

Winter 2007

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Duke University

TERRY SANFORD
INSTITUTE OF
PUBLIC POLICY

FOCUS

Popular prof to lead Robertson Scholars



The Sanford Institute will soon bid farewell to one of its best loved and highly respected professors. **Tony Brown**, whose leadership courses have inspired scores of Duke students to launch community service projects in Durham and elsewhere, will start a new job as president of the Robertson Scholars Program in July.

"I tell everyone that I have the best job at Duke, but this new position provides a huge opportunity to have an impact," Brown said. "If you look at the quality of the students, the resources and the support from these two great universities, there is great potential to encourage young people to act on their ideas." (Please see page 6)

Index ranks Sanford PhD faculty first in scholarly productivity

The Sanford Institute of Public Policy's PhD faculty rank first among their U.S. public policy peers, according to a new measure of scholarly productivity. The Faculty Scholarly Productivity Index (FSPI), developed by Lawrence B. Martin, graduate dean at the State University of New York at Stony Brook, rates annual faculty output by counting the publications, awards, honors and grants of faculty members. The weight given to each variable differs by academic discipline.

Some of the FSPI results, calculated with 2005 data, were reported in the Jan. 12, 2007 issue of the *Chronicle of Higher Education*.

Fritz Mayer, the Sanford Institute's Director of Graduate Studies, is currently evaluating more than 100 applications for the Institute's first class of PhD students, who will start this fall.

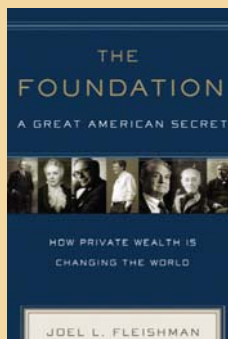
"Since we are only now admitting our first doctoral students, we can hardly claim to be the top PhD program in public policy," Mayer said, "but the faculty ranking suggests something about our potential. It's a bit like being ranked #1 in pre-season basketball polls—it's what you do when the season starts that counts. But I'm not surprised by the rankings. We have a terrific faculty."

Because it is based on measurable data, the FSPI provides a welcomed alternative to the often cited and often criticized U.S. *News and World Report* graduate school rankings, which are based on program reputation. Academics prefer data-derived evaluations such as the National Research Council's doctoral program rankings, but the NRC rankings have not been updated since 1995. (Please see page 6)

Fleishman urges new era of accountability in philanthropy

By Suzanne Perry
The Chronicle of Philanthropy

Joel Fleishman is on a mission to save foundations from themselves. Calling them "the least accountable major institutions in America," Fleishman argues in a new book that although foundations play a vital role in the country's civic life, they must act quickly to mend their arrogant and secretive ways or risk increased public skepticism and government regulation.



"The only way for foundations to protect the freedom, creativity, and flexibility they now enjoy—and which they need if they are to serve society to their fullest potential—is to open their doors and windows to the world so that all can see what they are doing and how they are doing it," he writes in *The Foundation: A Great American Secret—How Private Wealth Is Changing the World*.

Few people are better placed to send a message to the nation's (Please see page 8)

Gen. Zinni on Iraq

page 4



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Institute Updates

From the Director

As the new year begins, we are continuing the transformative work of converting the Terry Sanford Institute of Public Policy into a school of public policy. The new school will be the 10th at Duke and will operate in close collaboration with the Law School, Nicholas School of Environment and Earth Sciences, Fuqua School of Business, Medical School and others as it seeks to be a catalyst and resource for activities throughout the university that bear on public policy broadly defined.

Becoming a school will take several years, but already we have come a long way. We secured formal support from our faculty peers on the Duke Academic Council, from President Richard Brodhead and from the Duke Board of Trustees. President Brodhead and Provost Peter Lange have been unstinting in their praise of the Sanford Institute, and visionary about the larger role a school of public policy will play in helping the university achieve the goals laid out in its new strategic plan. Titled "Making a Difference," the plan was endorsed by the Trustees last fall.

Among the goals of the university's strategic plan is to achieve a broader, deeper engagement in public life and to apply the knowledge and creativity of its faculty and students to major public challenges. President Brodhead recently told the



Sanford Board of Visitors, "It's really hard to see how we would reach any of those targets if we didn't have Sanford as the glue that holds the rest of the place together and gives it a certain kind of character."

In consultation with our Board of Visitors, we are honing our vision of the new school of public policy and closely examining what defines our character. We want to build upon existing research strengths—both within the Institute and at Duke—in health, energy and the environment, globalization and development, and social policy, as we add the 21 new faculty positions needed to fulfill the potential of the new school. We want to remain collaborative, entrepreneurial, and passionate about teaching. We've chosen to weave the teaching of ethics, democratic values, and leadership skills more broadly throughout the curriculum as we seek to involve our students, through research and engagement in real-world problems, in their responsibilities as global citizens.

We've already made progress toward some of these goals. We welcomed Elizabeth Oltmans Ananat, who conducts research on poverty

dynamics (see profile on page 3). Marc Bellemare, profiled in the fall newsletter, brings expertise in international development. Alex Pfaff, a noted global environmental policy scholar from Columbia, will join us next fall. Along with their disciplinary expertise they bring an equally important dedication to applying research to the pressing policy problems of today.

The long-term goal for the new school initiative is a \$65 million endowment to support student financial aid, internships, faculty salaries, and research. In approving our plans, the President and Provost set a fundraising threshold for recognition as a school: \$40 million by the end of the 2008-09 fiscal year. The Duke Financial Aid Initiative boosts our efforts by matching every dollar we raise toward student aid.

Much remains to be done, but I am encouraged by our progress so far and inspired by our mission—nothing less than transforming the global community by sending into it a new generation of men and women whose academic training, real-world experience, and personal development have empowered them to help build a better world.

Best regards,

Sanford News Briefs



KAREN KEMP

Sanders wins North Carolina award • **Charles A. Sanders, M.D.**, center, accepts congratulations from PPS Professor **Bruce Jentleson** and his wife **Barbara Jentleson** at a dinner in November honoring the seven 2006 recipients of the prestigious North Carolina Award. Sanders, who has served as Sanford Institute Board of Visitors chairman

since 1997, was selected for his contributions to science. He was recognized for being a champion of the importance of research to medical advancement as a cardiologist, as a professor, as an executive at major pharmaceutical companies, and through his service on the boards of biotechnology firms. Sanders started the cardiac catheterization unit at Massachusetts General Hospital in 1962, became director of that hospital in 1972, and worked in pharmaceutical research at Squibb Corp., and later as CEO of Glaxo Inc. He also helped create the North Carolina Healthy Start Foundation, which works to reduce infant mortality.

Civil society forum • The United States - Southern Africa Center for Leadership and Public Values held its fifth annual Civil Society Forum at the University of Cape Town in November. The Forum brings together 30 non-profit leaders in the United States and South Africa to share insights on how best to promote social justice in their respective countries.

Forum participants agreed to publish a monograph in 2007 that shares the insights from previous gatherings and calls on leaders in all sectors to renew their commitment to social justice. Sanford Institute faculty participating included the Center Director Ambassador **James A. Joseph**, **Kathryn Whetten**, **Rachel Whetten** and **Anthony So**.

Center launches web site • The Triangle Center on Terrorism and Homeland Security, co-sponsored by the Institute, UNC-Chapel Hill and RTI International, launched a web site that features news and information about the center, tools for assisting in homeland security and terrorism research, and lists of courses and internship opportunities for students interested in these topics.

The site also contains an interactive database of experts in terrorism and homeland security-related fields. Faculty and RTI scholars wishing to be added to the experts database should contact **Sarah Danielson** at sjdaniel@duke.edu

New professor examines dynamics of persistent poverty

By Sidney Cruze

Assistant Professor of PPS **Elizabeth Oltmans Ananat** first became interested in inequality when she was a girl growing up in Evanston, Ill.

