Education and Poverty
Confronting the Evidence
“... It’s too early to be pessimistic. Ideas have spillover effects, and we’re generating a lot of ideas.”

James T. Hamilton, p. 16
My recently announced decision to step down in the Summer of 2012 as dean of the Sanford School is based on two primary considerations. First, we have accomplished all of the goals set forth in the 2005 task force report that laid the groundwork for Sanford becoming a school, and we have made great progress in realizing the vision that has served as a guide for our growth.

Second, with a new fundraising campaign about to begin, it is a propitious time to enlist new leadership to build on what we have done, facilitate faculty development of an increasingly university-wide vision for the future, and over the next decade raise the resources necessary to achieve it.

The new dean will inherit a school that is fiscally sound and intellectually vigorous, a school with a firm foundation as well as a forward-looking mindset. Our faculty represents over 10 disciplines, and all tenure-track faculty members have formal ties to Duke’s other schools, institutes and departments. The different disciplinary identities of our faculty speak to the fact that public policy problems lend themselves to critical thinking that comes from multidisciplinary approaches. Given our faculty’s problem orientation, almost all of its research has an engagement component as well, and because of the global dimensions of most problems, much of its research also addresses issues that are international in scope.

As we’ve doubled our faculty during the last six years, we’ve attracted engaged young scholars who understand this and they are eager to join colleagues across the university in tackling critical public policy challenges. Our commitment to policy analysis and interdisciplinarity is critical to our relationship with the rest of the university; it differentiates us from most of our public policy peers and contributes substantially to our solid ranking among them. Sanford is now the vital hub for many of Duke’s multidisciplinary projects, such as the energy and environment initiatives, the Cookstove Initiative (p. 9) and the Reporter’s Lab (p. 17).

In a careful and considered way that builds on our strengths without over-reaching, we’ve also broadened our international footprint, with research and educational ties in India, China, Vietnam, Kazakhstan (p. 8) and elsewhere. Meanwhile, we are also developing a semester-long program in Washington, D.C. (Duke in DC) that we will feature in the next edition of Insights.

I’m confident that new leadership will sustain our core values—a devotion to undergraduates as well as to our professional students, excellent teaching, high standards in faculty research, engagement in the policy-making arena, and a commitment to the elements of the core curriculum: policy analysis, critical thinking and ethics. The school’s strong foundation will also allow the new dean to further develop a bold vision for its future.

Bruce Kuniholm
Professor of Public Policy and History
BRIEFS

D.C. SUMMIT
The third annual African American Economic Summit will take place in Washington, D.C. this year in partnership with the Joint Center for Political and Economic Studies. The Nov. 18 conference is sponsored by Professor William Darity’s Research Network on Social and Ethnic Disparities, the Social Science Research Institute and UNC, Chapel Hill. It focuses on the ways in which U.S. economic policies disproportionately affect minority populations.

TWO HATS
Philip Bennett, the Eugene C. Patterson Professor of the Practice of Journalism and Public Policy, joined the PBS investigative documentary series “Frontline” in the newly created role of managing editor in May. Bennett oversees the series’ editorial mission through its broadcasts and across multiple platforms. He remains on the Sanford faculty, and this fall is teaching “News as Moral Battleground.”

ONLINE TALK
Dr. Peter Mugyenyi, a leading AIDS clinician in Africa, and founder and director of the Joint Clinical Research Center in Kampala, Uganda, visited Duke at the invitation of the Program on Global Health and Technology Access during Global Health Week, April 1-9. In addition to small-group meetings, he lectured at Sanford on March 31 on “The Unresolved AIDS Crisis: Why U.S. Investment Matters.” Video of the talk is on the Sanford website: sanford.duke.edu

KUDOS

Anirudh Krishna, professor of public policy and political science, will receive an honorary doctorate from Uppsala University in Sweden in January. He wrote most of his recent book, One Illness Away, while in residence at Uppsala as the Oaf Palm Visiting Professor, a position awarded by the Swedish government.

Bruce Jentleson, professor of public policy and political science, was named to the Responsibility to Protect (R2P) Working Group. The group is co-chaired by former Secretary of State Madeleine Albright and sponsored by the U.S. Institute of Peace and the U.S. Memorial Holocaust Museum. The group deals with prevention of genocide and mass atrocities.

Helen F. Ladd, the Edgar T. Thompson Professor of Public Policy, was elected to the National Academy of Education. She was inducted into the prestigious society with 10 other new members at the NAED’s annual meeting in October at George Washington University. The academy’s 165 U.S. members, as well as foreign and other associates, are elected by members on the basis of outstanding scholarship related to education.

Ladd’s research focuses on education policy, including school accountability, education finance, teacher labor markets and school choice, both in the U.S. and other countries. She has also been a visiting scholar at the Federal Reserve Bank of Boston, a senior research fellow at the Lincoln Institute of Land Policy, a visiting fellow at the Brookings Institution and a three-time Fulbright grant recipient.

NEW STAFF
In July Michael Case was appointed assistant dean of academic programs and student affairs, a new position. Case oversees the graduate and undergraduate programs and serves on the school’s executive committee. He was the administrative director of the Duke University Population Research Institute (DuPRI), where he managed budgets, supervised staff, developed programs and oversaw grant management for the department of economics. Previously, for seven years he was assistant director for finance and administration for the Institute of Global Health and Infectious Diseases at UNC, Chapel Hill.

JUVENILE JUSTICE
Senior Research Scholar Joel Rosch assisted the Juvenile Justice Treatment Continuum (JJTC) in developing a tracking system for youth with mental health and substance abuse disorders in 26 North Carolina counties. The system enables more effective collaboration and information sharing among partners. Providers can follow the progress of individuals and track the services they access. The JJTC received the 2011 Award for Excellence in Health Information Technology from the National Council for Community Behavioral Healthcare and a $10,000 grant from Qualifacts Systems Inc.
Sanford Board of Visitors Welcomes New Members

The Sanford School Board of Visitors welcomes seven new members this academic year, and thanks seven who completed their service: Ralph Eads II, Robert S. Fleischer, Peter Gehred, Waziona Ligomeka, Amanda Morrall, Anna Reilly and Chelsea Ursaner. The new members are:

Rome Hartman AB’77, an executive producer of an NBC news show anchored by Brian Williams to be launched this fall. Hartman previously was an executive producer for “BBC World News America” and “CBS Evening News,” and a producer for “60 Minutes.” He has been honored with three Peabody awards, five Emmys, and an Overseas Press Club award.

Student member, Lauren A. Hendricks PPS’12, ex-officio, a senior and president of the Public Policy Studies Majors Union. Last summer, she interned at the White House in Vice President Biden’s office. This fall, she is conducting research in the Durham Public Schools through a Center for Child and Family Policy program.

Karen M. King PPS’94, senior vice president and chief legal officer for Silver Lake Partners, a leader in large-scale private investment in technology, with offices in California, London and Hong Kong. Previously, she was an attorney at Simpson Thacher and Bartlett, working on capital market transactions. She holds a JD from Harvard Law School.

Student member, Cary E. McCormick MIDP’12, ex-officio, a Peace Corps Fellow and volunteer for Clean Energy Durham. He worked with UNICEF’s technology for development department in Kampala, Uganda, during his summer internship. He served in the Peace Corps in Ukraine, and was an information technology consultant for CGI Federal in Washington, D.C.

Student member, Shannon M. Ritchie MPP’12, ex-officio, who interned with MetaMetrics Inc. in Durham where she designed a mobile application for young readers. Through the Sanford Board Leadership Initiative, she is on the board of North Carolinians Against Gun Violence. She worked at City Year in Boston and with ServiceNation: Mission Serve, which creates civilian/military partnerships to assist veterans and military families.

