay it forward—he also wants to inspire graduates to consider a career in public service. “Public service employees are bright and talented and every day, they do things that change lives, things that help people,” he said.
SanfordABROAD
Sanford School faculty travel across the globe, conducting research, giving presentations, and consulting. This map shows selected recent faculty activities.
Recent Books

**The Economic Roots of Conflict and Cooperation in Africa**
Edited by William Ascher and Natalia Mirovitskaya
Palgrave McMillan
November 2013

Natalia Mirovitskaya, senior research scholar at the Duke Center for International Development, and William Ascher, Claremont McKenna College professor of government and economics, have released the third book in their series exploring the connection between economic development and conflict. This book examines cases of regime change, post-independence economic development and intergroup violence in 11 countries.

“The causal relationship between violence and development progress is remarkably complex,” Mirovitskaya and Ascher write. “In this volume, we attempt to disentangle at least some threads of this connection in African countries, focusing on the many links between the choices that governments make — broad development strategies, policies to pursue these strategies, and institutional changes to promote and implement them — and the likelihood of violence or nonviolent interactions.”

**Transparency in Politics and the Media: Accountability and Open Government**
Edited by Nigel Bowles, James T. Hamilton and David A. L. Levy
I.B. Taurus
November 2013

These essays emerged from a conference held at Oxford University in October 2012, co-sponsored by Sanford’s DeWitt Wallace Center for Media and Democracy, then directed by Professor James T. Hamilton.

Philip Bennett, current director of the center, contributed “Truth Vigilantes: On Journalism and Transparency” which discusses the issues of fact-checking and journalistic transparency on the part of media organizations, and the difficult trade-offs posed by the digital age.

Sarah Cohen, former Knight Professor at Sanford, contributed “Transparency and Public Policy: Where Open Government Fails Accountability,” which examines the tension between the ownership of public records in America and the impulse for control and secrecy on the part of government agencies.


**Ananat, E.O., A. Gassman-Pines, D. Francis and C.M. Gibson-Davis. 2013. Children Left Behind: The Effects of Statewide Job Loss on Student Achievement. NBER Working Papers 17104.**


20 SANFORD INSIGHTS


By Hal Brands
Cornell University Press, January 2014

With the end of the Cold War, is there a place for grand strategy in American foreign policy? Brands examines four presidents—Truman, Nixon, Reagan and George W. Bush—and the grand strategies their administrations crafted to deal with changes in the international environment.

Grand strategy is a complex process that must adapt in changing circumstances, yet is the type of planning essential to the successful exercise of state power. Brands draws examples from the early Cold War to the War on Terror to show how grand strategy is essential, yet hard to get right amid the turbulence of global and domestic politics.

The Gun Debate: What Everyone Needs to Know
By Philip J. Cook and Kristin A. Goss
Oxford University Press, April 2014

Guns and gun control have been a hot-button issue for Americans for decades. In a question-and-answer format, Cook and Goss provide an essential resource on the topic, covering both the latest research on gun violence, regulations and ownership, and the context, history and culture of the debate.

They also address issues such as the connection between mental illness and violent crime, whether guns make us safer, and the effectiveness of gun control. They explore the origins of American gun culture and both the gun rights and the gun control movements.
Eikenberry Delivers Phillips Lecture

Former Ambassador to Afghanistan Karl Eikenberry gave the Ambassador Dave and Kay Phillips Family International Lecture in the Fleishman Commons on March 6. In discussion with Peter Feaver, professor of political science and public policy at Duke, he talked about the foreign policy challenges facing America in the next 20 years and the impact of the withdrawal of troops from Afghanistan. Eikenberry served as U.S. Ambassador to Afghanistan from 2009 to 2011. He is a retired U.S. Army lieutenant general, served two tours of duty in Afghanistan and was commander of the Combined Forces. Read more online at sanford.duke.edu.

COMING THIS SPRING

Ta-Nehisi Coates
March 20

National correspondent for The Atlantic Ta-Nehisi Coates writes frequently about “the dual society” in America, the black-white divide that exists because of the racism embedded in our history, laws and policies. That will be his topic for the Robert R. Wilson Lecture, “Racism in America: Law and Legacy” in the Fleishman Commons on March 20.

Gen. Raymond Odierno
April 11

Army Chief of Staff Gen. Odierno will discuss national security and policy issues facing the Army on April 11 in Sanford 04. He was Commanding General of U.S. forces in Iraq and implemented the surge, the operation that quelled the counterinsurgency uprising. The talk takes place on Reunion Weekend and is open to alumni.