“It was a diverse community, a lot like Durham,” she says. “At school, I saw that my friends and other students had different experiences depending on what was going on for them outside of school, and it challenged me to think about why.”

Today Ananat devotes her research to analyzing the causes and effects of poverty that persists from generation to generation and examining the role that neighborhoods and families play in maintaining inequality.



“I’m fascinated with the dynamics of poverty—how and why inequality perpetuates itself. I want my research to identify places where policies can intervene, where we can change that process.”

Ananat joined the Sanford Institute this year after completing her PhD in economics at the Massachusetts Institute of Technology, where she examined ways that divorce, legalized abortion and racial segregation affect intergenerational poverty. Her current research investigates ways that birth control affects family planning and children as well as ways that poverty drives marriage and divorce. She is especially interested in how women make decisions that affect both their economic situation and the circumstances into which their children are born.

In her public policy studies seminar, “Poverty Policy after Welfare Reform,” Ananat challenges students to scrutinize welfare reform and its consequences.

“I ask them to think about why we give money to women, and why we feel ambivalent about it,” she said. “Also, there are a lot of very poor men who are victims of globalization and the shift to a technology-based economy. They have a big influence on children and families, but no one really talks about them.”

Ananat enjoys her students because they are engaged in the class.

“They have different backgrounds, and a variety of experiences with poverty,” she said. “Some have worked with homelessness, some with international refugees and some with

neighborhood advocacy. There is plenty they know that I don’t, which is great for me, because I like learning from my students.”

In her favorite assignment, she asked students to recommend a change in anti-poverty policy, and then present the idea as if they were in a Congressional hearing.

“What should poverty policy look like? The subject is dynamic, and people don’t have answers to all the problems,” she said. “It’s great to teach students the basics of how to do research, and then see them tackle this question. With their different skill sets, they can already see so clearly some answers that others like me can’t see.”

Ananat credits her mother, an advocate for early investment in children, with inspiring her interest in public policy.

“She went to graduate school and ran a child care center, and eventually shaped policy at the state level. She translated theory into direct action to benefit kids. I grew up thinking this is the way to do things.”

Ananat lives in downtown Durham where she likes walking through neighborhoods, watching them change from street to street.

“I was fascinated with this as a kid, and it still inspires my interest today,” she said. “You know it when a neighborhood changes—everyone knows it—but how do we know it, and what do we know as a result?”

After studying and living in Michigan and Massachusetts, Ananat was attracted to Durham’s diversity and its visible struggle with issues such as race and class. “Every place has problems, and people in Durham don’t try to pretend otherwise. I’d rather live here than somewhere that pretends to be idyllic.”

“Abortion and Selection”

NBER Working Paper No. 12150

By Elizabeth Oltmans Ananat, J. Gruber, P. B. Levine and D. Staiger

The legalization of abortion in the United States in the early 1970s represents one of the most important changes in American social policy in the twentieth century. In addition to its obvious implications for the likelihood of giving birth in the case of an unintended pregnancy, the social significance of this change is much broader. For example, the legalization of abortion may have altered the characteristics and achievement of entire groups of children. Children’s outcomes may have improved, on average, because they were more likely to be born into a household in which they were wanted. This phenomenon is referred to as “selection.”

“Abortion and Selection” examines whether there is evidence supporting selection resulting from abortion legalization by focusing on a broad array of characteristics of children born in the early 1970s. Those children are now in their thirties, so the authors examine a number of adult outcomes, including completed educational attainment, employment, poverty status, and criminal activity. Their data come from the 2000 Census.

The authors find consistent evidence of changes in the nature of groups born in the 1970s due to greater access to abortion. A child who would have been born if abortion were not available would have been 23 to 69 percent more likely to be a single parent, 73 to 194 percent more likely to receive welfare, and 12 to 31 percent less likely to graduate from college.

This paper is available as online at <http://papers.nber.org/papers/W12150.pdf>

— Les Picker, NBER

Student honored for service work

Duke Senior **Sally Ong**, a participant in Professor **Tony Brown**’s Enterprising Leadership Initiative, was honored last fall for her community service efforts. She received the inaugural North Carolina Campus Compact (NCCC) Community Impact Student Award.

The award recognizes students who “have made significant, innovative contributions to campus-based efforts to address community needs.” Ong is one of 21 students in North Carolina selected for the award.

Ong was recognized for founding, along with another ELI participant, a program for Duke undergraduates called SEE! TheWorld. The program integrates service learning into students’ study abroad experiences.

A biology major with a concentration in neuroscience, Ong is a native of Malaysia. In addition to participating in ELI, Ong also participated in Service Opportunities in Leadership (SOL), another Hart Leadership program. Through a SOL summer grant in 2005, Ong completed a community-based research project in a Liberian refugee camp called Buduburam, based in Ghana.

Zinni calls for decisive plan of action

By Liz Williams

Speaking to a capacity crowd at the Sanford Institute on Jan. 29, Gen. **Anthony Zinni**, USMC (Ret.), gave a sharply critical analysis of both the war in Iraq and the current administration's Middle East policy as a whole.

Zinni's non-partisan approach emphasized learning from mistakes made in the region, rather than merely assigning blame to any particular political faction. "It's time to end the red state/blue state (BS)," he declared.

Zinni—a frank and impassioned speaker—was the 2007 Terry Sanford Distinguished Lecturer. During a two-day visit to the Institute, he also participated in two luncheon discussions with students and met with area ROTC members and Rotary Peace Fellows.

In a speech that emphasized the long and complex history of Western involvement in the Middle East, Zinni expressed his frustration over current government leaders' disregard for tactical strategies generated during his time there. Beginning with the first Gulf War, his leadership in the region spanned more than a decade, affording him an intimate understanding of the interrelated political and social relationships there. From 1997 to 2000, Zinni was commander-in-chief of

the U.S. Central Command, overseeing U.S. military activity in the Arab Gulf and Central Asia. After he retired in 2002, President Bush appointed him as the U.S. Special Envoy to Israel and the Palestinian Authority.

When preparations began for the overthrow of Saddam in 2001, "I was shocked to see that 10 years of experience and war planning in Iraq were cast aside," he said. "This was not only a military task; it was a political, social, economic task." The prevailing theory in Washington—that Iraqis would automatically embrace a "Jeffersonian ideal" of democracy following Saddam's ouster—was used to justify a lack of long-term planning, he said.



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Sectarian divisions and a lack of democratic experience in the region were not adequately recognized, he added. Pointing to a tendency to oversimplify Middle Eastern politics and culture, Zinni described the current conflict as "much more complicated than we have given it credit for."

He also criticized as "out of touch" the government's effort to minimize ground troops and instead fight a highly-touted "high-tech" war. Policymakers' overconfidence in smart weaponry was a direct cause of the troop deficiency issues the U.S. now faces, he said.

Zinni advocated for clear and decisive action from the American people as well as government leaders. Signaling a need to move beyond partisan infighting and minor debates, he asserted, "This argument over 23,000 troops is absurd... Either you fix it, you contain it or you leave it, and none of those is going to be easy. But make up your damn mind."

Zinni also called on government leaders to better shape their policy for the post-Cold War era, and recognize the diminished applicability of notions like nation-state and physical borders.

"We have no vision for future security because we did not know how to collaborate [with regional leaders]." He also pointed to bloated national bureaucracy and isolationistic policy decisions as symptomatic of an administration lacking the dynamism necessary for contemporary global politics.

Undergrad honors research examines censorship, urban decay, politics

As part of a renewed emphasis on the honors option for public policy undergraduates, 10 PPS students researched and wrote an honors thesis and will graduate with distinction this year. Two more PPS students are pursuing independent honors projects during the spring semester.

Professor of PPS **Ellen Mickiewicz**, honors program advisor, said for many students it is the first time they have had to formulate an original research query. Some also get the opportunity to talk to influential leaders who have firsthand knowledge of world events. For example, for her research on media censorship in Chile under Gen. Augusto Pinochet, Sophia Peters traveled to Washington, D.C., to meet and interview former U.S. Ambassador to Chile Harry Barnes.

Participation in the honors program grew this year partly due to a schedule change. "We moved the honors seminar from fall/spring of the senior year to spring of the

junior year and fall of the senior year" said Professor and Director of Undergraduate Studies **Jay Hamilton**. "That way students know in December, as they are applying to graduate schools or for jobs, if they are graduating with distinction in PPS."

Students presented their research on Dec. 8. The students and their thesis titles are as follows:

Vijay K. Brihmadessam: "Solvable Puzzle: Understanding Problems with Diabetes for the Hispanic Population in North Carolina."

Joe L. Fore, Jr.: "'To Promote the Progress of Science': Is it Time to Adopt a Research Use Exception in U.S. Patent Law?"

Benjamin P. Freedland: "Ensuring Representation and the Quest for Competition in Congressional Redistricting."

Christine Elizabeth Gorman: "Channels of Communication: How and Why Pro- and

Anti-Death Penalty Groups Use the Media to Advocate Causes and Mobilize Constituencies."

Theodore James Lauzen: "Urban Renaissance and Decay: An Evaluation of Revitalization in Chicago Community Areas."

Cristina Maria Nunez: "Demand for Dollars: Explanations for the Increase in Remittances to Cuba Despite U.S. Regulations."

Megan Rebecca O'Flynn: "Foundation Grantmaking and U.S. Education Reform: Lessons from the Strategies of the Ford Foundation, the Annenberg Foundation, and the Bill and Melinda Gates Foundation."

Sophia Cristina Peters: "Dictatorship to Democracy: How Television Broke Free of Censorship in Pinochet's Chile."

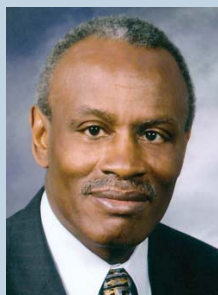
Nena Michelle Sanderson: "Protecting the Family: North Carolina's Religious Right and the Campaign to Control Education."

David Andrew Snider: "Missteps and Movement Forward: The Decline and Revitalization of Downtown Durham."

Ex-FCC Commissioner Tyrone Brown teaches media ethics this semester

By Bridget Booher

Fresh out of law school in 1967, **Tyrone Brown** moved to Washington, D.C., with plans to stay one year to clerk for then-Chief Justice of the United States Earl Warren. Nearly 40 years later, Brown still calls the nation's capital home.



Over the years, he built a remarkable career that includes stints as a commissioner at the Federal Communications Commission, as legal counsel and director to Black Entertainment Television, and as a partner and counsel in two leading law firms.

This spring, Brown is sharing his insider's experience in the telecommunications in-

dustry by teaching media ethics through the DeWitt Wallace Center for Media and Democracy. A self-described "news hawk," Brown says he enjoys exploring with Duke students how media organizations have evolved, as well as the implications of corporate-media consolidation and proliferating information sources for an informed democracy.

"The newspaper business is finding it very challenging to remain influential because of the impact of the Internet," he says. Profit margins are declining and the industry is contracting, as evidenced by the Tribune Co.'s decision to sell off \$84 million in assets and McClatchy's purchase of Knight-Ridder.

"It's clear that newspapers will have to change their business model, but I don't think at this point anyone knows what that new model will be..."

Market forces also are squeezing broadcasters, Brown says. "In the old days, when NBC or one of the other major networks an-

nounced cutbacks, they exempted the news operation," he says. "But now you see the news divisions taking a heavy hit during network restructuring. ... We've seen this happening with increasing rapidity with the expansion of cable and radio outlets, and more recently with the Internet." Brown says that the "very clear trend" over the past few decades has been that "the major news outlets have become much more integrated into corporate empires whose stated, unvarnished goal is to maximize profits for the shareholder."

Throughout his career, Brown has been immersed in the government regulatory area of the telecommunications industry. For a decade he worked in Wiley Rein & Fielding's communications practice, and prior to that was a partner at Steptoe & Johnson in its telecommunications and transactions practice.

In the 1980s, he was a founder and president of the Washington, D.C., cable television system, and he took a similar organizational role in a Puerto Rico cell phone company in the 1990s. In 2000, Brown helped bring Iridium, an international mobile satellite company, out of bankruptcy and into solvency.

Dinner dialogues connect students with leading speakers

A lot of important things happen for **Ben Abram** around the dinner table. It was over dinner at his parents' house in Chapel Hill that Abram's mother, a psychologist, suggested he take more science classes. "I told her okay, but only if it's applied science." That was one reason why Abram switched his major from social sciences to civil and environmental engineering. "And I'm loving it."

He's also studying public policy at the Sanford Institute, where he is a teaching assistant in an introductory class. This year, his policy education is continuing outside the classroom through a home-based speaker series.

Every Wednesday night, Abram "packs as many friends and future friends as I can" around the dinner table in his small apartment for conversations with distinguished speakers. The guest list has included **David Folkenflik**, media correspondent for National Public Radio, **Edward B. Fiske**, publisher of the eponymous college guide, and **Sonal Shah**, vice president of Goldman, Sachs & Co. Other speakers have been from Duke, including **Samuel Wells**, the noted religious educator and dean of Duke Chapel. Abram remains impressed that one guest, **Matt Gross**, *The New York Times*' "Frugal Traveler," hopped around the world in 96 days

and for just \$4,000.

The dinners are not only exhilarating, but they are free for Abram and his classmates. The funds for them and other programs to connect students and faculty come from Duke President Richard Brodhead, who sets aside \$100,000 to encourage such intimate social and intellectual contact.

"Having a connection, a real connection, with faculty members means so much," Abram says. "Having a solid conversation—'Where are you headed?' 'What's going on with your work?'—is very, very important. It helps. We are all so busy that it's really hard to connect."

Charged with energy, Abram is committed to environmental causes and progressive politics. He preaches engagement with issues and campus dialogue and for that reason is promoting the nonpartisan **CampusProgress.org**.

Abram says students should be adventur-



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Ben Abram, public policy and engineering major, hosts political activist **Jefferson Smith** (both at center), founder of the Oregon Bus Project, for a student dinner and talk at his off-campus home.

ous in their Duke careers and be willing to take more risks. Last summer, his interests in travel, engineering and good works came together in Uganda through Engineers Without Borders. He was part of a group that worked on improving water supply and quality in two rural villages where waterborne illness and silted-in wells were frequent problems.

"We learned that villagers sometimes got sick even when the water was clean," he said. "It isn't enough to boil the water if you're using contaminated containers."

Turner tells it like it is

By Liz Williams

In a public lecture Dec. 2 sponsored by the DeWitt Wallace Center for Media and Democracy, media mogul and philanthropist Ted Turner offered a forthright and personal perspective on issues ranging from his passion for protecting the environment to his staunch support for the United Nations.

Though asked numerous questions about his experiences at CNN, Turner made light of them, emphasizing instead his other interests and investments made after stepping away from CNN leadership. These pursuits include a restaurant franchise, *Ted's Montana Grill*, and his bison ranches. Turner's commitment to philanthropy—a \$1 billion pledge

to the U.N. and his central role in orchestrating the Cold War-era Goodwill Games—were also recognized.

"I think the U.N., considering everything, is doing a remarkable job," Turner said. "Right now, the U.N. is against the war in Iraq, the U.S. is for it and our policies are not as good as the U.N. as far as international relations are concerned."

A man whose irreverent commentary has earned him the nickname "The Mouth of the South," Turner spoke passionately about his views on affecting change in the world. He emphasized that small choices can make a difference in reducing our environmental impact and pointed to changes he has made—owning an environmentally-friendly car, using energy-saving light bulbs, and picking up trash—as examples of easy improvements.

"If we destroy the environment, we're going to become extinct sooner rather than

later," he said. "We have to change the way we're doing things, and we can't keep drawing on our environmental capital."

A staunch supporter of free speech and freedom of the press, Turner was not afraid to voice support for controversial Middle Eastern news network Al-Jazeera. "There are too many news networks as it is," he said, noting that television coverage has become far more competitive in the two and a half decades since he launched CNN, the world's first network to offer 24-hour news.

He criticized the media's tendency to sensationalize, suggesting that entertainment-related content is detrimental to the quality of social commentary and political analysis, while admitting that his former networks—including CNN—ran as many sensational stories as other news organizations. "But I'm no longer responsible for such choices," he said.

Ranking (continued from page 1)

The FSPI has rekindled discussions about how best to evaluate graduate programs in a variety of disciplines. In some cases, faculty at unheralded programs score higher than their peers at Ivy League schools, causing critics to question the research. The FSPI measures 7,294 programs and 177,816 faculty members at 354 institutions.

"It's nice to be ranked number one in scholarly productivity," said Institute Director **Bruce Kuniholm**, "but all ranking systems have flaws. Prospective students need to think about whether a graduate program is a good match with their goals and interests by considering many factors such as the size of the program, the type of program, faculty research interests and other indices. Rankings are an important measure of excellence, but are only one part of the picture."

Martin said although there are clear connections between faculty productivity and program excellence, the FSPI does not evaluate programs, per se.

"It is tempting to interpret this measurement as meaning that program x is the best in the country," Martin said. "It may be, but that's not what we've measured. The program ranked number 1 is the most productive per capita with the variables we've included and with the weighting scheme that we've adopted."

Additional detail on the FSPI is available online at academicanalytics.com



Brown (continued from page 1)

The Robertson Scholars Program, housed on the University of North Carolina-Chapel Hill campus, is an undergraduate merit scholarship program that links Duke and UNC. Every year the program enrolls 15 scholars at each university. During their undergraduate careers, students from both campuses take leadership seminars together and complete intensive summer projects that include service, research and international study.

A professor of the practice of PPS, Brown brings a certain level of excitement to his classes. In 1999, he received one of Duke's highest teaching honors, the Howard Johnson Distinguished Teaching Award.

"Tony has been an invaluable member of our teaching team in the Hart Leadership Program for 13 years, and his legacy is huge," said **Alma Blount**, director of the Hart Leadership Program. "He is a master mentor and gifted teacher who can get students to see themselves as social entrepreneurs."

Before coming to Duke, Brown had a long career in the insurance industry. He served as chairman and CEO of the Covenant Insurance Co. for almost 10 years, then as vice president for external affairs at the University of Connecticut and chief operating officer of Credit Suisse First Boston's Equity Division. He earned his MBA at Harvard.

"His classes fill up in five minutes," Blount added. "He's a dynamic professor, and that's his legacy: his teaching style and his gift for helping students learn the art of becoming creative thinkers," she said.

Students such as **Yoay Lurie** ('05) and **Mary Adkins** ('04) saw Brown as a valued advisor and a close friend.

"Tony is warm and completely approachable," Adkins said, "but he will also be very straight with you and tell you in what ways he thinks your ideas need tweaking in order to work. I found him to be consistently positive, upbeat, assuring and full of encouraging words."

Since Brown created the Enterprising Leadership Initiative in 2001, his students have created a wide range of social venture projects that have benefited Duke and the Durham community. A number of these projects have since become self-sustaining organizations. They include The Center for Race Relations, Common Ground, Rival Magazine, Durham Giving Project, Camp Kesem and SEE the World.

"He helps students see, even if they've never executed a bold idea in the past, that they have the ability to do it. He does it again and again and again. I don't think anybody else is as gifted as Tony at helping students locate this talent in themselves," Blount said.

Brown plans to retain his Duke faculty appointment and initially will teach two courses on leadership and ethics to the Robertson Scholars. He may expand his teaching load at a later date.

"We are very sad to see Tony go, but at the same time, we also realize he won't be too far away," Blount said. "We know he will find creative ways to stay connected to the Hart Leadership Program and Sanford community."

Center for Child and Family Policy measuring results of NC's \$11M school nurse program

By Sidney Cruze

Three members of the Institute's Center for Child and Family Policy—**Joel Rosch, Elizabeth Gifford** and **Audrey Foster**—will help Gov. Mike Easley's office evaluate an \$11 million education initiative that places a nurse/social worker team in N.C. schools to help at-risk children focus on learning.

The Child and Family Support Teams are now working with teachers, school administrators and parents in 101 elementary, middle and high schools in 21 counties across the state. Their goal is to make sure at-risk children and their families receive the community support they need to help them succeed in school. While most programs aimed at school success focus on what happens in school, educators know that family and community issues also play a role in academic success or failure.

"Child advocacy experts across the nation have long argued that putting more nurses and social workers in schools would be beneficial for children. But so far there is no empirical evidence showing *how* it benefits them," Rosch said. "Our job is to not only measure improvement, but to also show how, when and why that improvement takes place."

The governor's program is based on "System of Care principles," nationally-recognized core values that child advocacy scholars and experts agree should be a part of child and adolescent intervention programs.

"These System of Care principles are used throughout the country, so the study has nationwide implications," Rosch said.

Researchers will examine both the program's effect schoolwide and how it im-



Rosch

pacts individual students. They will measure academic achievement and out-of-home placement rates—situations that require children to be removed from the home due to delinquent behavior—in addition to gathering information about grades, academic progress and other school behavior. Some preliminary results are expected to be available by June 2007, but most outcome data is two or three years away.

Several factors made the Center for Child and Family Policy a likely choice for the program evaluation project. It has established a successful working relationship with the N.C. Division of Social Services through other projects, such as an evaluation of North Carolina's new child protective services system, the Multiple Response System.

The center also houses the N.C. Education Research Data Center. Established in 2000 through a partnership with the N.C. Department of Public Instruction (DPI), the Center stores and manages data on North Carolina's public schools, students and teachers dating back to the mid-1990s. Child and Family Policy Research Scientist **Elizabeth Glennie** is the Center director.

"These System of Care principles are used throughout the country, so the study has nationwide implications."

"Elizabeth is an expert at working with this education data and linking it to data from DPI," Gifford said. "She'll be working with us in our efforts to link data across agencies and create a clear picture of the services that children receive across the spectrum. To have a project of this scale, with the nurses and social workers in so many schools, is novel."

News Briefs

Avian flu preparedness • Sixty journalists and public health communication officials gathered at the UNC School of Journalism and Mass Communication Nov. 30 for a program on North Carolina's preparedness for avian influenza. The event was developed by the Triangle Center on Terrorism and Homeland Security, a joint Duke, RTI International and UNC initiative headed by Visiting Professor of PPS **David Schanzer**.

Lessons of the day included:

- Government and industry need to have a clear, consistent message about public health risks and provide access to credible experts.
- Public health communication specialists should develop concise materials in advance that explain the responses being made and list experts in the field for journalists to contact.
- Forums should be held to provide critics of the response plans an opportunity to be heard and for those criticisms to be addressed by government and industry.

The event was cosponsored by the North Carolina Center on Public Health Preparedness and the UNC School of Journalism and Mass Communication.

Global antibiotic resistance campaign • The Institute's Program on Global Health and Technology Access, directed by PPS Senior Research Fellow **Anthony So**, will serve as the strategic policy unit for a new global coalition to combat antibiotic resistance called ReAct—Action on Antibiotic Resistance. So's program will conceptualize ways to combat antibiotic resistance, such as diagnostics, vaccines and additional research and development of antibacterial drugs.

New Duke institute • **Robert Cook-Deegan**, research professor of PPS, was named principal investigator of the Research Ethics, Law and Policy Core of the new NIH-funded Duke Translational Medicine Institute (DTMI) established at Duke last fall. Under the leadership of Dr. Robert Califf, vice chancellor of clinical research at Duke's School of Medicine, DTMI expands existing programs that begin in the science laboratory and result in novel therapies for patients.

The Center for Child and Family Policy's recently launched new web site offers fresh content, improved navigation and a dynamic new appearance. Register for conferences, read policy reports and briefs, locate experts and find information about the center's research projects in education policy, early childhood adversity, substance abuse prevention and youth violence. Online at <http://www.pubpol.duke.edu/centers/child/>

Issues



Enhancing Foundation Effectiveness: Some Not-So-Modest Proposals

[Excerpted from Chapter 15 of *The Foundation: A Great American Secret; How Private Wealth is Changing the World* by Joel Fleishman (PublicAffairs, 2007).]

American foundations are wealthier and more numerous than those in any other country, which makes our foundation sector unique. ... In most other countries, government regulation of the nonprofit sector is significantly stricter than in the United States.

In Germany and Japan, for example, government agencies painstakingly review every application to create a foundation, and exercise what Americans would regard as heavy-handed regulatory supervision. Under French law, every foundation is

required to have a board member or director appointed by the government. ... I am not for a moment suggesting that any of those approaches would be appropriate for the United States. ...

But I must note that, in the United States, by contrast with all of the above countries and many others, the creation of a nonprofit organization, including a foundation, merely requires the filing of incorporation papers with a state's secretary of state or the writing of a charitable trust

agreement by a lawyer. Internal Revenue Service approval of the organization's tax exemption as a 501(c)(3) is virtually automatic, valid for five years, and subject to little in-depth substantive review.

After creation and preliminary IRS tax exemption approval, foundations are required to file an annual 990-PF form report with the IRS (analogous to the form 990 required to be filed by other charities), but the reports are usually never read. ...

Most observers agree that the present system of nonprofit over-

sight aimed at willful misbehavior is inadequate. But what kind of reform should be implemented?...

To create an effective oversight system for all civic-sector organizations, including foundations, one in which the public can be confident that willful misconduct is detected, deterred, and punished, I am persuaded that we must either place some government agency other than the IRS in charge or invent a new arrangement whereby the IRS's role in the oversight process is significantly transformed. ...

Of all the oversight possibilities that have been suggested for dealing with willful misconduct by nonprofits, including foundations, the one proposed by Marcus Owens, former director

Fleishman (continued from page 1)

grant makers than Fleishman, who has worn many hats during his long career: philanthropy scholar, foundation head, foundation-board member, charity-board member, corporate-board member, public official, university administrator, university fund raiser, Duke University public policy and law professor and more.

Now 72, he has written his first book—an effort, he says, to air his “lifelong lover’s quarrel” with foundations.

“People criticize them for having lots of money and not spending it very well or spending it on excessive salaries or perks,” he said. “Sure, there are examples of that, but what’s really important is what the foundations have done. The value they’ve conferred on society over the course of the past 125 years is just amazing, and nobody knows about it.”

However, facing minimal government regulation or public oversight, he writes in his book, foundations “operate within an insulated culture that tolerates an inappropriate level of secrecy and even arrogance in their treatment of grant seekers, grant receivers, the wider civic sector, and the public officials charged with oversight. This needs to change.”

Foundations, Fleishman warns, are treading on dangerous ground by keeping information from potential supporters. Furthermore, by refusing to discuss their mistakes openly, grant makers keep vital information from their nonprofit colleagues about what works and what doesn’t.

Right and Wrong

In preparing his book, Fleishman interviewed more than 100 foundation executives and program officers, academic leaders and nonprofit heads. He and some Duke colleagues used that information to draw up 100 case studies, some of which are included in the book. He writes that the most successful foundations focus on a limited number of issues, thoroughly analyze whether it is practical to tackle a given problem and carefully select the organizations that will receive their grants.

But the point Fleishman hammers home hardest is that foundations must honor their tax-exempt status by letting the sun shine on their activities—provide more documentation about their grants, analyze and call attention to their failures and conduct public evaluations of both their existing and potential new programs. A chapter of “not-so-modest proposals,” warns that given increased

Congressional scrutiny, foundations could face retaliatory legislation if they don’t open up voluntarily.

Among his suggestions: Foundations should develop a “transparency and accountability code,” create a board to hear appeals from people who have been denied information from a foundation, pay for a system to publicly rate foundations on how open they are and require foundations above a certain size to employ an ombudsman. Absent such efforts, Fleishman says, a federal Foundation Freedom of Information Act might be needed.

‘Wise Elder’

Fleishman keeps himself strictly in the background in his book. But friends and colleagues describe him as a Renaissance man (he wrote a monthly wine column for *Vanity Fair* magazine for eight years) with a huge network of friends and associates. While he shuns the limelight, they say Fleishman has been a major force for greater accountability and effectiveness in the nonprofit world.

“In other cultures, he would be called a wise elder,” says Peter Karoff, founder of the Philanthropic Initiative, a nonprofit organization in Boston that advises foundations and other donors.



of the IRS Exempt Organization Division, is the only one I know that promises to be effective and also unlikely to infringe on the indispensable freedom of non-profits.

... Owens concludes that the IRS is not the best home for charities supervision as currently structured, and calls for the creation of a new congressionally chartered, private, not-for-profit organization that would be related to but independent of the IRS to discharge that function.

Owens's suggested new agency would be modeled on the National Association of Securities Dealers, which regulates brokers and brokerage firms.

Like its sister organizations, the Municipal Securities Rule-

making Board and the Public Company Accounting Oversight Board, the NASD assists the Securities and Exchange Commission (SEC) in carrying out its responsibilities. ...

Owens urges creating a NASD-like agency for tax-exempt organization oversight that would be related to, but independent of, the IRS in much the same way that the NASD is related to, but independent of, the SEC, and would be financed by allowing foundations to obtain a tax credit against their federal foundation tax obligations for payments to support the new agency's operations.

I believe that Owens's analogy to the NASD is exactly right.

The financing scheme he pro-

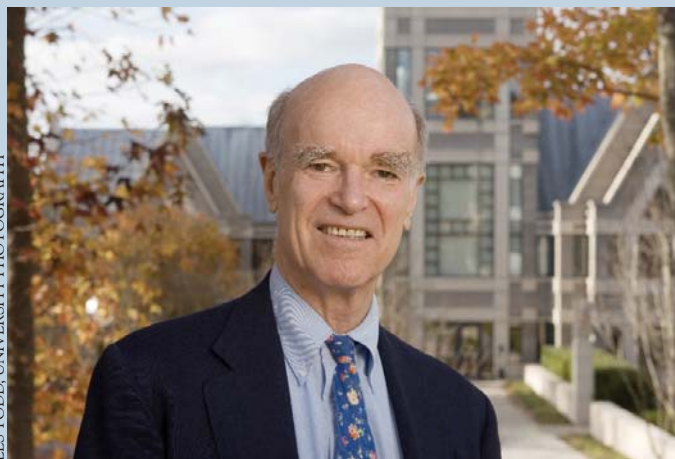
poses is ingenious in that it both essentially costs foundations nothing and also succeeds in refocusing on nonprofit-sector oversight at least some of the revenues yielded by the foundation tax, which was the original rationale given for its imposition in 1969. In fact, that tax has yielded anywhere between \$300 million and \$700 million depending on the year—only about \$50 million of which has ended up in the IRS Exempt Organization budget.

My strong recommendation, therefore, is that the first important action to increase foundation accountability be the establishment by Congress of such a NASD-like private, nonprofit organization related to the IRS in

much the same way that the NASD is related to the SEC, with sufficient resources, personnel, and investigative powers to oversee the entire U.S. civic sector, including foundations.

The new entity's powers should be carefully circumscribed to prevent it from intruding on substantive foundation and nonprofit decision-making, and to limit it to the enforcement of laws and regulations specifically targeting such matters as nonprofit fidelity to conflict-of-interest, insider self-benefit, transparency, and comparable procedural standards enforced by law.

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LES TODD, UNIVERSITY PHOTOGRAPHY

Fleishman joined the Duke faculty in 1971 as a professor of public policy and law and was the Sanford Institute's founding director. He chaired the Duke Capital Campaign for the Arts & Sciences and Engineering, and was appointed first senior vice president of the university in 1991. After serving as president of The Atlantic Philanthropic Service Co. Inc. in New York City from 1993 to 2001, he returned to Duke full-time in 2003.

In addition to his work at Duke, Fleishman sits on the boards of several corporations, including Polo Ralph Lauren and

Boston Scientific, which he says gives him insights that he can apply to his nonprofit work.

Corporate boards, he says, are much more focused on "careful process." He adds: "The directors pay much closer attention to what's going on than is typical of nonprofit boards, or hfoundation boards."

Fleishman left an especially big imprint during his spell as president of Atlantic, the U.S. arm of

a grant maker headquartered in Bermuda with about \$3 billion in assets—which at the time awarded all of its grants anonymously at the request of its founder, Charles Feeney, an Irish businessman. Given his emphasis on openness, it is ironic that Fleishman ended up working for a foundation that operated so secretly.

But Joel Orosz, a professor of philanthropic studies at Grand Valley State University in Grand Rapids, Mich., and former program director at the W.K. Kellogg Foundation, says Atlantic "did an incredible amount of quiet field building," providing money to projects to

monitor and improve the effectiveness of charities and foundations that attracted few other grant makers. Many groups that now do such work got support from Atlantic during Fleishman's tenure.

New Generation of Scholars

Fleishman will continue to wage his "lover's quarrel" at Duke, where he heads the only academic program in the country that focuses on foundation decision making ... [He] hopes the program will incubate a new generation of scholars who will write books to take up where *The Foundation* left off.

He says the publicity generated by [Warren] Buffett's gift to the Gates Foundation could inspire greater attention to the issues he raises in his book—and calls on the Gates Foundation to become a "model of what a transparently run foundation can be. Foundation leaders must find the courage and vision to rise above their self-imposed, self-imagined phantoms of insecurity," he writes, "and lead their institutions into a new era of transparency, accountability, and effectiveness."

A longer version of this article first appeared in the Dec. 7, 2006 issue of The Chronicle of Philanthropy. Used by permission.

Program brings World Bank managers to Duke to reflect

The Duke Center for International Development (DCID) and the UNC Center for Global Initiatives (CGI) are bringing World Bank managers to Duke to help them make smoother transitions between country or sector assignments.

The Managers in Transition Program, piloted over the last two years, will run through the summer of 2009. Duke and UNC will host as many as eight World Bank country directors and sector directors per fiscal year. The contract is worth up to \$165,000 per year, depending on how many employees participate.

The program started in 2004 after a conference between World Bank officials and faculty from both Duke and UNC that dealt with how to improve the World Bank's engagement with its country clients.

"During that conference, it was recognized that Bank staff are very good at what they do, but that their knowledge and expertise is often not articulated and shared," said DCID Executive Director **Jonathan Abels**. "It was

the recognition that creating space for bank managers to reflect, think and plan their next position would be beneficial for everyone."

The program's mission is threefold: 1) provide managers with a period to reflect on their past successes; 2) provide managers with leadership and management training; and 3) allow directors to meet faculty members and gain information on issues and topics relevant to the positions they are about to begin.

"We emphasize that you need to take a break and think back in order to plan forward. And that this time is not sitting down by the pool, it is active thinking, planning and reflecting," Abels said.

Abels said the communities at Duke and UNC also benefit from having access to director-level World Bank officials. Faculty and students can attend guest lectures, brown-bag



Employees cross the lobby at World Bank offices in Washington, D.C.

lunches and other discussions to gain an insider's perspective on what works and what doesn't work in managing development. In addition, the World Bank officials who participate in the program often become contacts for internship possibilities and resources for academic research, Abels said.

Duke professors involved in the Managers in Transition Program include **Francis Lethem**, **Phyllis Pomerantz**, **Dennis Rondinelli** and **Tony Brown**.

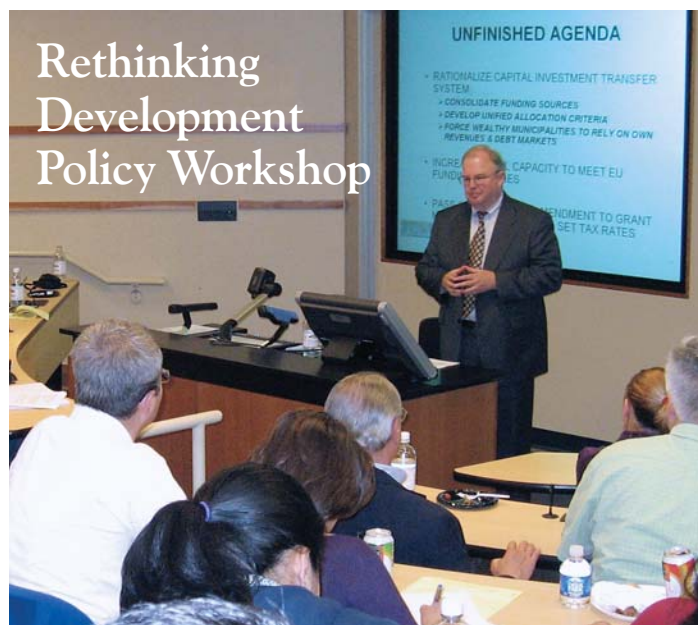
Reports urge private partnerships for successful nation building

The U.S. Department of State published two policy research reports by Duke Center for International Development Senior Research Scholar **Dennis A. Rondinelli**. The two policy research papers review worldwide experience with attempts by international financial assistance organizations and development agencies to strengthen public management capacity in countries recovering from internal violence and civil war.

The State Department's U.S. Agency for International Development (USAID) commissioned Rondinelli to assess the effectiveness of using indirect channels for enhancing management, such as public-private partnerships and other "parallel" organizational structures. Rondinelli, who joined DCID in 2005, has been a consultant to the State Department and the USAID for more than 30 years.

His latest research reports focus on an aspect of nation building that has become a high priority in U.S. foreign aid policy over the past two decades. Rondinelli urges USAID to expand its assistance to post-conflict countries beyond conventional public administration reforms and to build capacity using the private sector and non-government organizations. He emphasizes the need to enhance managerial skills in government agencies to work with the private sector more effectively.

Both policy research reports are available online at USAID's Development Experience Clearinghouse.



Jim McCullough of RTI International discusses the successful transformation of local government finances in Bulgaria at a Nov. 30 workshop in Rubenstein Hall. The presentation, organized by DCID Professor of the Practice **Fernando Fernholz**, centered on key ingredients for successful reform in a country in transition from a centrally planned economy to a decentralized, market-oriented economy.

Two join DCID teaching corps

Daniel Alvarez joins the Duke Center for International Development (DCID) as a research associate beginning in February. He will participate in technical assistance projects, teaching and research. He has been an instructor in the Tax Analysis and Revenue Forecasting Program (TARF), formerly at Harvard University, since 1995, participating in a variety of workshops conducted at Harvard, as well as overseas in Jordan, Ghana and Tanzania. During this period he participated in the elaboration of major case studies and teaching notes, including the TARF course manual. He also participated in workshops on Investment Appraisal and Risk Analysis held in India, Malaysia and at the World Bank.

Alvarez currently serves as director for special projects at the Under-Secretariat of Revenue of the Secretariat of Treasury of Mexico. He received a BA in accounting and a master's in public policy at the Autonomous Technological Institute of Mexico (ITAM) and graduated from the International Tax Program (ITP) at Harvard Law School in 1995.

PIDP alumnus **Harmawan Rubino Sugana** is beginning his second year as a research associate at DCID. Last year he served as DCID's resident advisor in Kenya on a local decentralization project following Professor of the Practice **Roy Kelly's** departure for similar work in Cambodia. Sugana will return to the United States to participate in technical assistance projects, teaching and research. He began his work with the Public Finance Group at Harvard in 1991 on property tax reform in Indonesia. Since then, he has worked on tax reform efforts in Thailand, Mexico, Nepal, Lithuania and Russia.

In Russia he was responsible for the analysis, design, development and implementation of a comprehensive property tax administration management system. He helped the Lithuanian government identify problem areas in tax administration and in forecasting of personal and corporate income tax revenues. Sugana also has been involved in developing a value-added tax information management system (Nepal), 1994, and in strategic planning on privatizing customs services (Mexico), 1995. He is a graduate of John F. Kennedy School of Government at Harvard University as well as of DCID's PIDP.

Duke Rotary alum on the front line in Colombia's peace negotiations

While achieving peace in Colombia has proved to be complex and difficult, former Duke-UNC Rotary World Peace Fellow **Bautista Logioco** knows it's worth the frequent setbacks. Logioco works as a peace-coordinating specialist for the Mission to Support the Peace Process in Colombia (MAPP/OEA), a Colombian peacekeeping organization that facilitates projects for disarmament by guerrilla military groups. The mission is guided by the Organization of American States, which promotes democracy in the western hemisphere.



Logioco helps with negotiations between the Colombian government and groups from United Self-Defense Groups of Colombia (AUC), a Colombian paramilitary federation. For years, the AUC has provoked brutal bloodshed and the exploitation of natural resources and initiated a wave of terrorism against the country's infrastructure.

MAPP/OEA's objective is to have the

AUC demobilize, disarm, and reintegrate into society. Since peace negotiations began in November 2003, there have been 27 ceremonies at which more than 20,000 combatants have been demobilized.

"This work means the possibility of contributing to saving lives and building peace in the region," Logioco says. "I not only have a personal connection to my work but also to the people whose lives the Organization of American States is trying to improve through the promotion of democracy and the consolidation of peace."

Logioco, a native of Argentina, studied international development policy at the Rotary Center for International Studies at Duke from 2002 to 2004, where he learned the link between development and conflict — training that, in a time of crisis, he found especially helpful.

"The Duke program was policy oriented, which helped me to carefully practice theories I learned and apply them to Colombia's social fabric of greed and grievance," says Logioco. "Social reconciliation is necessary, and thanks to Rotary, I hope to play a small part in achieving that."



MPP student **Cheng Feng**, right, speaks with **Xing Hu** (MPP '05) about international careers during one of the annual MPP career development workshops in Washington, D.C., in January. Hu, a senior "intrapreneur" for Ashoka, talked about her work with that nonprofit organization, as well as her founding of Dream Corps. Other panelists were **Emiliana Vegas** (MPP '93), education economist at the World Bank, who hosted the panel, **Nan Tian** (MPP '00), financial analyst with IFC, and **Kristi Ragan**, a strategic advisor with Development Alternatives Inc.

Faculty News

Marc F. Bellemare, assistant professor of PPS and economics, presented a working paper at the Duke-UNC Applied Microeconomics seminar; the N.C. State University Department of Agricultural and Resource Economics; and the Northeastern Universities Development Consortium 2006 conference held at Cornell University.

Alma Blount, director of the Hart Leadership Program, made a presentation in November at Harvard University with a group of Duke faculty led by Vice Provost Robert Thompson about the initial results of a longitudinal study on undergraduate education.

Charles Clotfelter, Z. Smith Reynolds Professor of PPS, made a presentation at "The Politics of Inclusion: Higher Education at a Crossroads"



Associate Professor **Fritz Mayer** introduces MPP student **Emily Loney**.

conference in Chapel Hill on Sept. 12. At APPAM on Nov. 2 in Madison, Wisc., he presented a paper titled "Absent Teachers and their Effect on Achievement Gaps" with **Helen Ladd** and **Jacob Vigdor**, and on Nov. 18, he participated in the Southern Economic Association meetings in Charleston, S.C.

Philip Cook, ITT/Terry Sanford Professor of PPS, was invited to speak on gun control policy at the Conference of Mayors Against Illegal Guns in Atlanta Nov. 30. He also gave a seminar titled "Paying the Tab: The Case for Higher Alcohol Taxes" at the University of Chicago on Dec. 6.

Robert Cook-Deegan, research professor of PPS, was invited to make presentations at "A Community Genomics Forum 2006: Finding the

Faculty Publications

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Kudos

Genome,” hosted by UNC-Chapel Hill and Duke on Sept. 16; the REVEAL Study Investigator Meeting Sept. 8–10; and the NIEHS-Office for Human Research Protections in RTP on Sept. 26.

Fernando Fernholz, associate professor of the practice of PPS, organized a fall workshop titled “Learning from Success: Bulgaria’s Stunning Rescue of its Local Government Finance System” in the DCID lecture series “Rethinking Development Policy.”

Kristin Goss, assistant professor of PPS and political science, was invited by the Triangle chapter of the American Society for Public Administration to speak about gun politics.

Bruce Jentleson, professor of PPS and political science, presented at the Conference on Force and Legitimacy in the Evolving International System at the Brookings Institution in October. He joined the colloquium, “Academia and the Policy World: Bridging the Gap,” at UC-Berkeley on Nov. 14 and made a presentation at the “Enforcing International Norms: Bringing Dissenters Back into the Fold” conference in Washington, D.C., on Dec. 6. Jentleson made several press appearances, including one in NPR’s “On Point” on Oct. 11. He co-convened the Conference on the Future of Biotechnology in International Politics in cooperation with the Council on Foreign Relations in New York on Dec. 13, and he is consulting with the U.S. Holocaust Museum on a genocide prevention curriculum for the State Department.

Ambassador **James A. Joseph**, professor of the practice of PPS, delivered the public lecture, “Ethics and Diplomacy: What I Learned from Nelson Mandela,” at the Clinton School of Public Service, in Little Rock, Ark. He also gave the Third Millennium Lecture at the Indiana University Center on Philanthropy; delivered the President’s Forum Lecture at Hobart and William Smith Colleges on “Race and Reconciliation: Lessons from South Africa;” and served as the Opening Plenary Speaker at the Annual Meeting of the Neighborhood Funders Group of the Council on Foundations.

Roy Kelly, professor of the practice of PPS, gave a presentation at the 9th International Conference on Modernization of Property Taxation in Kuala Lumpur, Malaysia, in August. Kelly also taught a three-week course titled “Designing a Fiscal Decentralization Strategy for Cambodia” at the Economics and Financial Training Institute in Phnom Penh, Cambodia.

Anirudh Krishna, assistant professor of PPS and political science, gave the inaugural Krishna Raj Memorial Lecture on Contemporary Issues in Health and Social Sciences, convened by the Anusandhan Trust, Tata Institute of Social Sciences, SNDT University, and Bombay University on Dec. 8 in Mumbai. He presented papers at the Workshop on Concepts and Methods for Analyzing Poverty Dynamics and Chronic Poverty at the University of Manchester in October; the Brookings Institution/Ford Foundation Workshop on Asset-based



Wiener elected to lead Society for Risk Analysis

Jonathan B. Wiener, Perkins Professor of Law and Professor of Environmental Policy and Public Policy Studies, was elected the next president of the international

Society for Risk Analysis (SRA) at the organization’s annual meeting Dec. 3-6 in Baltimore,

Md. He will serve as president-elect for one year, and assume the post of president beginning December 2007.

The SRA is an international professional society whose approximately 2,000 members come from diverse sectors and disciplines, from toxicology to public policy and law. Wiener is the first law professor or lawyer elected president of the SRA.

Approaches to Poverty Reduction in a Globalized Context in Washington, D.C., in June; and the Workshop on Making Democracies Better at Delivering Services to the Poor in Stockholm, Germany, in April. Krishna also organized a Duke University workshop on Poverty and Democracy and advised and trained the Government of Kenya to extend the Stages of Progress Methodology for a countrywide poverty assessment.

Helen Ladd, Edgar T. Thompson professor of PPS, made presentations at a charter school conference at Vanderbilt in September, the Institute of Education in London in November, and the inaugural conference of the Society for Research in Educational Effectiveness in Lansdowne, Va., in December. Together with **Charles Clotfelter** and **Jacob Vigdor**, she made a presentation at Oxford University in November and a UNC-Chapel Hill conference in October on high-poverty schooling. She presented “Reflections on Equity, Adequacy and Weighted Student Funding” at the annual APPAM conference in Madison, Wisc., and “The Effects of Accountability on Student Achievement,” a paper co-authored with David Figlio and commissioned by the U.S. Department of Education as part of its review of No Child Left Behind, at the Urban Institute in September. Ladd also joined the expert panel on the Community Development Grant Formula, sponsored in December by the National Academy of Sciences and the U.S. Government Accountability Office.

Dennis A. Rondinelli, senior research scholar, prepared an economic competitiveness strategy for Greater Bangkok with former DCID Director **William Ascher** at the request of the Bangkok Metropolitan Administration (BMA) in Thailand. The report, “Bangkok as a Regional Center: Strengthening Greater Bangkok as an Economic Hub in Asia,” was released on Dec. 15 by the BMA’s economic development corporation.

David Schanzer, visiting associate professor of the practice of PPS and director of the Triangle Center of Terrorism and Homeland Security, organized a day-long program for journalists and public health officials titled “How Will Avian Influenza Affect North Carolina: Communicating the Facts to the Public.” He also participated in the Department of Homeland Security Symposium, “Homeland Security 2015,” in Washington, D.C. At Duke, he made a presentation at the

Fuqua School of Business Health Sector Management Program; participated in a panel discussion on “Reporting and National Security: Balancing Public Interests After 9/11;” and joined a faculty panel following the screening of “Road to Guantanamo.”

Anthony So, senior research fellow of PPS and director of the Global Health and Technology Program, made a presentation at an Open Society Institute meeting in September in Antalya, Turkey. He also participated in the NIH’s PubMed Central Advisory Committee in Washington, D.C., in October; the Open Society Institute’s Information Program Sub-Board in Budapest in November; and the expert advisory group for the Health Action International/World Health Organization’s Medicine Prices project in Cairo in December.

Jacob Vigdor, associate professor of PPS, made a presentation at the New York Census Regional Data Center annual conference in September. In November he made a presentation at the Southern Economic Association Annual Meeting as well as the Russell Sage Foundation conference in New York. He spoke at the Brown University Race and Inequality workshop in October, and in December he presented “Fifty Million Voters Can’t Be Wrong: Economic Self-Interest and Redistributive Politics” at both the N.C. State University economics department and the UCLA-California Center for Population Research. With **Charles Clotfelter**, **Elizabeth Glennie**, and **Helen Ladd**, he presented “Would Higher Salaries Keep Teachers in High-Poverty Schools? Evidence from a Policy Intervention in North Carolina,” at the Stanford University Graduate School of Education and “The Welfare Effects of Urban Decay and Revitalization,” at Yale University economics department.

Jonathan Wiener, Perkins Professor of Law, Environmental Policy and PPS, presented “Institutional Response to Catastrophic Risk,” at the University of Pennsylvania on Sept. 26. In France, he made presentations at the Université de Nanterre, Ambassade des États-Unis; and the Université de Strasbourg, all on Oct 23, as well as the Cercle France-Amériques in Paris on Oct. 24. On Nov. 7 he presented “Legal Responses to Global Warming” at the University of Pennsylvania. He also presented at the Society for Risk Analysis Annual Meeting Dec. 3-5 in Baltimore.

MPP Notes

Verena Arnabal ('06) married Brian Hennessey on Sept. 16. She works in New York City, conducting research for People for the American Way, a nonprofit dedicated to defending democracy.

Megan Burns ('05) was selected to participate in Leadership Development Initiative, a 9-month program designed to connect young professionals to important issues in Pittsburgh, Pa.

Eric Hoefler ('05) and his wife, Sarah, celebrated the birth of their second child, Eric Joseph, on Aug. 25. Eric is a senior product manager in the BioOncology franchise of Genentech in San Francisco, Calif.

Andrea Reese ('05) married Adam Strait on Aug. 12. She is working at the Connecticut Farmland Trust, a statewide nonprofit that works to keep farmland in production.

Danielle Sass ('05) is engaged to **Patrick Byrnett ('08)** and planning a 2008 wedding.

Grace Boachie-Ansah ('04) married Kwame Kena on July 30. Joining them to celebrate were classmates **Sara Vande Kappelle, Jim Huynh, Nora McArdle, Sandra Johnson, Katherine Marshall (PIPD '04), Marissa Archibald ('05)** and **Elizabeth Reed ('07)**.

Megan Fotheringham ('04) spent the past four months in Ghana on assignment as a public health advisor for the U.S. Agency in International Development focusing on the avian influenza virus.

Jesse Smallwood ('04) is an associate with Williams & Connolly in Washington, D.C.

Robin Gelinas ('03) is engaged to Albert Bossar and planning a June 2007 wedding. She also was promoted to director of policy initiatives for the Texas Education Agency in Austin.

Lauren Hierl ('03) and Shane Heath were married on Aug. 8 on St. John. Joining them for a reception in Connecticut were classmates **Nick Cornelisse, Kevin Hutchinson, Chloe Metz, Craig Harper, Jennifer Nevin, Chuck Anderson** and **Gustavo Flores-Macias**.

Jenifer Hlavna Feaster ('03) and her husband, Brian, celebrated the birth of their daughter, Casey Virginia, on Nov. 18. Jen and her family live in Indianapolis, Ind., where she works as senior associate at the Center for the Support of Families.

Lee Cochran ('02) and his wife, Natalie, celebrated the birth of their fourth child, Sarah Clark, on Nov. 6. Lee and his family live in Charlotte, N.C., where he works at the Charlotte Mecklenberg Housing Partnership.

Eric Sapp ('02), senior partner at Common Good Strategies, writes a blog for the "Faithful Democrats" Web community, which offers resources and discussion forums to Democrats who hope to bring balance to the national discourse on faith and politics. In October he appeared in a PBS segment on Democrats and religion.

Laura Carter Whiteley ('02) and her husband, Sean, welcomed their second child, Carter Paul, on Oct. 29. Laura and her family live in Boston, Mass.

Alexandra Kennaugh ('01) relocated to London, where her husband has been transferred. Alex will continue to work at Natural Resources Defense Council where she was formerly based in New York.

Sachin Agarwal ('00) and his wife, Shalini, welcomed their son, Amartya, on Oct. 16.

Chris Clark ('00) has a new position as the financial manager for the Global Development Program at the Gates Foundation in Seattle, