Views on Poverty
Sanford School of Public Policy Dean Bruce Kuniholm has a no-nonsense style of communication. That’s probably not surprising for a former Marine rifle platoon commander in Vietnam. Provost Peter Lange believes this trait—sometimes seen as a drawback—is one of Kuniholm’s greatest strengths as a leader.

“He is extremely straightforward,” Lange said, “and conveys a high level of integrity and an absence of guile. In the long term, it’s an asset because it builds trust and any transition relies heavily on trust.”

Kuniholm is in year two of a five-year appointment as dean. A professor of public policy and history at Duke since 1975, Kuniholm led a previous Sanford transition: Planning and fundraising for construction of the Sanford Building and the move from the Old Chemistry Building in 1994. From 1996 to 2001 he served as vice provost for academic and international affairs and had a hand in the rise of Duke’s global ambitions.

He became Sanford Institute director a second time in 2005 and chaired the task force that made the case for Sanford becoming a school. Kuniholm said, “I’ve spent a good portion of my life at Duke in administrative roles. I wouldn’t have done it if I hadn’t enjoyed it,” Kuniholm said. “I see my role as inaugural dean as getting everything in place, and handing it over at the appropriate time to a successor who can carry the ball forward.”

Kuniholm’s license plate reads Ironman, a reference to his participation in Ironman triathlons and an indicator that he relishes a challenge. But his decision to lead the school transition sprang from a love of Duke, one faculty member suggested.

One measure of that dedication is the number of Duke degrees held by Kuniholm and his family. He and his wife, Liz (whose father chaired the physics department), each hold three degrees from Duke. His daughter, Erin, earned an MD and his son, Jonathan, is pursuing his PhD in biomedical engineering. His daughter-in-law, Michele Quinn, is also a Duke MD.

“One of the great things about Duke is that it has made itself much more interdisciplinary and international since I first came here,” Kuniholm said, “which makes it an exciting place to be.”

Another measure is new elective courses. New faculty member Phil Bennett, former managing editor of The Washington Post, co-taught a course on Islam in the media last spring, for example. This fall, newly hired Assistant Professor Marc Jeuland’s course on “Water Cooperation and Conflict,” covers theories of hydro politics, water security and international water law. Jeuland is among a cohort enhancing the faculty’s depth in environment and energy, one of four policy focus areas for the new school. Another cluster of faculty members affiliated with the Duke University Population Research Institute (DuPRI) expand expertise in large-scale research.

The school’s role in the life of the university also has subtly shifted. Forging strong collaborations with other schools and departments to make the most of Duke’s resources is an important part of Sanford’s strategic vision, said Provost Peter Lange.

Assessing change in the school’s national visibility is more challenging. U.S. News and World Report ranked the school tenth overall and fifth in policy analysis among more than 300 public policy programs and schools in 2008. “Many of our peers thought of us as a school even before we became one,” Kuniholm said. “Our success is tied to Duke’s success.”

Becoming a school has given Sanford “freedom to be entrepreneurial,” Kuniholm said. With that freedom come obligations to raise money and manage its own budget, rather than “go to the dean with your hand out and take what he gives you,” Kuniholm said.

Sanford’s capability of raising the necessary resources to become a school faced tough questioning by the Academic Council a few years ago. However, the school successfully met its threshold fundraising goal of $40 million while raising an average of $14.1 million a year over the last four years, Kuniholm said. Creating the school was “directly related to a university priority—putting knowledge in the service of society—and there was no reason that a recession should have impeded a high university priority.”

Although Sanford will face continuing challenges in maintaining a balanced budget, it intends to operate within its means, and Provost Lange said he is confident it can do so.

The transition hasn’t been without obstacles, Kuniholm said. Sanford’s endowments suffered from the economic downturn, as did those of every other school. Because of underwater endowments Kuniholm said he has been “very careful to develop long-term budget projections that enable me to sleep at night.”

Faculty growth has been kept on track by hiring junior faculty and hiring in partnership with other schools and institutes at Duke, including Nicholas and Fuqua, the Nicholas Institute and the Global Health Institute. Joint hires require faculty to juggle more obligations, he said, but they spread the financial burden and encourage interdisciplinary collaborations.

An array of factors can influence the school’s bottom line, including the economy, enrollments, fund-raising success, and senior faculty retirements. Kuniholm joked that he’s one of the senior faculty he needs to talk with about retirement.

“We’re going to work hard to continue the course we’re on,” he said. “But it’s not an onerous task. While we have no control over the economy, we can manage our enrollments. And when it comes to fundraising, it’s our responsibility to excite future donors about helping us accomplish our vision. If you believe in the vision, it’s fun.”
New Members Join Sanford Advisory Board

Seven new members joined the Sanford School Board of Visitors this academic year, while five members—David J. Kapnick, Reed Gilbert, René Alarcón, Selim Selimi and Susan Roth—completed their service. The new members are:

Maya Ajmera MPP’93 is founder and president of the Global Fund for Children, which invests in innovative, community-based organizations working with children and youth. Ajmera is a noted speaker on philanthropy, global children’s rights and social entrepreneurship.

Tynesia Boyea-Robinson ‘E’99 is executive director of Year Up, a nonprofit that provides growth opportunities for disadvantaged young adults. Previously, she held leadership roles at GE Mortgage Insurances and GE Transportation Systems. Boyea-Robinson holds an MBA from Harvard Business School and a dual degree in electrical engineering and computer science from Duke.

Vincent Dennis MPP’90 is the lead client service partner for U.S. intelligence community agencies at Deloitte Consulting. For 15 years, he served in the federal government as a senior CIA officer and as deputy director and CFO of the National Reconnaissance Office. He was a 1990 Presidential Management Fellow.

Peter Gehred MPP’11, ex-officio, is a second-year MPP student interested in politics and media. He was an editor for two book publishers and worked with the hinduist in Colorado Springs. After working as a campaign volunteer, he served on the staff of Congressman Joe Donnelly in Washington for three years.

Waziona Ligomeka MIDP’11, ex-officio, is a second-year MIDP student specializing in international taxation policy. He holds a bachelor’s degree in economics from the University of Malawi and worked for the Malawi Ministry of Finance as a tax revenue economist. He interned with the NC Department of Revenue, where he researched taxation of multistate corporations.

Amanda Morrall PPS’11, ex-officio, is the Fall 2010 president of the Public Policy Majors Union and a Duke senior with an interest in education and social policy. A Baldwin Scholar, she is a member of the Delta Sigma Theta sorority, a founder of the Duke Women’s Forum and a Young People For (YP4) Fellow.

Chelsea Ursaner PPS’12, ex-officio, a junior, is the Spring 2011 president of the Public Policy Majors Union. She interned at the American Enterprise Institute for Public Policy Research and is organizing a TEDxDuke event to be held in April, inspired by the nonprofit group TED’s annual conferences.

New Sanford PhD Candidates

Marina Gorusch
Disciplinary Concentration: Economics
Policy Interests: Labor, Economics of the Family

Gorusch earned her MA in economics from Tufts University where her thesis was titled “Do Gays Argue Better? Marriage and Gender in Intra-Family Bargaining.” Her primary research interests include the role of gender and sexual orientation in the division of labor within a family. Gorusch earned a BA in economics and Spanish from Earlham College, where she was a member of Phi Beta Kappa.

Poh Lin Tan
Disciplinary Concentration: Economics
Policy Interests: Aging, Family Policy

Tan came to Duke from a position as a policy officer in the prime minister’s office in Singapore, where she researched fertility trends and population policy implementation strategies. Previously she was a research assistant at the American Enterprise Institute, providing quantitative and qualitative analysis on climate and energy policy and environmental regulations. Tan received her BA in economics from Princeton University in 2008. Her senior thesis, “Examining the Economic Basis of Ethical Vegetarianism,” won first prize for undergraduate papers at the Interuniversity Consortium for Political and Social Research.

Sanford Briefs

School Administrative Changes • As Duke’s tenth school, Sanford continues to make administrative and program changes to reflect its new status and goals. There are two new academic deans and several new administrative deans and positions.

Associate Professor Anirudh Krishna was appointed associate dean for international academic programs while Francis Lethem, director of the Duke Center for International Development at Sanford, was named associate dean for executive education programs. Krishna has developed the Global Semester Abroad program where students will spend part of the semester in India and part in China. (See story, p. 4, May 2010 Sanford Insights.) Lethem is working with The Fuqua School of Business on offering a one-year MMS degree in China and developing additional executive education programs with DCID, such as a program offered this past summer for USAID workers.

Robert Wright T’77, G’86, is now associate dean for development and alumni relations, formerly the director.

Karen Kemp, now the assistant dean for communications and marketing, had been the school’s director of communications since 2004.

Jessica Pan fills the position of director of admissions and financial aid for the MPP and MIDP graduate programs. Prior to joining Sanford, Pan was associate director of admissions for the Master of Science in Foreign Service program at Georgetown University in Washington, D.C. She holds a BA in comparative literature from the State University of New York at Binghamton and an MA in English from Georgetown.

Energy Hub • The Sanford School is part of a new multidisciplinary center in environmental and energy studies. The Energy Hub is located in renovated spaces in the Gross Chemical Laboratory and has classroom and meeting areas. Nicholas School of the Environment, the Pratt School of Engineering, Trinity College and Duke Law School will also offer courses at the hub, with Sanford’s first course in the program scheduled for spring 2011.
MD Colors Outside the Lines to Explore Patients’ Health Care Decision-making

By Geoffrey Mock

Peter Ubel is interested in athletics, but he never spent enough time in any one sport to become great in it before moving on to another. He also says he picks up too many hobbies. So it should come as no surprise that his career also jumps across disciplines on a regular basis.

“I am a deeply undisciplined person,” he said with a laugh.

The play on words is appropriate coming from a medical doctor who said he always felt like an arts and science professor. Ubel joined the Duke faculty in business and public policy this fall from the University of Michigan, where he was a professor in the School of Medicine and a practicing internist at the VA Hospital.

He plans to start seeing patients again when he gets his North Carolina medical license. But Ubel’s research interest lies in behavioral psychology, and at Duke he will serve as John O. Blackburn Professor of Business Administration in the Fuqua School of Business and professor of public policy at the Sanford School.

“One of the exciting things about coming to Duke was when I thought about applying for psychology or public policy positions at other universities, I faced the problem that I don’t have a PhD,” Ubel said in an interview recently in his Fuqua School office. “Here, I’m in a situation where there are two interdisciplinary schools that looked beyond my lack of credentials because they were interested in my research.”

That research explores controversial questions about the roles of values and expectations in health care decision-making. What constitutes informed consent in a situation where the balance of knowledge between doctor and patient is decidedly unequal? How do patients decide whether or not to undergo chemotherapy? How does society distribute health care resources?

Ubel’s career path started early, when as a medical student he challenged his professors about patient-doctor interaction.

“I didn’t ask the usual questions a medical student asks,” he said. “I was interested in knowing why people made the medical decisions that they did.”

Ubel has shed light on this under-researched area through three books and numerous journal articles as well as through interviews and opinion articles on National Public Radio, The New York Times and elsewhere.

His research methods include tape recording interviews between doctors and patients and giving Palm Pilots to patients that prompt them to note their moods every 30 minutes. The research reveals there are unique elements of consumer behavior in health care decision-making.

“What we found is there are interesting differences between buying (a medical procedure) and buying, for example, cookies,” he said. “You get lots of chances to buy cookies, and there’s a low price to pay when you make a mistake. You can always buy a different cookie.

“But when you’re choosing surgery, the stakes are higher. When you hear about side effects, you make a decision, but if you end up with that side effect, it’s a very serious matter. And when you’re deciding whether to have chemo or not, it’s literally a life and death decision.”

Ubel added that people shouldn’t be surprised that as a public policy issue, health care also plays out differently.

“You don’t need a 2,000-page bill to regulate the sale of iPods,” he said. “There are lots of economic sectors that you can afford to leave alone, where the free market governs best. But in health care, the level of complexity is too great and the need for precision is tremendous. Just to describe the pre-existing conditions that insurance companies cannot lock you out of coverage is going to take dozens of pages.”

His book, Free Market Madness: Why Human Nature is at Odds with Economics—and Why It Matters (Harvard Business Press, 2009), came out of his frustration with how the health care debate was being framed.

“I remember being in the clinic seeing patients struggling with issues of obesity and appetite,” he said. “They knew they needed to do something, they wanted to do something about it, and they just couldn’t. At the same time, I’m reading on the editorial pages of the Wall Street Journal that the government simply needs to ensure that patients get the information they want and stay out of the way. That idea is so disconnected to the reality that I was seeing on a daily basis in the clinic that I needed to respond.

“If we are to create a compassionate society, we can’t just let the market decide health care. We have to find right balance of market and non-market forces.”

Ubel will teach his first class this spring in the Sanford School on health care policy. He promises a severe twist of “behavioral psychology.” His dream class, he added, would be on the “Politics of Irrationality.” He has hired his first postdocs with Fuqua colleague Dan Ariely, author of The Upside of Irrationality.

He comes to Duke with his wife, Paula Greeno, who was hired to help Fuqua with its global initiatives. Their two boys, ages 10 and 12, are major basketball fans and are excited about the move to Tobacco Road.

“We’re all learning the basketball culture here,” he said. “We’re learning to watch what shade of blue we wear.”
MPP Student’s Military Experience Leads to Policy Internship in Department of Defense

By Maab Ibrahim

This summer, MPP student Rob Peterson found himself writing memoranda for the U.S. Secretary of Defense, reports for Congress and briefs to Capitol Hill staff members. One of 13 Rosenthal Fellows, Peterson spent his summer applying the skills he learned at the Sanford School to the Department of Defense’s Stability Operations Office.

“Stability operations are concerned with the maintenance of peace,” Peterson said. “The idea is to use military force, diplomacy, and development to keep a situation from devolving into conflict.”

Peterson worked on the Commander’s Emergency Response Program alongside a civilian stability operations expert, a member of the senior executive service, and a GS-15 senior official; all of whom had extensive experience in the Pentagon and on Capitol Hill. The program enables military commanders and State Department officials in Iraq and Afghanistan to assist the local population through urgent, humanitarian relief and reconstruction projects.

“I found the internship challenging and fulfilling,” he said. “We put together a solid team that made a positive impact.”

Peterson is the first Duke student to receive the prestigious Harold W. Rosenthal Fellowship, which is available to qualified students interested in international relations through a competitive application process. The fellowship places nine to 13 college seniors and graduate students each year in summer internships with the State Department, Department of Defense, Department of Treasury or with a member of Congress.

With three deployments to Iraq and one to Southeast Asia, the former Marine is more than familiar with the importance of maintaining peace. Peterson is deeply committed to public service and interested in the intersection of civilian and military aspects of foreign policy.

“The most dear and important policy issue to me is keeping the positive trend in Iraq and helping our troops succeed. I spent a lot of time over there and I don’t want the United States to forget about our Iraqi allies,” Peterson said. “It is also important that we support our troops in Afghanistan. These men and women have volunteered to place themselves in harm’s way.”

Peterson found Professor of the Practice Tom Taylor’s national security course excellent preparation for his internship.

Rob Peterson MPP’11, center, is seated next to U.S. Secretary of Defense Robert Gates during a student roundtable discussion at Duke on Sept. 29.

“I had a lot of experience in the military but this gave me a perspective on things that occur at the higher level, specifically, how Congress and the Department of Defense interact and how the president manages his national security apparatus.”

He also credits the Sanford School for teaching him to write straightforward, compelling memos. “The most valuable skill that I learned was to look at a problem, take it apart, and then communicate alternative solutions in a clear and concise manner.”

It was Peterson’s writing, in fact, that helped secure the Rosenthal Fellowship. His application required a two-page essay on foreign relations, which Peterson chose to write on Provincial Reconstruction Teams in Afghanistan. The teams combine efforts of civil and military organizations to provide assistance to the Afghan government and humanitarian assistance projects, such as providing electricity and fundraising to build schools.

“The Stability Operations Director looked at my essay and said, ‘This is what we do,’ and that is part of the reason why I was selected.”

For most Americans, the wars remain an abstraction,” in part because military recruitment is concentrated in the South and the Rocky Mountain West, U.S. Secretary of Defense Robert Gates said in an address at Duke on Sept. 29. Gate delivered the Ambassador S. Davis Phillips Family International Lecture.
School Adds Faculty in Core Policy Areas

By Divine Munyengeterwa

This fall the Sanford school welcomes two new assistant professors: Hal Brands, with a background in history, and Marc A. Jeuland, with a background in engineering and environmental management.

The third of five children, Brands was born and raised in Austin, Texas. At age 18, he headed west, going off to college at Stanford University. After graduating with a BA in political science and history, Brands moved east, alternating between Washington, D.C., and New Haven, Conn., where he earned an MA, MPhil and PhD in history at Yale University. His dissertation research became the basis for his book, *Latin America’s Cold War* (Harvard Press, September 2010).

“I was initially attracted to public policy because it puts the study of history in a policy-relevant context. I’m a firm believer in the idea that understanding history can allow us to make better decisions in our contemporary setting, and public policy schools are the best places for trying to make that connection,” Brands said.

“If you look at some of the major disasters of American foreign policy over the past century, many of them can be traced back to a failure to understand the history and the nature of countries we were trying to influence. Power can only get you so far.”

Brands has worked as a research associate with the Strategic Studies Institute at the Army War College since 2008, where he prepared two monographs on Latin American security issues for publication by the Army War College and distribution to policy makers, think tanks and the scholarly community.

He also has conducted research with the nonprofit Institute for Defense Analyses since 2008. Previously, as a research intern at the Center for International Security and Cooperation, he conducted research projects on U.S. nuclear doctrine and non-proliferation.

In his spare time, Brands enjoys outdoor recreation, as well as volleyball, basketball and running.

“Coming to Duke is a very exciting opportunity for me,” he said. “I’m looking forward to working with an engaging and multidisciplinary faculty, and to teaching classes that help students prepare for their own careers in public policy.”

Jeuland was always drawn to problem solving. After graduating from Swarthmore College in Pennsylvania with a degree in engineering, he joined the Peace Corps, working as a water resource management engineer in the city of Bamako, Mali.

“Part of the reason they put me in that city, besides that I loved that site, was because I speak French fluently,” he said.

The second of three children born to a French father and American mother, Jeuland grew up in a bilingual household in Chicago. His father was a professor of marketing and his mother a linguistics teacher.

He designed and monitored construction of a pilot wastewater treatment system for Bamako, emphasizing a low-cost, private-sector approach. It was during this time in Mali that Jeuland realized his interest in policy.

“At that point I became interested in policy questions as well as technical aspects of the challenge of providing safe drinking water and sanitation services to poor people in developing countries,” Jeuland said.

“I identified the program at UNC, which is quite strong in water in developing countries. Particularly, I was attracted to what Dale Whittington, who later became my PhD advisor, was doing.”

Jeuland earned an MS in environmental sciences and engineering and a PhD in environmental management and policy from UNC-Chapel Hill. For his doctoral research, he worked with the World Bank on hydro-economics simulation modeling of water resources development options in the Eastern Nile.

He also developed terms of reference for a monitoring and evaluation (M&E) program for a $200 million rural sanitation project in Egypt. The work resulted in his dissertation titled, “Planning water resources development in an uncertain future: a hydro-economic simulation framework applied to the case of the Blue Nile.”


Jeuland is an avid and competitive marathon runner. He is married to a Singaporean, Shu Wen Ng, who is part of the research faculty in the Department of Nutrition at UNC.

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NY Times’ Brooks to Kick Off Series on Political Gridlock

New York Times columnist and PBS NewsHour commentator David Brooks will give a lecture at the Sanford School on Nov. 9 as part of a new program on American politics: “Gridlock: Can Our System Address America’s Big Problems?”

Brooks’ talk, “Politics and Culture in the Age of Obama,” begins at 5:30 p.m. in Sanford’s Fleishman Commons. It is free and open to the public.

As a Terry Sanford Distinguished Lecturer, He designed and monitored construction of a pilot wastewater treatment system for Bamako, emphasizing a low-cost, private-sector approach. It was during this time in Mali that Jeuland realized his interest in policy.

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One of the biggest challenges facing investigative reporters is making sense of large volumes of information collected from a variety of sources over many months, or sometimes even years. A new tool developed by Sanford’s Sarah Cohen aims to make that process easier and faster. Since it was made available in late July, the free, open source software—TimeFlow—has been downloaded more than 500 times.

Information entered into TimeFlow can be sorted and viewed multiple ways—as color-coded timelines, bar graphs, lists, calendars or tables. When viewed in the timeline mode, events can be collapsed into years, or expanded to show each hour in a day.

As newsrooms continue to downsize, “There are fewer boots on the ground, so reporters need tools like this,” Cohen said. “The filtering and color make it much easier to see patterns, and to see where the holes might be in your reporting.”

To develop the software, Cohen, former database editor at The Washington Post and Knight Professor of the Practice with the DeWitt Wallace Center for Media and Democracy, teamed up with “the premiere visualization people in the country.” Fernanda Viegas and Martin Wattenburg, pioneers at IBM’s Visual Communications Lab, cranked out TimeFlow just before joining Google to lead its “Big Picture” data visualization group. Cohen emphasizes that TimeFlow was designed to be easy for non-geeks. It’s intended to help reporters organize large quantities of notes, so frequently the inputs are words, not just numbers. Users can either import existing datasets or enter data directly into the program as it is gathered.

“A lot of people are interested in it, not just journalists—lawyers, fiction writers, museum curators,” Cohen said. “It’s useful to anyone handling a longterm project where you are trying to piece together information from a lot of different sources.”

One of the datasets used as an example in the software was drawn from The Washington Post’s research on President Obama’s first 100 days in office. Journalists tracked the president’s daily activities and “used a tool that was supposed to be for timelines, but it was too difficult and limited for our needs,” Cohen said.

The data in the TimeFlow example is color-coded and includes, for each event, information such as type of event, policy subject and location. A quick sort shows that Obama made 14 speeches and half of them included comments on the economy.

Another dataset allows visual analysis of 14,763 campaign contributions. The size of a dot appearing on a calendar indicates the magnitude of the gift, while colors depict which industry sector donated.

Investigative Reporters and Editors, which provides workshops for reporters, included TimeFlow in several recent “boot camps,” intensive weeklong programs for reporters to learn new tools and skills. Feedback from users has already led to improvements in TimeFlow, and that process will continue, Cohen said.

The software is available online at github.com/FlowingMedia/TimeFlow/downloads

DuPRI Wins NIH Grant

A $1.2 million, 5-year grant from the National Institutes of Health to the Duke Population Research Institute (DuPRI) provides necessary infrastructure support for current and future projects.

“There are a set of nuts and bolts activities that help make it easier for faculty to interact and be productive like weekly seminars, help with grant seeking and management, and funding for faculty to pilot their research,” said DuPRI Director Seth Sanders, professor of economics and public policy.

DuPRI uses longitudinal studies, mathematical modeling, statistical analyses, genetic information and data sources such as censuses, birth and death records and satellite images to explore issues in two broad areas: aging and health and human development.

“We’ve always had strong aging research, and we have added strengths in other areas and a strong international component,” Sanders said.

DuPRI, part of the Social Science Research Institute, brings together faculty and post-doctoral researchers for innovative interdisciplinary demographic and population research investigations. A large number of Sanford School faculty are affiliated with DuPRI, including Liz Ananat, William Darity Jr., Ken Dodge, Elizabeth Frankenberg, Anna Gassman-Pines, Christina Gibson-Davis, Amar Hamoudi, Sherman James, Giovanna Merli, Subhrendu Pattanayak, Alex Pfaff, Jim Vaupel and Jake Vigdor.
Ananat Crunches Data for Obama During Stint With Council of Economic Advisers

By Jackie Ogburn

Elizabeth Ananat, assistant professor of public policy and economics, was in the middle of her yearlong sabbatical at the Brookings Institution last spring when an unexpected call came. She was asked to serve as a senior economist for the White House Council of Economic Advisers for three months.

The council’s three members are appointed by the president and confirmed by the Senate, and are supported by six senior economists and a group of junior staffs.

The senior economists usually serve for a year; however, the early departure of an economist left a three-month gap that needed to be filled. A common expression among White House employees, Ananat said, is that each agency is “running a relay race where we’re always looking for fresh legs.”

Beginning on April 15, 2010, Ananat stepped in the relay carrying the portfolio for labor, education and welfare. By her third day, she was preparing a briefing for the president. “It was a steep learning curve,” Ananat said.

Among her responsibilities was working with the Chair of the Council, Christy Romer, and others to prepare the monthly employment memo, which reports the growth in the number of U.S. jobs since the previous month. The day before release of the memo, all communication about it had to be done on secure lines, so that no information would leak and affect the stock market. A hard copy would be delivered to the president in the evening, prior to the release of the data to the media the next morning.

Ananat also helped prepare other memos to the president, including the DEB, or daily economic briefing, a page of bullet points designed to “give the president everything he needs to know about the day’s economic news, without anything extra.”

The high point of her service was seeing a briefing she had drafted circulate with President Obama’s handwritten note in the margin, stating, “We need to get this up to the Hill.” The data she had included helped support the creation of the teachers’ jobs bill that passed in August.

The pace of the job was intense. When a question came to her, she often had only a few hours to provide the answer. Ananat rarely left the office before 7 p.m., and then would continue to work on her Blackberry during her Metro commute and after she arrived home. In spite of the demanding schedule, Ananat found the job rewarding.

“It was a very satisfying feeling that you are changing the conversation, that the things you know matter,” she said. “This is the most evidence-based administration ever seen in D.C. People care about having the best possible information. It’s a great environment for policy researchers.”

The experience will inform her teaching this fall. She can now say to her students, “Here’s why you need this tool.” For instance, when she needed to discover how many jobs proposed funding would save, the programming language STATA, which is taught in Sanford’s statistics courses, helped her analyze the data.

Data memo writing and documentation skills are crucial, “so you can explain your conclusions clearly to an audience that doesn’t have economic training.” It also provides fresh motivation for her own research, she said. Now she knows that “for every topic I study there are people waiting to hear the answer.”
Giving It All Away: Donors Plan Demise

By Jackie Ogburn

Foundations exist to give away money. Most expect to continue giving indefinitely, with staff devoted to growing and managing their financial assets. Yet many newer foundations are now in “spend-down” mode—planning to give away all of their assets within a limited time frame.

This is a growing trend, with almost 25 percent of the approximately 90,000 foundations in America reportedly considering spending down, said Joel Fleishman, professor of public policy and law, and faculty chair of the Center for Strategic Philanthropy and Civil Society (CSPCS).

For the past two years, Fleishman has been working with the AVI CHAI Foundation, which works to strengthen Judaism and Jewish tradition. The trustees approached him to brief the board on spending down as their donor had requested. When he began researching the topic, he discovered there was no literature that addresses best practices for spending down and going out of business.

He agreed to create a series of reports about AVI CHAI’s spending down over the next 10 years, provided that he could make the results public.

“Foundations are very secretive,” he said. They don’t share internal reports and the public has little knowledge of how they work. “That’s why getting the reports into the public domain is important to me,” he said. In April, the “First Annual Report to The AVI CHAI Foundation on the Progress of its Decision to Spend Down” was posted on the CSPCS website.

Fleishman identified common motivations on the part of founders and donors for creating a spend-down foundation:

• The donors want to give all the money during their lifetime because they don’t trust successors to stay true to their priorities.
• They think society needs the money spent now, on current problems. Future problems will be dealt with by future funders.
• The donors are hands-on, and believe they can do a better job of directing the money than others.

The donors tend to be businesspeople who made the money and want to see results.

There are also differences in the types of projects supported by spend-down foundations and perpetual foundations. Spend-down foundations “are not doing things that endure over generations,” Fleishman said. They have short-term interests in particular fields and don’t support basic research, institutions or the humanities. In contrast, the Rockefeller Foundation financed research over 20 years that led to the genomic and green revolutions.

Tony Proscio, a writer and consultant who has worked with Fleishman before, is documenting the spend-down of the Atlantic Philanthropies. Fleishman was president of Atlantic’s U.S. program and staff from 1993 to 2001. It is a large organization with $5 billion in assets at its peak, and has set 2015 as its deadline. Fleishman and Proscio collaborate on the reports and gave a joint presentation on the projects at the Sanford School in September. Proscio’s first report, “Winding Down the Atlantic Philanthropies: the First Eight Years, 2000-2008,” was published on the CSPCS website in July.

Despite differences in the two foundations, Fleishman and Proscio found common challenges.

“They don’t plan for their demise well,” said Fleishman. “Ten years is probably not enough time,” Fleishman said. Foundations need time to smoothly implement a plan, achieve lasting results and develop capacity in their grantees, he said.

The process does help foundations focus on effectiveness and efficiency in their spending, which Fleishman thinks is lacking in most perpetual foundations. Both organizations have an increased concern with their legacies, evaluating programs and managing staff. So far, the knowledge that jobs are time-limited has not had a negative effect on staff morale at either foundation, but that may change as the process continues, he said.

Perpetual foundations can also learn from the spend-downs about best practices in setting benchmarks and developing capacity-building among grantees. Fleishman said he hopes the reports will become a springboard for discussion among foundations and grantees alike.

‘The Geography of Marriage’

“Arely and Rosalio” (right) is one of 30 portraits in The Geography of Marriage, an exhibition of photographs by Anne Weber now on display in Sanford’s Rubenstein Hall. The exhibit depicts couples just before or after civil ceremonies in government offices. Photos were taken in Raleigh, N.C., and in Boston, where same-sex marriage is legal.

Panelists discussing U.S. public policies affecting marriage on Sept. 30 were, from left, Weber, Catherine Smith, who works with military families, Anne Jones of UNC-Chapel Hill, principal investigator for the Strong Couples, Strong Children program, and moderator Christina Gibson-Davis, Sanford assistant professor. The exhibit ends Dec. 30, 2010.

By Jackie Ogburn

Foundations exist to give away money. Most expect to continue giving indefinitely, with staff devoted to growing and managing their financial assets. Yet many newer foundations are now in “spend-down” mode—planning to give away all of their assets within a limited time frame.

This is a growing trend, with almost 25 percent of the approximately 90,000 foundations in America reportedly considering spending down, said Joel Fleishman, professor of public policy and law, and faculty chair of the Center for Strategic Philanthropy and Civil Society (CSPCS.)

For the past two years, Fleishman has been working with the AVI CHAI Foundation, which works to strengthen Judaism and Jewish tradition. The trustees approached him to brief the board on spending down as their donor had requested. When he began researching the topic, he discovered there was no literature that addresses best practices for spending down and going out of business.

He agreed to create a series of reports about AVI CHAI’s spending down over the next 10 years, provided that he could make the results public.

“Foundations are very secretive,” he said. They don’t share internal reports and the public has little knowledge of how they work. “That’s why getting the reports into the public domain is important to me,” he said. In April, the “First Annual Report to The AVI CHAI Foundation on the Progress of its Decision to Spend Down” was posted on the CSPCS website.

Fleishman identified common motivations on the part of founders and donors for creating a spend-down foundation:

• The donors want to give all the money during their lifetime because they don’t trust successors to stay true to their priorities.
• They think society needs the money spent now, on current problems. Future problems will be dealt with by future funders.
• The donors are hands-on, and believe they can do a better job of directing the money than others.

The donors tend to be businesspeople who made the money and want to see results.

There are also differences in the types of projects supported by spend-down foundations and perpetual foundations. Spend-down foundations “are not doing things that endure over generations,” Fleishman said. They have short-term interests in particular fields and don’t support basic research, institutions or the humanities. In contrast, the Rockefeller Foundation financed research over 20 years that led to the genomic and green revolutions.

Tony Proscio, a writer and consultant who has worked with Fleishman before, is documenting the spend-down of the Atlantic Philanthropies. Fleishman was president of Atlantic’s U.S. program and staff from 1993 to 2001. It is a large organization with $5 billion in assets at its peak, and has set 2015 as its deadline. Fleishman and Proscio collaborate on the reports and gave a joint presentation on the projects at the Sanford School in September. Proscio’s first report, “Winding Down the Atlantic Philanthropies: the First Eight Years, 2000-2008,” was published on the CSPCS website in July.

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A sweeping new review of poverty by a Sanford professor who spent the past decade studying more than 35,000 households on four continents says policy makers are focusing too much on new ideas for lifting people out of poverty instead of coming to terms with why billions of people became poor in the first place.

“It seems almost as if we have taken it for granted that all poor people are born poor—which they are not,” writes Anirudh Krishna, an associate professor of public policy and political science. His team conducted thousands of interviews in nearly 400 diverse communities around the world. “A large proportion of currently poor people were not born to poverty; they have become poor within their lifetimes.”

His new book One Illness Away: Why People Become Poor and How they Escape Poverty calls on government officials, economists and others to pay more attention to the everyday lives and ordinary events that underlie poverty. Beyond country-level statistics and political headlines that grab attention, he says, people in barrios and remote villages are confronting challenges whose solutions may not lie with economic growth alone.

By way of example, Krishna tells the story of Kadija, a Ugandan woman who worked with her husband in a coffee-processing plant. The couple owned a house and sent their children to private school. Then the husband died in a road accident, for which Kadija received no compensation even as she paid for his costly funeral. Five years later, she lost her job when a disease devastated the local coffee crop. Then her son became ill, causing her to sell her cows and goats, and finally her land, to pay his medical bills. He died anyway. Now Kadija lives with her daughter, depending on odd jobs.

Poverty unfolds every day with stories like Kadija’s as individuals are overwhelmed by illness, debt, drought and other pressures, Krishna says.

A study of poverty dynamics in rural North Carolina found remarkable similarities with the developing world. “The people whom we interviewed in North Carolina communities narrated stories of falling into poverty on account of illnesses, high health care expenses, job losses and family breakdowns—much as people in India and Uganda had narrated earlier. I realized that the overall wealth of a country is only one factor determining how well or how poorly people live in that country,” Krishna says.

The factors that drive individuals into poverty vary from place to place, although unexpected illnesses are a major cause almost everywhere where health care resources are lacking, Krishna says. Expensive funerals and weddings are common in some countries, while high-interest debt is more of a problem elsewhere.

Concepts such as “poverty level” inadequately capture the lives of those affected, since someone earning a penny above a poverty level of one dollar per day fares little better than a neighbor earning a penny below the level. Too often, Krishna says, such statistics mask the harsh realities facing those living at the margins.

“Commentators who applaud the rapid economic strides taken by China and India should take note of the large-scale human tragedies that are occurring in parallel,” he writes. “The official Chinese news media are regularly filled with accounts of the desperate choices that people are regularly forced to make over health care, of brothers who must draw lots to see whose serious illness will be treated because their family cannot afford to treat both, or of a father who sells a kidney to treat an ill son. A similarly grim picture is emerging in many other developing countries.”

**STUDIES ON FOUR CONTINENTS PROVIDE NEW POLICY IDEAS**
A Lifetime Quest to Understand the Roots of Poverty

Anirudh Krishna, the Sanford School’s associate dean for global academic programs, became interested in poverty while growing up in New Delhi.

“Commuting to my middle-class school, I passed street dwellers, rickshaw pullers and beggars, many of whom were children the same age as me,” he said. “It seemed a world apart from mine, but I was curiously pulled in: Why were some children poor and others, like me, so much better provided for?”

He began looking for answers while managing development programs in India. The more he worked with the poor in remote villages, the more strongly he came to believe that grand theories were missing the day-to-day realities that affected people most.

“I saw clearly that some village communities in India were consistently performing much better than others,” he recalled. “Theory and practice did not help me understand or capitalize upon these differences.”

By contrast, Krishna learned a great deal from poor people themselves, most of whom lacked formal education. “It was a woman from one of these village communities—a landless, uneducated, widowed, low-caste woman of about 40 years, called Gyarsi Bai—who first showed me where to look for useful answers,” Krishna said. “… She tutored me in the concept of ghanishtha, a Hindi word connoting community bonding and reciprocity.”

“Over the years, as I have conducted research in Third World communities … I have learned a great deal from the ordinary people I have met. Gyarsi remains a friend and an intellectual sounding board …”

Eventually, Krishna decided to explore poverty more formally, pursuing graduate work at the Delhi School of Economics and Harvard’s Kennedy School of Government, and then becoming a Hubert H. Humphrey Fellow at Cornell University in 1993.

“I believed that I could make a greater contribution by returning to research and learning,” he said. In 2000, he came to the Sanford School.

Krishna hopes students who have assisted on his research and other young people will embrace his own passion for finding solutions for those in need.

“Of course, I engage with the academic literature and tangle with policy debates. Yet, I would feel most successful if I were able to influence what younger people think, for they are more open to new ideas and new ways of thinking.”

“You have to go out there, work within poor communities for a while, identify people’s strengths and shortcomings, available and missing resources, find the most important gaps in people’s lives and help plug these gaps,” he said. “There is not and will never be any magic pill.”

Working with other scholars, Krishna developed a methodology called “Stages of Progress” to understand poverty from the perspective of the poor themselves, highlighting the pathways by which their lives change.

“New tactics are required along with new methods of investigation,” he writes. “The thrust and direction of targeting policy has to change. In the past, programs have focused attention on whom to target, ignoring what to target, which is a mistake.”

Few people become or remain poor because of alcoholism, drug use or idleness, according to Krishna, who says “laziness is not particularly a trait of those who are poor.”

Even when they do escape the starkest poverty, they are unlikely to rise very high. “Raising a mass of people out of poverty is certainly a praiseworthy achievement—but it is hardly enough,” he writes. “Imagine if someone like Einstein had been born into poverty. Would it be a sufficient achievement to raise him to day laborer?”

Some nations have succeeded in counteracting the factors within their borders that lead people to become or remain poor, according to Krishna. He cites countries as diverse as Costa Rica, Cuba, Thailand, Malaysia and Colombia that established health care systems that help citizens avoid financial ruin.

The Grameen Bank in Bangladesh, founded by Nobel laureate Muhammad Yunus, has shown how to combine innovative financial programs with effective social initiatives. Similarly deliberate actions on a wider scale helped Japan reduce its poverty rate to 2 percent, much lower than the U.S. rate of more than 13 percent, Krishna said.

“Waiting until someone has fallen into poverty is hardly the time when assistance can or should be provided,” writes Krishna, “Preventive assistance must become the norm. In parallel, efforts must be made to substantially augment the prospects for upward mobility. By addressing deserts directly and effectively, and at the same time, by promoting more and better pathways for escape, we will be able to make faster progress against poverty than we have at any time in the past.”
Peace Corps Connections

By Jackie Ogburn

Fifty years after its founding, the image of the Peace Corps is of young Americans doing good things in a remote location without the creature comforts of home. Field volunteers abroad work on two of the corps’ goals: helping people in other countries develop capacity and training, and promoting better understanding of Americans around the world. When they return home, they begin working on the corps’ third goal: promoting better understanding of other people and cultures on the part of Americans. That goal has brought many returned Peace Corps volunteers (RPCVs) into the Sanford School community as students, staff and faculty.

Three current faculty members volunteered with the Peace Corps. Assistant Professor Marc Jeuland, who joined the faculty this fall, worked on a wastewater treatment system in Mali, West Africa. Kate Whetten, associate professor and director of the Center for Health Policy, and Duncan Yaggy, adjunct professor and chief planning officer of the Duke University Health System, also are RPCVs.

James A. Joseph, professor of the practice, was not a volunteer, but has a long history with the corps in other ways. In the 1960s, Joseph was the leader of Operations Crossroads Africa in Ghana, the program upon which Sargent Shriver modeled the Peace Corps. While in Africa, Joseph came to know Franklin H. Williams, then ambassador to South Africa and one of the creators of the corps.

Joseph was appointed ambassador to South Africa in 1995 during the tenure of President Nelson Mandela and brought the Peace Corps to South Africa for the first time. More recently, Joseph was one of two advisors charged with reviewing the agency-wide assessment of the Peace Corps for submission to Congress.

On Sept. 9, Joseph received the 2010 Franklin H. Williams Director’s Award at the Peace Corps headquarters in Washington, D.C. for his career in voluntary service. Joseph delivered the keynote address at the ceremony.

A World Together: Duke’s Commitment to Global Development

This year, Duke has created a year-long initiative, A World Together: Duke and Global Development, to celebrate Duke’s growing focus on international programs and issues. The initiative grew out of conversations among returned Peace Corps volunteers at Duke about how the university and its hundreds of Peace Corps alumni could take part in the organization’s 50th anniversary. The idea quickly grew beyond a reunion of volunteers.

“The more we talked, the more we recognized this to be an occasion not for nostalgia about our own service, but for celebration of how much Duke is now doing in the same spirit,” wrote David Jarmul, associate vice president for news and communications in an article in the Duke Chronicle. Jarmul volunteered in Nepal.

Stephanie Alt Lamm, assistant director of Master of International Development Program at Sanford, is a project leader for A World Together. Alt Lamm was a volunteer in Costa Rica.

“One of the goals of the Peace Corps is to bring the knowledge gained through volunteering back home,” she said. She hopes this will provide a way for students and alumni to share some of that knowledge with the Duke and Durham communities.

The group launched a website to act as a central place to find news and links about Duke’s global involvement. The site has links to Sanford’s new Global Semester Abroad program, directed by Anirudh Krishna, Sanford’s associate dean for International Academic Programs.

One of the first major events of the series occurred during Homecoming on Sept. 24. L. Gregory Jones, vice provost for Duke Global Strategy and Programs, Michael Merson, director of the Global Health Institute and William Boulding, deputy dean of The Fuqua School of Business, discussed how Duke’s goal of putting “knowledge in the service of society” reaches beyond Durham.

The highlight of the series will be the “Duke in Depth” weekend, Feb. 25-26. The program, organized by the Duke Alumni Association, will focus on Duke and global development and is geared toward members of the campus and local community as well as alumni.
Three current Sanford staff members are RPCVs: Stephanie Alt Lamm, Doug McClary and Cheryl Bailey. Alt Lamm, assistant director of the Master of International Development Program, served in Costa Rica as a small business development volunteer with women’s groups and artisan cooperatives. Indigenous Chorotega pottery designs were rediscovered by a pottery cooperative she worked with, and shared with a women’s sewing cooperative to use on clothing and bags.

“There was a lot of pride among the members of the cooperatives in being able to present these designs again,” she said.

McClary, financial analyst, was stationed in Uganda from 2001 to 2003. He was a teacher trainer, tutoring primary school teachers to help them pass their college boards and gain certification. In addition, McClary also helped obtain 37,000 textbooks for Ugandan schools and helped set up 34 school libraries.

“I also met my wife, Darci, in Uganda,” McClary said. “She was working on the same project.”

Bailey, DCID program coordinator, graduated with a degree in French and international relations, and three weeks later was on her way to teach math in the Central African Republic. She describes her classroom as “a little House on the Prairie setting, with just a chalkboard and open windows in a tin roof building.” She taught 7th-, 9th- and 11th-grade students, whose only books were their notebooks. “I hope to go back into the Peace Corps when I retire,” she said.

Alt Lamm manages the Peace Corps Fellows program at Sanford, which offers RPCVs reduced tuition while pursuing graduate degrees. She is also a project leader for Duke’s “A World Together” initiative. Eleven current MPP students, four dual-degree students and seven MiDP students are Peace Corps Fellows. The fellows must complete a community service project in an underserved area in Durham.

“Sanford was the first department at Duke to offer the fellowships,” Alt Lamm said.

Peace Corps Fellows Shawn Stokes MiDP’11 and Rossana Zetina-Yglesias MiDP’11 are working with the local grassroots organization El Centro Hispano. Stokes works on grant research and writing and Zetina-Yglesias does fund-raising and marketing and recently joined their board.

Many Sanford alumni are RPCVs, including several who work in the Peace Corps administration. Stacy Rhodes MiDP’91, who volunteered in Bolivia, is now chief of staff to the Peace Corps director. A graduate of the Emerging Leaders Program, Esther Benjamin, is associate director of global operations. Ken Goodson PPS’95 was part of the team that created the Congressional report on the corps. He was a volunteer in Bolivia, then became a country director in Belize, Peru and Mongolia.

UN Development Goals
Both Vague, Unrealistic

By Marc F. Bellemare

When world leaders assembled in September in New York to discuss development policy, there was a lot of noise about the failure of rich counties to attain the Millennium Development Goals (MDGs), which were adopted in 2001 by the United Nations member states.

Chief among the goals is halving the proportion of people who are extremely poor—that is, individuals living on less than a dollar a day—by 2015. The other goals target universal primary education; gender equality; child mortality; maternal health; HIV/AIDS and malaria; and environmental sustainability.

As a student and teacher of development policy, I believe it is high time for policymakers to stop wasting their time with the pie-in-the-sky MDGs. In short, while the intention that led UN member states to adopt them is noble, the MDGs themselves are all just talk.

Economist Jeffrey Sachs, an adviser to the UN on development policy, claims the world’s wealthiest countries lack the will to meet the goals. As an analogy, think of MDGs as New Year’s resolutions: “I will lose weight, quit smoking, exercise more, read one nonfiction book a week, and learn to play the piano this year!” But just as it is better to commit to piecemeal lifestyle improvements than to be overly ambitious and try to improve everything all at once, it is best for policymakers to focus on humble, incremental policy objectives.

Over the last 10 years, a revolution has taken place in development policy research which has led to new understanding about whether specific policy interventions actually work and, when they do work, to what extent. The charge has been led by the Massachusetts Institute of Technology’s Esther Duflo and her collaborators.

Among the findings:

• Drugs that kill intestinal parasites have been shown to improve the health of treated children and the school attendance of both treated and untreated children as well as, surprisingly, the health of the latter.

• Information campaigns to inform young women about the relative risks of contracting HIV from potential sexual partners have been shown to decrease HIV infection rates among these young women.

• Conditional cash transfer programs, which provide education grants to poor mothers, provided they satisfy certain criteria, have been shown to increase school enrollment, among other things.

All three of these findings are the result of asking simple questions and answering them using the best possible data. In my own ongoing research on agricultural value chains in Mali, I strive to ask similarly simple questions and answer them using careful research designs.

Instead of making vague promises about delivering overly ambitious results by a specific date, we should promise the implementation of policies that have been shown to work. Not only will this actually help alleviate poverty, it will be a better use of donor funds, which ultimately come from taxpayers in rich countries.

Bellemare is an assistant professor of economics and public policy. This commentary was first published in the Durham Herald-Sun on Sept. 23, 2010 and The Philadelphia Inquirer on Sept. 28, 2010.
MPP Produces Disaster Relief Guide During ‘Unique’ Duke Program in Geneva

By Abigail Sylvester

Before coming to the Sanford School, I worked for a local NGO in Cairo that supports the refugee community in Egypt. My job required me to interact with other local NGOs and community-based organizations and I worked daily with refugee colleagues.

However, I was missing the broader perspective of the United Nations and major international NGOs and the drivers behind their policies and funding decisions. I was able to gain that perspective this summer through the Duke Program on Global Policy and Governance in Geneva. As part of this unique program, I interned with the UN Environment Programme (UNEP).

The project I completed for UNEP’s Post-Conflict and Disaster Management Branch (PCDMB) was the highlight of my summer. I produced an online resource center to help humanitarian actors integrate environmental considerations into program design and operations after a disaster or conflict. (postconflict.unep.ch/humanitarianaction)

Why, you may ask, should we think about environment when people are dying from conflict and disaster? Over the course of three months at UNEP, I quickly began to understand the linkages between environment, natural resources and human welfare in disaster and conflict settings.

For instance, after the January 2010 earthquake in Haiti, humanitarian actors from all sectors were faced with concerns like disposing of medical waste, clearing debris and rubble, distributing water, managing landfills close to camps and supporting healthy and sustainable cooking fuel options. All of these issues impact people, the environment and Haiti’s ability to recover in the long term, yet few staff are equipped to handle such issues.

In response to this need, I worked with UNEP to research, compile and launch an online resource center of more than 150 existing materials created by nearly two dozen organizations. It includes tools, guidance, training and best practices on environmental considerations in humanitarian settings. The website is meant to support and equip staff on the ground and raise awareness among donors and policy makers about the issues at hand.

Although I spent the summer looking at humanitarian assistance through an environment lens, my work required me to understand each sector’s biggest challenges and objectives, whether it is logistics, water and sanitation, health, shelter or camp coordination. I collaborated with professionals from a host of organizations, including UNHCR, UNICEF, FAO, Save the Children, CARE International and the Norwegian Refugee Council.

I learned the value of framing an issue in the context most important to people: saving lives after a disaster of conflict. I gained a better understanding of the role donors and governments play in shaping policy that then plays out on the ground. I also saw why gaps exist between macro-level decision makers and staff in-country, something I was all too familiar with from my previous work.

For the program’s one-week intensive course on Humanitarian Assistance and Human Rights, taught by Sanford and Geneva Program alumna Amy Hepburn, I joined 17 other students with medical, law, business and policy backgrounds to learn from practitioners from the UN and NGO worlds. We learned about issues such as internally displaced people (IDPs), health, water and sanitation, vulnerable populations, human trafficking and international law.

The summer allowed me to focus on the policy areas of interest that I’m truly passionate about and set me up with an exciting Master’s Project client. I left Geneva with a stronger professional network, a more complete picture of the various actors and how they interact and a better sense of where I may fit in to this sector.

Friends and family ask why I chose Sanford over other graduate programs whose curricula are more focused on my interests in humanitarian assistance, human rights, peace building and refugees.

Sanford conveyed that no matter what my policy interest, I would have access to faculty, alumni and organizations outside North Carolina. I’ve found faculty are available to students and ready to offer guidance and discuss new ideas. Alumni are approachable and eager to connect me with relevant professionals. Duke’s professional network extends beyond state borders and international bodies of water.

Career services, peers, mentors, advisors and staff promised to support my policy work in professional, academic and personal ways. When I was considering where to pursue my graduate degree, the Geneva Program tipped the scales. Plus, who would complain about swimming in Lake Geneva and hiking in the Alps?

www.dukegenevaprogram.blogspot.com
Assistant Professor Kristin Goss met Eleanor Smeal ’ T61, founder and president of the Feminist Majority Foundation (FMF), while researching the evolution of women’s organizations for a forthcoming book. The connection led to a class project to assess the success of the Violence Against Women Act (VAWA), and a presentation in Washington, D.C., to Smeal and Vice President Joe Biden’s White House advisor on the subject.

Biden had contacted FMF for suggestions to improve the Act, which is coming up for reauthorization next year. He was a champion of the original 1994 bill, which he has called the “proudest legislative achievement” of his Senate career. Smeal and Goss decided that a research-based policy report on the VAWA would be a perfect project for Goss’ spring 2010 “Women and Public Policy” class.

The class was diverse, with three MPP students, a law student, an MLS student, a PhD student from UNC-Chapel Hill and one undergraduate. They were eager to tackle the questions Smeal posed:

• Where have the billions appropriated for VAWA programs gone?
• How effective have the programs been in improving women’s lives?
• What innovative ideas might improve the programs?

“It was a formidable task, an enormous data collection challenge,” said Goss. Over the past 15 years, VAWA funds have been administered by the Department of Justice and the Department of Health and Human Services, which have distributed more than $7.5 billion in grants to federal, state, tribal and local government agencies and nonprofits. The DOJ grants focused on law enforcement, prosecution and crime prevention, while the DHHS grants focused on women’s shelters, rape prevention and community programs. More than 20,000 grants were distributed just since 2001.

Some of the data was available on websites, in Congressional hearing transcripts and government reports, but much was not. The DOJ, responsible for 70 percent of the funding, only had information online about grants from 2005 to 2009. More than once the students were told that the data could only be obtained through a Freedom of Information Act request.

“They had to grapple with a big question affecting all government programs: How, in the absence of systematic data, do you figure out if something is working or not?” Goss said.

While waiting in the Sanford deli line, Goss talked with Sarah Cohen, Knight Professor of Journalism and Public Policy, about some of the obstacles the students were facing. Cohen, an expert in computational journalism, ended up writing an algorithm for them to use in downloading the thousands of VAWA grants into a form that could be more easily analyzed.

Each class member drafted a different section of the report, which was then edited by Amy Rublin ’ Law’11 and reviewed by each member. Agustina Laurito MPP’11 was auditing the class and not required to work on the report, but she said, “It was so interesting that I had to participate.” She researched the academic literature on VAWA.

The final 65-page report, “The Violence Against Women Act at 15: What Has It Accomplished; What Should It Do Next” contained a spending analysis, emerging trends and policy recommendations. The report finds that “the nonfatal rate of women’s victimization by intimate partners has dropped by two-thirds. The death rate of women at the hands of a spouse has dropped by 25 percent.” In spite of these improvements, in 2007 nearly 250,000 women were sexually assaulted and in 2008 more than 550,000 women were the victims of domestic violence.

The report recommended the reauthorization bill include an additional focus on programs for immigrants, teenagers, and military members’ spouses and partners. They also recommended a central website for VAWA to improve access for grantees and victims as well as new preventive programs to address stalking, including cyberstalking.

The project concluded with the class presenting their findings in Washington to Smeal, Kim Gandy, vice president of FMF; and Lynn Rosenthal, Biden’s White House advisor on violence against women. Their 25-minute presentation led to a two-hour discussion, Goss said, in which “The students and these three incredibly experienced feminists had a fascinating, free-wheeling conversation.” Rosenthal told the students she would summarize the meeting in her weekly memo to the vice president. “So, from your lips to Joe Biden’s ears,” she said.

“The savvy and commitment of the students was extraordinary, as was the data they were able to obtain and the sophistication of the analysis,” said Gandy. She was surprised to learn how difficult it was for the class to obtain some of the data. This will help FMF press for greater transparency in the new legislation. FMF plans to draft a final memo for the White House which will form the basis of the administration’s input into the VAWA reauthorization in 2011.
Sanford School of Public Policy Faculty 2010-11

Left to right, front row: Anirudh Krishna, Christina Gibson-Davis, Anna Gassman-Pines, Kate Whetten, Tana Johnson, Judith Kelley, Bob Korstad, Bruce Kuniholm, Ken Dodge, Charlie Clotfelter, Alma Blount, Bruce Jentleson


Third row: Fernando Fernholz, Giovanna Merli, Phil Bennett, Fritz Mayer, Hal Brands, David Schanzer, Tom Taylor, Roy Kelly, Helen Ladd, Phil Cook

Fourth row: Anthony So, Jay Hamilton, Subhrendu Pattanayak, Evan Charney, Francis Lethem, Don Taylor, Marc Bellemare, Ken Rogerson, Jake Vigdor, Liz Ananat, Seth Sanders, Graham Glenday, Elizabeth Frankenberg

Sanford School Faculty Retreat

Faculty gathered Aug. 26 at the Doris Duke Center for a day of discussion about teaching, research, policy engagement, governance, the school’s international programs, and other matters. Clockwise from top left: Tom Taylor, Marc Bellemare, and Don Taylor; Kate Whetten and Sherman James; Clara Muschkin, Tana Johnson, and Cory Krupp.
FACULTY NEWS

Misha Angrist gave three presentations on genomics at Duke: As part of the 2010 AB Duke Speaker Series on Feb. 2, at the 2010 Duke Prospective Health Care Conference on Feb. 10 and for the program "Personal Genomics: From Discovery to the Bedside" on March 24. He presented "Is that your genome or are you just happy to see me?" at the UC Santa Cruz Biocuration Workshop on May 27. He was on the panel "Risks and Benefits of Direct-to-Consumer Access to Genetic Information" at 23andMe Policy Forum on July 14 in San Francisco and presented "What Becomes of the Broken-Hearted: Gene Patents and Long QT Syndrome" at the Open Science Summit on July 30 in Berkeley, Calif.

Marc Bellemare gave seminars Feb. 3 at the Paris School of Economics on a paper titled "The Welfare Impacts of Commodity Price Fluctuations: Evidence from Rural Ethiopia" and Feb. 4 at the Toulouse School of Economics on a paper titled "The Productivity Impacts of de Jure and de Facto Land Rights." At the Toulouse School of Economics, Bellemare began his three-year term as a member of the editorial board of the Agricultural and Resource Economics Review in January. In May Bellemare received a $20,000 seed grant from the Index Insurance Innovation Initiative (4i) with Catherine Guinkinger of the University of Namur to study micro-insurance among cotton producer groups in Mali and a $9,930 grant for the same topic from the Regents of the University of California.

Alma Blount facilitated a workshop and gave a presentation about Hart Leadership pedagogy at the national conference of the Council on Undergraduate Research in Ogden, Utah on June 21. Co-presenters for the talk — "Courage for the Tough Questions: A Leadership Development Approach that Combines Research Service Learning and Critical Reflection" — were Kristin Goss, HLP writing instructor David Guy and RSL program coordinator Andrea Marston.

Philip J. Cook gave the keynote address, "The scientific and intuitive case for higher alcohol taxes" at a workshop on alcohol policy in Helsinki, Finland, on Sept. 22, before an audience that included scientists and members of the Finnish Parliament. He gave an address to the board of directors of National Bureau of Economic Research on April 18 about the NBER workshop on the economics of crime, of which he is a co-organizer. On Oct. 8, he gave a keynote address, "Public Safety Through Private Action," at the 2nd Bonn-Paris Workshop on Law and Economics in Bonn, Germany.

Robert M. Cook-Deegan received a grant from the National Human Genome Research Institute for a program titled "Center for Public Genomics 2.0." Total funding will be $912,885 over nine months.

Kenneth A. Dodge received an award from the National Institutes of Health for a project on "Development and Prevention of Substance Abuse Problems." Total funding will be $39,045 over 48 months.

Anna Gassman-Pines was appointed by Provost Peter Lange to serve on the Duke Library Council from September 2010 to August 2013. In June 2010 she attended The Urban Institute Roundtable: "Young children in immigrant families and the path to educational success: A roundtable to link emerging research with policy development," as an invited guest.

Francis J. Lethem received an award from the General Electric Foundation for a project titled "Vietnam National University-Ho Chi Minh City (VNU-HCM) Public Policy Environment Protection MA." Total funding will be $100,000 over 12 months. Ambassador James A. Joseph received an award from the Annie E. Casey Foundation for support for The United States-Southern Africa Center for Leadership and Public Values. Total funding will be $50,005 over 12 months. He also received grants for the Louisiana Effective Leadership Program from the Charles Stewart Mott Foundation of $100,000 and from the Kellogg Foundation of $192,000.

Edward Skloot has received a $50,000 award from the Kellogg Foundation for support for the Center of Strategic Philanthropy and Civil Society. He gave the keynote address at the annual meeting of the Philanthropic Foundations of Canada in Toronto on June 16. (Continued on page 18)

Kudos

During her sabbatical, Assistant Professor Elizabeth Ananat was invited to serve on the staff of the White House Council of Economic Advisers. For more about her service, please see page 8.

Senior Associate Dean Phil Cook has been appointed to the Committee on Deterrence and the Death Penalty of the National Research Council at the National Academies. The committee’s report is due in November 2011.

Two Sanford professors had their work cited in recent Supreme Court decisions. In the case of Graham v. Florida, the decision handed down on May 17, 2010 cited the amicus curiae brief that William McDougall Professor of Public Policy Ken Dodge helped prepare. The ruling found that juvenile offenders may not be sentenced to life without parole for a non-homicide crime. In the case of McDonald v. Chicago, Justice John Paul Stevens cited the book Disarmed: The Missing Movement for Gun Control in America by Assistant Professor Kristin Goss in his dissent. The opinion overturned the right of the city of Chicago to ban handguns.

Ambassador James A. Joseph, professor of the practice, received the 2010 Franklin H. Williams Director’s Award from the Peace Corps in a Sept. 9 ceremony at the Peace Corps headquarters in Washington, D.C. Joseph delivered the keynote address at the ceremony, which also honored nine returned volunteers.

Assistant Professor Christina Gibson-Davis won the 2010 Reuben Hill award from the National Council on Family Relations (NCFR) for the best article published to combine theory and methodology in the analysis of a significant family issue. Her article, “Money, marriage, and children: Testing the financial expectations and family formation theory,” was published in the Journal of Marriage and Family. She will receive the award and a stipend at the annual NCFR meeting in Minneapolis in November.

Anthony So, professor of the practice of public policy and law, has been appointed to the board of the Public Citizen Foundation, a national nonprofit public interest organization based in Washington, D.C., which has five policy groups, including health research and global trade.

Professor of the Practice Thomas W. Taylor was selected to give the 15th Hugh J. Clausen Lecture in Leadership at the Judge Advocate General’s Legal Center and School of the U.S. Army in Charlottesville, Va., on May 12. It is one of the highest honors given by the center. Before joining the faculty at Sanford, Taylor was the Senior Deputy General Counsel of the Army.

Jonathan Wiener has been invited to be one of the lead authors of the Intergovernmental Panel on Climate Change’s 5th Assessment Report, as part of Working Group III, for the chapter on “International Cooperation: Agreements and Institutions.” The work will begin with the first working group meeting in South Korea next May. The final report is to be issued in 2014.
Frank A. Sloan received an award from the National Institutes of Health for a project entitled “Deterrent Effect of Specialty Courts for DWI Offenders.” Total funding will be $234,000 over 23 months.

Dr. Anthony So is working with the WHO Special Program for Research and Training in Tropical Diseases (TDR) as part of an effort to develop a Global Report for Research on Infectious Diseases of Poverty. In March, he spoke at the Latin American Dialogue on Technology Transfer for Local Manufacturing Capacity on Drugs and Vaccines in Buenos Aires, Argentina. In April, he was a visiting professor and keynote speaker for the 2010 Forum on International Health and Tropical Medicine Symposium on Global Health at Washington University in St. Louis. In August, Dr. So gave the keynote, “Lowering the Price of Hope in Global Health,” for Duke University Medical Alpha Omega Society Annual Research Day.

Joseph Tham received an award from Development Alternatives Inc. for a four-week summer workshop for USAID staff on economic growth and institutional reform. Total funding will be $181,632 over seven months.

Jacob L. Vigdor gave a presentation on May 10 to the John Locke Foundation’s Shaftesbury Society in Raleigh on his recent book From Immigrants to Americans: the Rise and Fall of Fitting In. On June 11, he participated in a panel discussion at RTI on urban policy issues in the developing world, delivering comments on “What Should the World Do About Port-au-Prince? An Economic Assessment.” He appeared on WUNC-FM’s “The State of Things,” also discussing his book on June 15. On June 29, he was part of a roundtable discussion on immigration policy sponsored by the Manhattan Institute in New York. September 5-8 he delivered a series of lectures on “Spatial and Temporal Patterns in International Migration” at the Summer School in International and Development Economics at Palazzo Feltrinelli on Lake Garda, Italy. He also has become an adjunct fellow at the Manhattan Institute for Policy Research.

Duke University’s Special Collections Library has placed Diane Weddington’s personal papers and files in the Sally Bingham Center. In October, Weddington will be an artist-in-residence, working as a poet, at Zion National Park, her ninth residency in the national parks. She was scheduled to present a paper “Spiritual Care of Alzheimer’s Patients,” at the 2010 Baylor Symposium on Faith and Culture on Oct. 26 in Waco, Texas.


In 2007, Angrist became the fourth subject in the Personal Genome Project, George Church’s ambitious plan to sequence the entire genomic catalog: every participant’s 20,000-plus genes and the rest of his or her 6 billion base pairs. The book reveals startling information about the experiment’s participants and scientists; the discoveries and potential discoveries; and the profound implications of having an unfiltered view of our selves. This is the first in-depth look at personal genomics, and what it means to be a “public genome” in a world where privacy is under siege.

Brands, Hal. September 2010. Latin America’s Cold War. (Boston: Harvard University Press.)

This book chronicles the dark and often gruesome years of political upheaval, guerrilla warfare, superpower domination and rebellion in Latin America between the late 1940s and the early 1990s. Brands explains the cause of these events and their impacts on Latin America’s development, as well as the key local, national and international players who shaped its Cold War. The book shows that Latin America’s Cold War was not a technology race like its American counterpart, but a collection of violent political dilemmas.


Emerging from the 2008 National Bureau of Economic Research conference, American Universities in a Global Market addresses the United States’ position of leadership in the world, primarily its role in higher education pertaining to the fields of science and technology.


The authors consider the new, 21st-century approaches America must take to maintain its strong stance as a global competitor. The book proposes that the concepts of “free-market capitalism, hegemony, Western culture, peace, and democracy have lost a good deal of their strength” and that instead of using military strategy to dominate other countries, Americans must view the world through the lens of mutuality.


This book presents the first large-scale examination of the reasons why people fall into poverty and how they escape it in diverse contexts. Drawing upon personal interviews with 35,000 households in India, Kenya, Uganda, Peru, and the United States, it takes you on an illustrative journey filled with facts, analyses and the life stories of people who fell into abject poverty and others who managed to escape their seemingly predetermined fates. The book presents a clear agenda for action and provides more effective ways of keeping people out of micro poverty traps.


Set in a modern era eager to find the balance between sustainability and economic growth, this book addresses key issues regarding poverty alleviation, environmental protection and the development of major physical infrastructure. Krupp worked with Claremont McKenna College’s William Ascher to reflect on the challenges from the perspectives of economics, political science and engineering.


Many social entrepreneurs struggle to take successful, innovative programs that address social problems on a local or limited basis and scale them up to expand their impact in a more widespread, deeper and efficient way. The editors address this issue with a comprehensive collection of original papers written by leading scholars that offers the latest thinking on the topic.
and from Latin America
Human Resources
Medicine
Bioethics
do economists know about crime?" In Comment on Lauritsen and Heimer.
Cook, Philip J.
8: 784-91.
Angrist, Misha
Cook, Philip J.
Carbone, J., E.R. Gold, B. Sampat, S. Chandrasekharan, L. Knowles, M.
Nature Biotechnology 8: 784-91.

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THE SANFORD ANNUAL FUND

2009-10: 755 (a 25% increase)

2008-09: 603

2009-10: $256,176 (a 46% increase)

2008-09: $175,354

During the Sanford School of Public Policy’s inaugural year, gifts to the Sanford Annual Fund helped lay a strong foundation of unrestricted financial support. Established in 2008, the school’s annual fund provides financial aid, as well as support for required internships and career services for our students. Thanks to the support of the Sanford community, the fund exceeded goals in both the number of donors and donations during the past two years.
One Year After Transition, Sanford on Track to Goals

By Karen Kemp

A year later, the celebrations have ended. The journey from Institute to School—papered with a strategic plan, a new name and logo, new faculty by-laws and a system of governance, a code of professional conduct, fundraising goals, frameworks for future hiring and multiple financial planning spreadsheets—is officially over.

Now, the school’s emphasis is on delivering the promised benefits of becoming a school, said Dean Bruce Kuniholm.

“A key part of our vision was ‘transforming student lives,’ and the question is how do you do that? The short answer is you hire more and better faculty who can teach new courses, and do a better job of mentoring and advising students,” Kuniholm said.

A 2006 self-study showed the Sanford Institute had a high faculty-student ratio compared to its peers. With the hiring latitude afforded a school, Sanford has added 17 regular rank faculty in the last three years, and may hire as many as five more this year. The school is on track to achieve its goal of doubling the faculty by 2014, and “it has made a big difference.”

One measure of the value of additional faculty members is the record number of undergraduates—21—who chose to research and write an honors thesis in 2010. Each student works with a faculty member on the project. In 2011 as many as 33 undergraduates could graduate with honors in a class expected to number about 185, Sanford’s largest ever. (Continued on page 2)

A Multidisciplinary Partner

A partial list of campus-wide projects that the Sanford School is involved in:

• Duke’s $650 million campus under construction in Kunshan, China. Sanford plans to partner with The Fuqua School of Business to offer a master’s in management, and is exploring distance learning and executive education programs.

• Global Semester Abroad (GSA). In the spring, about two dozen students will embark on Duke’s first GSA. The program is co-led by Anirudh Krishna, Sanford’s newly promoted associate dean for international academic programs, and Ralph Litzinger in cultural anthropology.

• A Duke “platform” in Washington, D.C. Along with other schools at Duke, Sanford is considering a presence in D.C., and hopes to offer students an academic semester coupled with an internship (approximately half to a third of Sanford undergrads and MPPs currently do internships in Washington).

• A cross-disciplinary initiative in energy and the environment, under discussion with Fuqua, the Nicholas School of the Environment, the Nicholas Institute, the Law School and Pratt School of Engineering.