Paul W. Sperduto T’80, MD’84, MPP’84, HS’87, a practicing radiation oncologist with a special interest in brain tumors. He is co-director of the Gamma Knife Center at the University of Minnesota and director of Stereotactic Radiosurgery and Radiation Oncology for two other Minneapolis area health systems. He has also taught medicine at Hunan Medical College, Changsha, China.

James D. Wareham, a senior partner in the D.C. office of DLA Piper, an international law firm, where he represents clients in cross-border criminal and civil litigation matters. He has been active in national politics, including serving as counsel to the Credentials Committee at the Republican National Convention. He and his wife have two sons, Sean, Duke’15 and Collin, St. Alban’s School.

Remembering September 11

Juan Zarate, a 2011 Terry Sanford Distinguished Lecturer, discussed “9/11: After a Decade and After Bin Laden” during the multi-campus series “Reflecting on the Tenth Anniversary of September 11.” Zarate was deputy national security advisor for counterterrorism during the Bush administration. For articles and video coverage of the panel discussion, photo exhibition and other events, visit the Sanford School website: sanford.duke.edu
A national search is under way for a new dean for the Sanford School of Public Policy after Bruce Kuniholm announced plans to step down at the end of this academic year. Kuniholm has overseen Duke’s public policy programs since 2005, when he was named director of the Sanford Institute of Public Policy.

Helen F. Ladd, the Edgar T. Thompson Distinguished Professor of Public Policy and a professor of economics, is leading the dean search committee. Ladd is the president of the Association for Public Policy Analysis and Management, the principal national organization for scholars and schools of public policy.

Kuniholm led the provost-appointed task force that recommended transforming the institute, founded in 1971, into Duke’s tenth school. That transition took place in 2009, and has led to a doubling of the school’s faculty.

He guided the effort to raise $40 million in endowment funds for the new school, started an annual fundraising program, and negotiated the necessary organizational and fiscal restructuring.
“Bruce Kuniholm played a decisive role in driving the transformation of the Sanford Institute to a full-fledged school,” said Duke President Richard H. Brodhead. “We are deeply grateful for his dynamic leadership and his ability to connect Sanford’s teaching and scholarship with so many other parts of Duke. His vision has been imprinted on the history of this university.”

Provost Peter Lange also praised Kuniholm’s leadership over the last six years.

“Not only did he lead the complex process of transition with great skill, including raising all of the targeted resources despite the economic downturn, but he also worked with his faculty to place the new school at the hub of the university’s strategic priorities, with outstanding new faculty hires and extensive faculty and programmatic collaborations,” Lange said. “We are deeply indebted to him … (and) we are fortunate that while he is stepping away from the dean’s role, he will not be lost to our community.”

Among the new school’s key strategic goals was to increase the number of faculty to provide better teaching and mentoring to students. During Kuniholm’s tenure, 29 scholars have joined the public policy faculty, adding expertise in the areas of energy and the environment, social policy, health policy, media policy, homeland security, global governance and international development. Eight more are expected this year, four regular rank and four tenure track.

Other accomplishments include development of a PhD program and new educational programs. These include the Global Semester Abroad in India and China, a partnership with Ho Chi Minh University in Vietnam, and a prospective Master of Management Studies program in China in partnership with Duke’s Fuqua School of Business. A Duke in D.C. public policy program will launch in 2013.

“At three significant points in the history of the school of public policy, Bruce led us most ably to the next level,” said Adam Abram, chairman of the Sanford School Board of Visitors. “As the founding dean, Bruce led the process that resulted in the creation of the school, the doubling of the faculty and the continual enhancement of the student experience at Sanford. He steps down as dean having created a remarkable legacy that will benefit his successors, future faculty and students for generations to come.”

### BRIEFS

**NEW ROLE**

Ambassador James A. Joseph has been named Professor Emeritus of the Practice of Public Policy and Leader in Residence of the Hart Leadership Program (HLP). As Leader in Residence, Joseph will serve as a mentor for students. He is currently advising Hart Fellow Edwin Coleman on his work for the Extra Mural Education Project, an NGO in Cape Town, South Africa, that strives to develop schools into community hubs.

“I am going to help the students who go abroad find a public voice for what they have done and the experience they have gained,” said Joseph.

He remains active as director of the United States-Southern Africa Center for Leadership and Public Values and in the philanthropic arena. This fall, Joseph will speak in Ireland at a conference on age-friendly cities sponsored by the World Health Organization. Joseph came to Duke in 2000 after serving as U.S. Ambassador to South Africa.

**“THE BI-SECTORALISTS”**

Bruce Jentleson, professor of public policy and political science, is writing an occasional column in The Huffington Post.com with Jay Pelosky, a private investor, member of the World Policy Institute and former Sanford board member. Their second article was reposted on the New Foundation America website. The column will be published about every three weeks. Their columns address ways the public and private sectors can work together to solve domestic and international problems.

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**Giving to the Sanford School Annual Fund**

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**Number of Duke Public Policy Majors**

The number of public policy majors has grown gradually since 2007. Duke undergraduates declare a major by the spring of their sophomore year, and excluding those in engineering, one in seven choose public policy. In 2011, 181 graduated—the largest number ever. Sanford’s class of 2012 has more than 200 students.
New Public Policy PhD Students

Puneet Chehal  
**Concentration:** Economics  
**Policy Interests:** Health Policy, Education Policy, Development  
Chehal graduated from UC-Davis with highest honors in economics in 2008. Her senior thesis evaluated the impact of Medicaid expansions on emergency room utilization. She has spent the past three years as a research associate at the Federal Reserve Bank of San Francisco. She hopes to focus on program evaluation.

Amy Finnegan  
**Concentration:** Political Science  
**Policy Interests:** Global Politics and Policy  
Finnegan graduated magna cum laude in political science from South Dakota State University in 2006. She received her MPA, specializing in international development policy and management, from the Robert F. Wagner Graduate School of Public Service at New York University in May 2011. Between degree programs, she studied in Estonia and worked in inventory management for a firm in South Dakota. At NYU, she engaged in field research in Guatemala, worked with the Jordan River Foundation in Amman, Jordan, and assisted faculty research on water and sanitation and Payment for Environment Services (PES) in Central America. She is interested in studying voluntary standards for labor protection in buyer-supplier relationships.

Zoelene Hill  
**Concentration:** Sociology  
**Policy Interests:** Social Policy, Child and Family Policy  
Hill graduated from Princeton in 2004 with a degree in politics, and earned an EdM from the Harvard Graduate School of Education in 2005. She worked for ETS (Educational Testing Service) in the global business development division for two and a half years before returning to the classroom as a social studies teacher at West Philadelphia High School. She is interested in pursuing research dedicated to the improvement of child outcomes in low-income families.

Lucy Sorensen  
**Concentration:** Economics  
**Policy Interests:** Education, Poverty Alleviation, Development  
Sorensen graduated with distinction from Yale in economics and East Asian studies in 2009. Since then she worked at Abt Associates, where she analyzed proposed environmental policy regulations from the perspective of various industries. She is interested in pursuing research focused on educational inequality and poverty in developing countries. She is also interested in environmental policy and sustainable development.

Ying Shi  
**Concentration:** Economics  
**Policy Interests:** Education, Labor Economics, Behavioral Economics, Social Norms  
Shi graduated in 2007 from Rice University with majors in mathematics, economics, and philosophy at the London School of Economics. Coursework in social choice theory and norms bolstered her interest in how social settings and groups influence economic outcomes. Shi hopes to explore these issues in the context of education and labor market policy in her doctoral studies.

John Holbein  
**Concentration:** Political Science  
**Policy Interests:** American Politics and Policy  
Holbein earned a degree in political science from Brigham Young University. He has served as a research assistant and research fellow with BYU’s Center for the Study of Elections and Democracy, interned at the National Defense University and served as a teaching assistant for a quantitative methods course. He has presented research at the Midwest Political Science Association’s annual conference, and won first place in Brigham Young’s graduate research poster competition.

Yulya Truskinovsky  
**Concentration:** Economics  
**Policy Interests:** Population Health, Health policy  
Truskinovsky graduated magna cum laude from the University of Minnesota in 2005 and received a MA in economics from Tufts University in 2009. At Tufts, she used the National Longitudinal Survey of Adolescent Health (AddHealth) to study social networks and health-related behaviors. She is now at work on a research project assessing the impact of preferential trade agreements on workers across a range of developing countries.

Danielle Vance  
**Concentration:** Economics  
**Policy Interests:** Nonprofit Organizations  
Vance received a BS degree with distinction in marketing from Iowa State in 2005 and completed a MA in philanthropic studies and a master’s in nonprofit management at Indiana University-Purdue University Indianapolis last year, where her thesis analyzed the survival patterns of nonprofits using the Cox proportional hazard model. As a doctoral student, Vance has a special interest in applying quantitative techniques to better understand the nonprofit sector.
First Group of Sanford Doctoral Candidates Enters Job Market

The Sanford PhD program’s first cohort of doctoral students will go on the job market this year. The program anticipates awarding its first PhD degrees at commencement in May 2012.

“We’ve been looking forward to this for a long time,” said Professor Jacob Vigdor, director of the program. “Prospective students and our peers will judge our program largely on the basis of our success in placing graduates. Fortunately for us, we have an outstanding first crop of students engaged in high-quality research projects of clear policy relevance.”

Doctoral students typically enter the job market six to 12 months before they anticipate defending their dissertations. The four students in the inaugural cohort have diverse research interests.

Erin Kim’s dissertation analyzes the impact of recently enacted public pension programs in Korea. Her committee: Philip Cook, (chair), Amar Hamoudi, S. Philip Morgan (sociology), and Vigdor.

Sara Pilzer’s dissertation studies the implications of administrative decisions to open or close schools in response to fluctuations in enrollment. Her committee: Helen Ladd (chair), Charles Clotfelter, David Brady (sociology), and Vigdor.

Ava Cas’s dissertation examines the long-run impacts of a policy initiative in Indonesia that assigned midwives to villages in order to improve the health of expectant mothers and young children. Her committee: Elizabeth Frankenberg, Amar Hamoudi, Alessandro Tarozzi and Duncan Thomas (both in economics).

Ashley Brown’s dissertation focuses on the experiences of residents affected by a recent federal initiative to replace traditional housing projects with mixed-income developments. Her committee: David Brady (sociology), William Darity, (chair), James Fraser, (human organization and development, Vanderbilt University), Christina Gibson-Davis and Robert Korstad.

Board Initiative Connects Policy Students to Durham’s Nonprofits

By Megha Bansal

For Sam Rauschenberg MPP’12, applying to the Sanford Board Leadership Initiative (SBLI) was a no-brainer. Having previously taught in Louisiana’s Recovery School District in New Orleans, he had often interacted with educational nonprofits and seen the difference these organizations could make in educational outcomes for high-risk populations.

Rauschenberg was selected as one of eight students to kick off the SBLI’s inaugural year last fall. He was placed with the Achievement Academy of Durham, a nonprofit organization that helps to reconnect young adults who have dropped out of school to educational opportunities and college preparatory training.

Modeled after the business school’s Fuqua on Board Program out of the Center for the Advancement of Social Entrepreneurship, the SBLI was launched in the fall of 2010 to connect Sanford students with the nonprofit scene in Durham. The program places first-year Master of Public Policy (MPP) students on the boards of local nonprofits for a full calendar year as non-voting members, and generally requires about 8-12 hours a month.

The SBLI allows Sanford students to practice skills gained in the classroom, professionalize their experience at Duke and learn about nonprofit management and governance.

“(It)...helps provide a new perspective and lift our sights.”

“Sanford students not only bring interest and passion for the nonprofit’s policy area, but also contribute skills in cost-benefit analysis, communication, grant writing, political expertise and stakeholder analysis,” said Jessica Harris, an MBA/MPP’12 student who helped organize the program.

The nonprofits involved with the SBLI program span a variety of issues including education, gun violence, meal service delivery and the environment. Students are matched with their nonprofits based on their policy interests, the technical skills they can provide and the organization’s specific needs. Lauren Hungarland MPP’12 was placed with the Eno River Association, which works on land conservation and historical preservation of the Eno River Basin.

“I first heard about the SBLI on Visit Day and was immediately interested in the program because I worked at a nonprofit for three years before graduate school,” said Hungarland.

In their nonprofit board commitments, both Rauschenberg and Hungarland draw on the skills they’ve learned in their courses. Hungarland found the school’s emphasis on analytical problem-solving the biggest help in her work to help redesign the nonprofit’s strategic plan and development efforts.

Rauschenberg tapped into the knowledge base of Sanford’s professors, particularly in researching growth strategies to provide recommendations for expanding the nonprofit’s impact.

“As an organization, we’re in the weeds every day doing what we do,” says Sandy Ogburn, director of administration at the Achievement Academy of Durham.

“Having a Sanford student who has a research background and who is immersed in the issues helps provide a new perspective and lift our sights.”

Though Rauschenberg’s term as an SBLI member formally ends at the end of December, he will continue as a full voting board member beginning in January 2012.

All eight nonprofits who participated last year re-applied for the second year. After a successful inaugural year, student leaders hope to expand the program to provide MPPs with more opportunities for professional development and to give back to Durham’s communities.
Sanford Builds Partnership with Kazakhstan Presidential Academy

By Jackie Ogburn

It’s a truism of university life that connections established there can change lives, but those connections also can bring changes to the university. After Gaukhar Kassymzhanova MIDP’07 returned to Kazakhstan, she started a Duke alumni group for Central Asia.

“Gaukhar and I had kept in touch, and she invited me and Cory Krupp [director of the MIDP program] to visit,” said Joseph Tham, visiting associate professor. Out of that visit grew a series of two-week executive education programs at the Duke Center for International Development Policy, which in turn led to a semester-long program led by Tham.

The training program was modeled on similar programs DCID offers to the governments of India and China. It was created as the spring semester of the National School of Public Policy at the Academy of Administration under the president of Kazakhstan, a one-year graduate school for mid-career government officials.

In January, the first 15 students arrived in Durham for 13 weeks of training. The coursework focused on analysis, macroeconomic policy, regulatory reform and policy decision-making and included trips to Washington, D.C., and New York City. The students came from several government agencies, including the office of the president and prime minister, and the ministries of economic development, education and agriculture.

There were the usual cultural adjustments to be made. Kulyash Kerimova, deputy head of the Department of Strategic Developments and Analysis for the Supreme Court, was struck by the differences in teaching methods. “I was surprised by the use of the Internet and to have so much interaction with the professors,” she said.

Lazzat Bulebayeva, a director in the Agency for Statistics, found the section on macroeconomics most relevant for her agency. After seeing how to base policy on economic data, she said she would be better able to justify her budget decisions. She is interested in returning to Sanford as an MIDP student.

In June, Dean Bruce Kuniholm and DCID Executive Director Jon Abels traveled to Kazakhstan to complete a memorandum of agreement to extend the program for another three years. While there, they attended the graduation of the students who had been at Sanford. The ceremony was covered on national television, an indication of the academy’s prestige and the high-level positions the graduates were being assigned. The second cohort will come to Sanford in the spring of 2012. Kuniholm and Abels also met with administrators from the Center for International Programs, a potential partner for future executive education programs.

The DCID program is just one of the educational ties between Duke and Kazakhstan. Another alumnus, Yerbol Orynbayev MIDP’02, now the deputy prime minister, has been instrumental in developing those ties.

Kazakhstan’s current administration is positioning the nation to be a leader in higher education for the region, and has started a new university, Nazarbayev University. The Fuqua School of Business and the Duke Medical School are collaborating in creating similar schools at Nazarbayev.

In spite of its smaller size, in a few years, the DCID program “could make a strong impact on the higher levels of government in the country,” said Abels.

Workshop for USAID Officials

Senior USAID officials from around the world completed a four-week intensive workshop on applied cost-benefit and cost-effectiveness analysis this summer at the Duke Center for International Development (DCID). It’s the second year DCID has offered the program, which uses an integrated analytic framework based on the work of Professor Arnold Harberger to ensure judicious selection of investment projects in developing countries. At the end of the program, participants grouped in eight country teams applied the methodology to a project selected from their country’s portfolio.
The Duke Cookstove Initiative, a cross-campus collaboration between social scientists, biomedical researchers and environmental scientists, has undertaken the study of improved cookstove adoption and use in less developed countries.

Traditional cookstoves are still used by nearly half of the global population. In rural villages across India women hunch over mud stoves fueled by small pieces of wood or patties made from animal dung. Breathing in the particles emitted by these inefficient stoves in poorly ventilated conditions causes 2 million premature deaths per year. Gathering fuel degrades local forests and wildlife habitat, and stove emissions of black carbon (a potent greenhouse pollutant) from inefficient combustion raise regional temperatures.

Improved cookstoves have been developed to burn more efficiently, addressing these problems. Their benefits include health improvements for women and children and reduced time spent cooking or gathering fuel. However, there are many barriers to adoption. Giving someone a cookstove does not mean they will use it correctly, if at all.

A particular focus of the Duke Cookstove Initiative is to refine theories on behavior change to understand which types of interventions can increase the adoption and use of improved cookstoves.

Global attention to cookstoves has steadily increased, culminating in the formation of the United Nations’ Global Alliance for Clean Cookstoves, and research at Duke has similarly escalated. Previously, a few faculty members at Sanford—Subhrendu Pattanayak, Alex Pfaff and Marc Jeuland—researched different components of cookstove use.

The cookstove initiative now incorporates faculty and students across campus, including doctors John Hollingsworth, William M. Foster and Peter Kussin in the pulmonary medicine department and professors Prasad Kasibhatla and Joel Meyer in the Nicholas School of the Environment. So far, Duke researchers have produced nine cookstove-related peer-reviewed publications, six master’s projects and one dissertation. In May, a Cookstove Symposium highlighted related research projects from around Duke.

Duke researchers conducted a systematic review of the literature that showed important determinants of movement from dirty to cleaner fuel are socio-economic status and fuel prices, while potentially important drivers of adoption such as credit and social marketing have been ignored.

In collaboration with the U.S. Environmental Protection Agency, Duke master’s of environmental management students Julie Colvin and Elise Vergnano studied factors that underlie stove dissemination and partner location. They used data from a survey of approximately 200 members in the Partnership for Clean Indoor Air from 2008 to 2010. Stove sales were influenced by product characteristics, such as testing and price, and institutional characteristics, such as organizational type and mission.

Using 14 years of data from the Indonesian Family Life Survey, Jesse Lamarre-Vincent MPP’11 examined the determinants of a household’s decision to switch to cleaner burning fuels and impacts of fuel choice on respiratory health outcomes. He found that electricity and indoor water access, urban location, education and income are all positively correlated with clean fuel choice.

Monte Carlo simulations by Jeuland and Pattanayak suggest there is substantial variation in benefits of improved cookstove programs because of uncertainty surrounding many behavioral parameters.

Ipsita Das MPP’12 and T.J. Lowdermilk MPP’12 spent the summer in Orissa, India, conducting initial field visits and designing a survey of 200 households for research on improved cookstove adoption and use, lung function and indoor air pollution levels. The stoves in this study burn biogas released by cow dung stored in an underground tank. Biogas plants have the potential to provide a clean fuel source from local waste—if the plant is properly constructed and households choose to use the stove. Funding for this project came from the Office of the Provost.

Jessica Lewis, far right, a research associate at the Sanford School, assists with household surveys in Orissa, India. Lewis has an MSPH in environmental science and engineering from UNC, Chapel Hill, and will join the Nicholas School of the Environment PhD program in January 2012.

Find the Duke Cookstove Initiative at http://sites.duke.edu/cookstove/research/
Students Give Philanthropist Guidance on New Venture

By Jackie Ogburn

One rainy night, driving to her job as a social worker, Barbara Asnes crested a hill and collided with a logging truck. After 18 months of recovery and physical therapy she was able to walk again, but only with the help of crutches. A lawsuit settlement left her with enough money to retire—and with a bit more.

“We had always given a percentage of our income to charity and now I had the ability to do so in larger way,” said Asnes.

She wasn’t sure how to start, until Assistant Professor of Public Policy Kristin Goss offered her the chance to be the project for her class. Goss and Asnes met when Goss was an MPP student at Sanford in 1994. Asnes’s husband, Stuart Bratesman MPP ’95, was a second-year student assigned as Goss’s mentor. They’ve been friends ever since.

Using funds from the Sanford undergraduate program and from a Duke Endowment teaching grant arranged by Dean Lee Baker in the School of Arts and Sciences, Goss was able to fly Asnes to Durham from her home in Maine to meet with her class in March. The class was divided into four teams, and each received a different amount of money, from $300,000 to $600,000, to create a philanthropic plan.

“Barbara has a compassionate heart and wide-ranging interests, so the students had to talk to her about focusing her giving,” said Goss. The students were moved by Asnes’s story and eager to help, Goss said. They asked Asnes what she cared about, how much she wanted to be known for her giving, how involved she wanted to be in the process, and whether she would prefer to have an immediate or a long-term impact.

“They made me think hard about what was realistic, and what I wanted. The class was fantastic,” said Asnes. The discussion made it clear she was most passionate about animals and supporting ways they can be used to help people, such as through therapy or service.

On the last day of class in April, Asnes came back for the group presentations. The students’ strategy memos presented plans ranging from creating a new foundation to partnering with existing organizations, with sample budgets and possible programs to fund.

“I hadn’t expected how thorough, well-versed and professional the presentations would be, right down to the nitty-gritty of investment recommendations. I learned an incredible amount about the different ways to structure my giving,” Asnes said.

After the presentations, Goss and Asnes were discussing the projects when Jen Zwilling PPS ’12, appeared at door of Goss’s office. She was so inspired by the class that she wanted to continue working with Asnes in the fall as an independent study student.

Zwilling is interested in corporate social responsibility and is minoring in education. She had loved creating a proposal for a real donor and the way that changed the class experience.

“We got competitive; every group wanted their proposal to be the one she picked,” Zwilling said. Goss said Asnes was touched by Zwilling’s interest in continuing and agreed to direct her independent study.

“My goal is to have a group of questions answered about the pitfalls and highlights of partnering. I don’t want to reinvent the wheel,” said Asnes.

She wants to support an innovative animal shelter to hire an on-site trainer for therapy animals. The dogs or other animals would be offered free to owners who agree to have them work in therapy programs, such as nursing homes or in reading programs with children. This would also address the rate of animals being returned to shelters.

Zwilling is surveying the field of service animal programs and venture philanthropy to develop a framework for a self-sustaining nonprofit. Goss hopes to bring Asnes back to campus again so the three can meet at the end of the semester.

In addition to having her new foundation running a year from now, Asnes hopes the students gained something too.

“I wanted them to understand that you never know what life will give you, so you have to make it as meaningful as you can.”
When Associate Professor Donald H. Taylor Jr. decided to write a book about the federal budget crisis, he was faced with a problem: He wanted his text to influence the current debate, but publishing an academic text might take months at best. By the time he could get a book printed, many key budget decisions might have already been made.

“I started to talk with a few publishers who had some interest,” he said. “You talk about late spring or summer for the book but, well, it seemed like these ideas are timely and hot and ready to go…”

The book, “Balancing the Budget is a Progressive Priority,” stems from Taylor’s work with health care reform (the book is available for download for $4.50 from Amazon.com). Taylor teaches classes on health policy at the Sanford School, has written 29 columns on health reform for the *The News & Observer*, and has contributed to *The New York Times*’ Room for Debate forum on health reform.

“I started thinking about the book 14 or 15 months ago,” he said. “The Affordable Care Act passed, and that was a good step, but not enough to create an affordable health care system, and (health care is) the biggest driver of the long-term budget deficit, especially 20 to 50 years in the future.” In the book, Taylor argues progressives should place more importance on the long-term goal of a balanced budget, and he makes specific suggestions for Social Security reform, tax reform and spending cuts.

After dropping his son off at a summer camp, “I holed up in a hotel room and I did nothing but write for a week. This book had been sort of stewing, but it just came blazing out.” Then, a conversation with an economics editor from a major press persuaded him to self-publish an e-book.

“The feedback I have received from policymakers and their staff members has been enhanced by my blogging,” Taylor said. “I think it is fairly clear that a timely blog post can greatly amplify the effect of a given research finding.”

Emily Young, books marketing director for Duke University Press, said she wasn’t aware of any other Duke University faculty who have self-published e-books. However, she noted the Duke University Press has more than 750 titles available on Kindle, some by Duke faculty.

Taylor acknowledges that while the option worked for him, there might be downsides for others. “I got tenure a year ago, and I probably wouldn’t have published this as an e-book if I were still an assistant professor because of the worry of academic credit or lack of academic credit.

“But I decided I believe in the themes of this book, I think it’s timely, I think it’s important, and I actually think progressives kind of missed the boat on this. It was important enough to me that I just decided that I want to put my oar in the water.”
Educational reform policies pursued during the last decade are deeply flawed because they ignore a fundamental fact: poor children consistently perform worse than their well-off peers. As a result, said Helen Ladd, Edgar T. Thompson Professor of Public Policy at the Sanford School, policies such as the federal No Child Left Behind Act, test-based approaches to teacher evaluation, and promotion of charter schools to generate school competition “are not only misguided, but have the potential to do serious harm.”
In an address and paper presented during the Association for Public Policy Analysis and Management (APPAM) annual meeting, Ladd documented the strong empirical association between lower test scores and child poverty, or low socio-economic status (SES) across individuals, states and nations. She called for a new emphasis on interdisciplinary policy research into the mechanisms through which poverty impedes student learning and interventions to reduce their adverse effects. Ladd, the 2011 president of APPAM, addressed members at the organization’s annual research conference Nov. 4 in Washington, D.C.

Along with colleagues at Sanford and elsewhere, Ladd has evaluated initiatives such as charter schools, teacher evaluation and incentives, and weighted student funding. She has compared educational systems in New Zealand and the Netherlands. She has written or edited eight books on education policy, authored scores of scholarly papers, and co-chairs the nonprofit national campaign for a Broader, Bolder Approach to Education. In recognition of her contributions to education research, this year Ladd was elected to the National Academy of Education. Her paper, titled “Education and Poverty: Confronting the Evidence,” draws on empirical data and research she’s been conducting since 1994.

“Because they do not directly address the educational challenges experienced by disadvantaged students, these policy strategies have contributed little—and are not likely to contribute much in the future—to raising overall student achievement or to reducing achievement and educational attainment gaps between advantaged and disadvantaged students,” she said.

Between 1943 and 2001 the gap between low- and high-income children on the standardized reading test doubled. The achievement gap between children from high- and low-income families is now much higher than the black/white achievement gap.

The strong correlation between poor school performance and low SES is consistent across districts, states and nations, Ladd said, even within nations in which the overall poverty rate is much lower than the U.S. rate. (See chart, p. 14.)

Disadvantaged children are more likely to have poor health, low birth weight, frequent household moves, home environments lacking rich language and cultural experiences, limited access to quality preschool opportunities, and fewer opportunities for summer and after-school activities that middle class families take for granted. These factors make their educational success less likely.

The federal No Child Left Behind (NCLB) policy denies the validity of this basic empirical relationship, Ladd said. NCLB requires that all children meet grade-specific proficiency standards, as measured by test scores, by the 2013-14 school year, regardless of their socio-economic status. NCLB labels as “low performing” schools that fail to meet their annual goals for progress toward 100 percent proficiency.

“The policy is clearly based on the presumption that the schools themselves should, and can, offset any educational disadvantages those children bring to the classroom,” Ladd said.

The view that schools ought to be able to offset student disadvantage is rooted both in our history—in which a free, public education has been seen as “the great equalizer”—and in a belief that “it would be inappropriate, and even immoral, to let schools off the hook simply because they serve large concentrations of children who face greater educational challenges than other children,” she wrote.

However, holding these values is not a substitute for providing resources and pursuing strategies to make it possible for more children to reach their potential, she said.

As proof that it can be done, some point to the success of specialized schools—such as the highly touted Knowledge is Power Program (KIPP) schools—in raising achievement of children from disadvantaged families, Ladd said. Small-scale successes do occur but there’s no blueprint for scaling up these success stories or evidence that it is possible to do so, she said.

“A close look at the data shows that many of the schools cited as being successful in fact met the success criterion only in a few grades or in a single year,” Ladd said. In some cases, the presence of charismatic leaders or substantial additional resources from private philanthropists may have had a significant effect on the school’s success. Nevertheless, policymakers can learn from such successes.

“One central lesson from the KIPP schools, for example, seems to be that some disadvantaged children thrive on longer school days, a clear focus on goals, a no-excuses culture and more parental involvement,” Ladd said.

Consistent with her conclusion that NCLB is fundamentally flawed, Ladd noted that NCLB has not been effective in raising national test scores. Average math scores of 4th graders have increased...
a small amount, with somewhat larger effects for disadvantaged students, while the effects on 8th-grade math scores are unclear. For reading scores, no effects emerge at either the 4th- or 8th-grade levels, Ladd wrote.

In addition NCLB has had undesirable side effects: A large and growing percentage of schools are classified as failing, curriculums have narrowed to focus on math and reading, students spend more time on test-taking skills, and the pressure to achieve goals they cannot reach has reduced teacher morale and led to cheating.

Other current education policy thrusts acknowledge the role of child poverty, but set it to the side and focus narrowly on making schools more efficient. These include using student test scores to evaluate teachers and promoting efficiency through competition.

Research has shown that—outside of SES—the single greatest school-related factor in student success is teacher quality. One result has been a new focus on performance-based teacher pay. Yet there is “little or no evidence that performance-based pay leads to higher test scores,” Ladd said. The strategy also does nothing to address the problem of attracting and retaining high quality teachers in high-poverty schools.

The charter school movement, advanced as a way to promote competition and thereby create pressure on traditional schools to improve, has not resulted in better schooling options, on average, for disadvantaged children, Ladd wrote.

“Indeed the movement could be harming the options for some children by draining funds from the traditional public schools that continue to serve the bulk of disadvantaged students.”

Ladd suggested a different way to think about educational policy options. For both policymakers and education researchers, Ladd offered two related tacks that take into account how poverty impedes learning: directly address the education-related challenges of poor children and strive to ensure that all children have access to high quality schooling.

In the first area, policymakers can be guided by a good deal of existing research on the benefits of high-quality early childhood education, structured afterschool and summer programs, as well as on the connections between low SES, poor health and educational achievement. However, much more research is needed on, for example, how to ensure quality as programs are scaled up, and how to keep the benefits from such programs from fading as children progress through schools.

Opportunities for out-of-school learning are especially important for low SES children given the short amount of time American children spend in school; over the course of a year, less than half their days are spent attending school. Many other nations have been “far more aggressive than the U.S. in equalizing these opportunities through extended school hours, after school and summer programs,” Ladd wrote.
less common strategy is to place health clinics in schools with high concentrations of low SES children. These on-site clinics can respond to acute needs, monitor children’s health as they progress through the school, provide mental health counselors, and refer children to doctors for treatment of vision, hearing or other problems that can impede learning.

In the second area, ensuring school quality, Ladd recommended focusing on equalizing teacher quality and developing more complex metrics for holding schools accountable than relying only on test results. Given the key role teacher quality plays in student achievement, finding effective ways to attract good teachers to low SES schools should be a priority, Ladd noted.

Researchers need to focus attention on interdisciplinary studies that pay attention to local context and address “the very real political and organizational constraints that typically limit the purview of educational decision-making only to what goes on within schools,” Ladd wrote.

“It is time for education policymakers to end their obsession with test-based measures of school quality and to shift the focus to the quality of inputs and school processes,” Ladd said.

“This talk and paper are really a call to action to people like me who have been focusing our research on activities within the school and paying insufficient attention to the strategies needed to address the learning challenges faced by poor children.”

Job Losses Linked to Declining Test Scores

By Jackie Ogburn

Job losses affect the test scores not only of the children whose families are suffering unemployment, but also their schoolmates. Sanford scholars have found. The findings, released in June, gained national media attention and were featured in Time, NPR, “Salon.com” and “The Huffington Post.”

The paper, “Children Left Behind: The Effects of Statewide Job Loss on Student Achievement,” by Assistant Professors Elizabeth Oltmans Ananat and Anna Gassman-Pines, Associate Professor Christina M. Gibson-Davis and Sanford PhD student Dania V. Francis, was published as a working paper by the National Bureau of Economic Research.

“We were surprised at the magnitude of the effect. It was as large as the impact of a direct intervention in a school, but was completely external,” said Gassman-Pines. The effects were greater for 8th-grade students than 4th-grade students and the drop in scores was higher for math than reading. The impacts were consistent across gender, economic backgrounds and all achievement levels.

Older children’s grades may have been more affected by unemployment in their communities because they are more aware of their friends’ feelings, or because families are better at shielding younger children from the effects, said Gibson-Davis.

“The implications for No Child Left Behind (NCLB) are the most salient,” said Ananat. The accountability standards of NCLB require schools to make Adequate Yearly Progress (AYP), where each year’s test scores must be better than the previous year, with the goal of all students testing on grade level by 2014. Small drops in average test scores could have large impacts on a school’s proficiency levels. Schools that fail to make AYP face sanctions required by the act, which may include allowing students to transfer out, replacing staff, curriculum changes, or, in the fifth year of low scores, restructuring the entire school.

The paper says, “a state experiencing one-year job losses to 2 percent of its workers (a magnitude observed in seven states) likely sees a 16 percent increase in the share of its schools failing to make Adequate Yearly Progress under NCLB. … Taking into account downturns as an extenuating factor in test performance could improve the accuracy, fairness and … cost-effectiveness of accountability policy.”

The nation’s unemployment rate stood at 9.1 percent in August and the poverty rate was 22 percent for children under 18. “A real sense of economic insecurity seems to have been a hallmark of the Great Recession, and the middle class has been profoundly affected,” Gassman-Pines told “The Huffington Post.”

“We’re really asking schools to be responsible for all of this, but that’s a large burden to be placing on these schools.”

“Is this a temporary setback and next year these kids will bounce back? Or has the Great Recession permanently altered their trajectory?” Gassman-Pines asked. “Right now we don’t know the answer to this question.”

Last year, about 38 percent of the nation’s public schools failed to reach their test-score targets. In September, the Obama administration offered states waivers from the proficiency requirements in return for adopting several reforms.

From left, Francis, Ananat, Gassman-Pines and Gibson-Davis.
A 475-page Federal Communications Commission report released in June finds that local and state-level accountability journalism is at risk, increasing the “likelihood of corruption, wasted tax dollars, worse schools and other problems for communities.” The growing abundance of online information sources is not increasing the amount or depth of public affairs coverage, the report found.

“The independent watchdog function that the Founding Fathers envisioned for journalism—going so far as to call it crucial to a healthy democracy—is in some cases at risk at the local level,” wrote Steven Waldman, a former journalist for Newsweek and U.S. News and World Report and the FCC report’s principal author.

While this was one of a number of conclusions in the report, it’s the one James T. Hamilton, director of the DeWitt Wallace Center for Media and Democracy, finds most significant.

“The idea that there is a market failure in local news markets is a controversial statement. Many legislators and regulators believe that this information market works well, that if you want information about local government and politics it is there to find,” Hamilton said.

Hamilton was part of the team that spent a year interviewing more than 600 journalists, scholars and industry leaders, holding community forums and researching the state of media in America for the FCC report titled “The Information Needs of Communities: The Changing Media Landscape in a Broadband Age.” Hamilton contributed research on newspapers, local television and new financial models for news media. The report also covers radio, nonprofit media, satellite, Internet and mobile, C-SPAN and state public affairs networks, and cable TV, as well as the regulatory landscape in which all these media outlets operate.

The digital revolution has wreaked havoc on traditional funding models for in-depth news coverage. Newspaper advertising revenue dropped 47 percent from 2005 to 2009, and from 2006 to 2009, a quarter of daily newsroom employees lost their jobs. TV news staffs have declined significantly since the late 1980s. As a result, journalism conducted in the public interest is waning, making this "one of the great times to be a corrupt politician," former Baltimore Sun reporter David Simon told a 2009 Senate panel.

The FCC report recommends a number of responses to the gap in public interest journalism, few involving new government regulation. These include steering more government advertising money toward local news outlets instead of national entertainment media, and changing the tax code to encourage donations to nonprofit media organizations.

Because the First Amendment prohibits infringements on freedom of the press, regulatory solutions are always complex and difficult to enforce, Hamilton said. Given that reality and the current political climate, many of the solutions need to come from nongovernmental sectors, he said.

Hamilton and the DeWitt Wallace Center are among the groups investigating both market-based and workable policy solutions. Hamilton is currently working with several DC tax lawyers on an article that will suggest revisions to IRS tax code guidance. The revisions could clarify uncertainty for nonprofit media and help this sector continue to grow.
To address issues around how government handles data, in April DWC co-sponsored “MAGIC” with the National Archives — the Media Access to Government Information Conference. Often government data is released publicly with more of a “DC to VC” mindset, Hamilton said. The needs of venture capitalists are taken into account, but the information needs of voters are not. About 100 attendees discussed issues from document declassification to how technology can bolster transparency while protecting privacy.

The Archives meeting built on an earlier workshop on computational social science Hamilton organized at Stanford University’s Center for Advanced Study in the Behavioral Sciences. The workshop last summer, “Tracking, Transcribing, and Tagging Government: Building Digital Records for Computational Social Science,” brought together researchers from multiple fields to discuss how to mine increasingly large datasets about government for patterns and stories.

Sarah Cohen, Knight Professor of the Practice of Journalism at DWC, and her Reporter’s Lab program are leading efforts to develop open-source software for journalists. DWC also was the primary sponsor for the National Institute for Computer-Assisted Reporting (NICAR) conference in Raleigh in February.

Cohen and Hamilton also coauthored, along with Fred Turner, an article on computational journalism in Communications of the ACM, which reaches an audience of more than 90,000 computer scientists. “We hope this will draw more programmers to the field,” he said.

FCC Commissioner Michael Copps was among the critics of the FCC report, which he said failed to offer “recommendations for strong, implementable-now programs that can begin to make a difference for generations of media injustice.” He encouraged the FCC to take a more active role than it has for the last 30 years. Despite the report’s shortcomings, Hamilton is optimistic.

“If you’re looking for regulatory answers, you might be frustrated. These ideas may be less ideologically satisfying, but they deserve to be tried as experiments. It’s too early to be pessimistic,” Hamilton said. “Ideas have spillover effects, and we’re generating a lot of ideas.”

“The idea that there is a market failure in local news markets is a controversial statement. Many legislators and regulators believe that this information market works well...”

**ONLINE**

http://reporterslab.org/


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Visualization of the frequency of the words “hope” (blue) and “crisis” (graphite) published in the New York Times, 1981–2010. Credit: Jer Thorp
A large-scale evaluation of an innovative health care program in the Indian state of Bihar has been awarded a $3 million grant by the Bill & Melinda Gates Foundation. The Bihar Evaluation of Social Franchising and Telemedicine (BEST) study is led by Manoj Mohanan, assistant professor of public policy and global health.

Mohanan and his co-principal investigators at COHESIVE-India, a multi-institution research collaboration, are working to assess the impact of the World Health Partners (WHP) telemedicine and social franchising program. Specifically, they will assess the program’s impact on health outcomes associated with four priority diseases in 12 districts in Bihar: childhood diarrhea, childhood pneumonia, tuberculosis and visceral leishmaniasis, the second-largest parasitic killer in the world after malaria. Their assessment will be based on data collected from more than 100,000 households over four years.

In addition to the grant from the Gates Foundation, Mohanan anticipates receiving supplemental funding of $1.3 million for the BEST study from other organizations.

The goals of the WHP program, which is also funded by Gates Foundation, are to improve the quality and sustainability of rural health care services delivered by the private sector and to standardize service delivery through the creation of affordable local franchisee networks. These networks of private-sector practitioners treat and refer cases, but because they may have minimal medical training, they are able to consult with formally trained physicians through the use of cell phones and telemedicine facilities.

A telemedicine facility allows a practitioner to use Internet-connected computers to share patient data such as blood pressure or heart rate with a consulting physician. The physician also can be consulted via webcam on the diagnosis and treatment of a patient. Patients often can purchase prescribed medicines on site.

The study will estimate the costs associated with the target diseases and the benefits from the program intervention. It also will address specific policy-relevant questions about the program’s sustainability, affordability, scalability and future government support.

“Social franchising has received a lot of attention as a potential service delivery mechanism in the health sector,” Mohanan said. “However, due to factors such as challenges with design issues and funding limitations, there have been no large-scale experimental evaluations of these programs.”

“We plan to collect information from more than 100,000 households during three waves of data collection. In addition, we plan to undertake research on households’ choice of providers to estimate the demand for higher quality of care and to study how provider incentives could help to improve quality of care.”

The evaluation research will be implemented by collaborators in India: Sambodhi, a leading evaluation research consulting firm in Delhi; and Institute for Social and Economic Research on Development and Democracy, or ISERDD, which has extensive experience with implementing provider quality assessment studies in various states in India.

COHESIVE-India, based at the Duke Global Health Institute, was established in response to the need for rigorous impact evaluation studies in India’s health sector that can help guide policymakers. The collaboration was established by Mohanan along with Grant Miller of Stanford University, Marcos Vera-Hernandez of University College London and Jerry La Forgia of the World Bank.

Other researchers involved in the BEST study are Jeremy Goldhaber-Fiebert (Stanford), Manish Kakkar (Public Health Foundation of India), Sunil Raj (Public Health Foundation of India), and Veena Das (ISERDD and Johns Hopkins) in addition to experts from Duke, Yale, the University of Edinburgh and the World Health Organization.
Visiting Professor of the Practice John Burness teaches at Sanford after a 40-year career in college administration, including 17 years as Duke’s senior vice president for public affairs and government relations. During the 2010-2011 academic year, he had a view from the top as the interim president of his alma mater, Franklin & Marshall College in Lancaster, Pa. Here are excerpts from an interview with Insights associate editor Jackie Ogburn.

How was being the president different from being part of the senior management team?
During my career I have always reported to a president so I’ve had ample opportunity to see up close what presidents do and how they handle challenges. I understood that for students, alums and others external to the campus, the president often is the personal embodiment of a school. But I was surprised how everything I said was listened to so carefully. I would muse about something and suddenly people were saying “the president wants X.”

You had retired from the administration at Duke in 2008. How did you approach the job as interim president?
Having stepped off the Franklin & Marshall board of trustees, as interim president, I saw my principal role as helping the college continue its momentum and making the job as attractive as possible to a future president.

The previous president had done a remarkable job strengthening the physical plant, enrollment had expanded significantly and a college house system had been implemented that was transforming student life. I assumed that as often is the case with a strong, focused leader, other issues were not attended to. In addition to some tough budget issues, I focused heavily on the academic side of the college.

I wanted to understand some quality issues in the academic program, the implications of rapid enrollment growth, needs associated with new technologies and the degree to which the college balanced an historic commitment to great teaching with an emphasis on research. I also focused on sustainability.

And while there was a wonderful commitment to student engagement, I was struck by how many students focused their energies on saving the world in other countries but paid less attention to challenges in the local community. Lancaster is an historic city with a diverse array of immigrant groups which present real challenges, for example, to the schools, and where a modest investment of student and faculty energy and financial resources could make a real difference.

How will this inform your work at Sanford?
It will enrich my teaching, and has given me perspective on the challenges in higher education. I am working on an article for the Association of Governing Boards about the advantages of having a trustee serve as an interim president, as someone who can pose broader questions to the administration.

Do you have any insights for the Sanford School as it conducts a search for a new dean?
Be bold and don’t play it safe. Bruce Kuniholm has done an exceptional job explaining the need for Sanford to become a school and guiding its implementation while significantly growing the faculty, all of which has been relatively seamless. It is a much stronger institution and it would be easy to simply fall in to the trap of resting on our laurels. But great institutions are like sharks; they need to keep moving and always striving to be better. I believe Sanford needs to attract someone who is not only a significant scholar but a person deeply committed and engaged in the policy world, who can work with the faculty to guide and implement a strategy to enhance the school’s excellence. It’s a wonderful opportunity for someone to lead the school to make its next big move.

Do you have a favorite story to tell about your experience as president at F&M?
On my second day, I ate dinner with six students. I asked if they had encountered with a faculty member who had made a difference in their lives. Each had. One student who had wanted to be an actor, described a teacher calling him aside and saying that while he had many talents, she doubted he would be an actor (he acknowledged she was right). Then she said “let’s look at what you love about theater and figure out how to use your skills in other ways.” I asked them if they had gotten an A in the course. All said they had not, with one noting, “I got a B- and was damn proud of it.”

The class where they had received the best grade was not where they got the best lesson. It was a wonderful statement about the quality of the place and what you want the quality of the educational experience to be.
Sanford Adds Scholars and Practitioners to Faculty

By Jackie Ogburn

The Sanford School added six new positions to the core faculty for the 2011-2012 academic year. The new faculty bring scholarly and real-world experience in policy-making positions that strengthen the school’s key policy areas.

Three of the core faculty additions have been at Duke and have received new appointments with Sanford: Manoj Mohanan, Jenni Owen and Phyllis Pomerantz. Nicholas Carnes and Tana Johnson received their first faculty appointments.

Lecturer Nicholas Carnes’ research focuses on the impact of social class in American politics, how it influences who gets heard and what policies are enacted. A native of Kansas, Carnes was raised by his grandmother, who worked as a receptionist. He worked at a variety of working-class jobs, including construction and stints at Cinnabon and Wal-Mart. He earned a BA in political science from the University of Tulsa and his master’s and PhD in politics and social policy from Princeton University.

“The experience of moving from one world to another” opened his eyes to the importance of social class divisions, he said. “At Princeton, the program in social policy led me to question why some people get a raw deal and some don’t,” he said. “Why are there so few working class people in political office? How does this imbalance skew policy toward the interest of elites, especially economic issues?”

At Sanford, Carnes is a faculty affiliate of the DeWitt Wallace Center for Media and Democracy. He is conducting research into the factors that discourage working-class citizens from holding political office and how politicians respond to citizens of different backgrounds.

Even before her office at Sanford was set up, Assistant Professor Tana Johnson was off teaching in Sanford’s summer graduate program in Geneva, Switzerland. She directed the environmental and sustainable development course, focusing on the issues and actors in climate change on the international level.

“It was great to be in Geneva where so many of the organizations are, so students could be in touch with the people doing the work,” said Johnson.

Johnson researches the interactions between intergovernmental organizations and nations, especially the development of IGOs concerned with global environmental issues. During her graduate work at the University of Chicago, she did a case study of the International Panel on Climate Change (IPCC), which was created by two nongovernmental organizations.

“Since it is a more recent organization, I could talk with the creators and staffers and the scientists who had pushed for it,” she said. While the IPCC is an offshoot of the United Nations, it has its own members, rules and charcter. IGOs created by bureaucrats have significant differences from those created by nations, she says. They are more flexible, but also more difficult for states to control. She is tracking the creation of a new IGO on biological diversity.

Johnson hopes to teach in the Geneva program again next summer and is working on a book on the role of international bureaucrats in designing new institutions.
**Manoj Mohanan**, assistant professor of public policy, global health and economics, initially set out to practice medicine, earning a bachelor of medicine and bachelor of surgery degree at the University of Mumbai.

"By the time I realized what medicine was, it was too late to change majors," he said of his switch from practice to policy. What really interested him was "how the sector was organized, and what really works in health care delivery."

That interest took him to the School of Public Health at Harvard University, where he earned a master of public health, a master of science and his doctorate in health policy with a focus on economics. During that time he also worked as a consultant for the World Bank on projects in India, Egypt and the United States and for the European Commission for Minority Initiatives in Kosovo.

"We don't know much about quality of care in developing countries. We can't use U.S. measures and the estimates we do have are bad," he said. He is leading a large-scale evaluation of a health care program, the Bihar Evaluation of Social Franchising and Telemedicine, which received a $3 million dollar grant from the Gates Foundation this summer. (See story, p. 18.)

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**Jenni Owen** came to the Duke Center for Child and Family Policy “for the opportunity to address the disconnect between research, policy and practice.” As the center’s Director of Policy Initiatives and Associate Director for Policy and Translation, she works to make research accessible to legislators and leaders, especially at the state level.

"State government is where much of the action is in the realm of social policy. North Carolina is an exciting state to be working in," she said, while noting that networks of university centers are increasingly collaborating on research-to-policy efforts.

Owen has held a number of positions in state government, including senior policy advisor for human services under Gov. **Jim Hunt**. She also worked for Gov. **Mike Easley** during his transition into office and was planning director for the James B. Hunt, Jr. Institute for Educational Leadership and Policy.

Her work isn’t solely focused on North Carolina. She worked on Capitol Hill on the Senate Labor and Human Resources Committee and then ran a career counseling program for homeless adults. Focused on bridging the gap between sectors, she earned her MPA from the Harvard Kennedy School.

In 2007, she traveled to Durban, South Africa, on an Eisenhower Fellowship, focusing on strategies for poverty alleviation. Recognizing opportunities there for Duke students, she launched a DukeEngage program with nine students each of the past two summers.

Owen serves on a number of boards and committees, including the state Indigent Defense Services Commission to which Easley appointed her, and the Durham Cabinet of the Triangle United Way.

“Community work keeps me tied into the real world,” she says.

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Phyllis Pomerantz brings the experience and perspective of a 26-year career at the World Bank to her teaching of international development policy as a professor of the practice. Her interest in developing countries was sparked by her brother, who had been a doctor with the Peace Corps and married a Panamanian woman. She traveled to Panama with her brother the next year. “It was the first time I had seen such extreme rural poverty,” she said.

After earning a doctorate in international relations from the Fletcher School of Law and Diplomacy at Tufts University, she taught briefly but felt she needed practical experience. At the World Bank, she entered the young professional track, where her plan to return to teaching in a few years changed.

“Once you are involved with solving problems and working with such smart people, it’s hard to leave,” she said. She held a number of positions at the World Bank, including Division Chief for Environment and Agriculture Operations in Brazil, Peru and Venezuela, Country Operations Manager and later Country Director for Mozambique and Zambia. Her final position was as the bank’s first Chief Learning Officer, responsible for staff learning programs and knowledge management. Pomerantz came to Duke in 2006 as a visiting professor at the Duke Center for International Development.

“I had reached the point where I needed to share my expertise,” she said. She is researching aid effectiveness and as a professor of the practice. Her interest in developing countries was sparked by her brother, who had been a doctor with the Peace Corps and married a Panamanian woman. She traveled to Panama with her brother the next year. “It was the first time I had seen such extreme rural poverty,” she said.

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“I had reached the point where I needed to share my expertise,” she said. She is researching aid effectiveness and designing a new course on governance, focused on the countries that have “moved up to middle income, but the governance hasn’t caught up to the change.”
Sanford ABROAD

Sanford School faculty travel worldwide to conduct research and give presentations and lectures. This map illustrates recent selected activities around the world. For more complete information please see the Research section of our website: www.sanford.duke.edu.


By Anthony Elson

In his new book Governing Global Finance, Anthony Elson, visiting lecturer in public policy studies, examines the evolution of financial globalization and the attempts that have been made at the international level to establish a system of global financial governance to safeguard the functioning of the international financial system. The book focuses on how the international financial architecture has taken the form that it has, and why it was unable to prevent the recent global financial crisis. The book considers reforms that have been proposed to minimize the risk of future financial crises, as well as others that need to be implemented.


Vigdor, Jacob L. Op-ed: Skip the study; here’s the answer. News and Observer, 6 June 2011; Los Angeles Times, 6 June 2011.
Janet Napolitano, secretary of the U.S. Department of Homeland Security, responds to a question about a detained N.C. illegal immigrant during her address at the Sanford School on Oct. 20. More than 400 people attended. Napolitano, a Terry Sanford Distinguished Lecturer, called for immigration reform and reiterated her support for the Dream Act. She touched on a wide array of security topics during her conversation with professors David Schanzer, center, and Noah Pickus, right. See sanford.duke.edu for video and other coverage of the event.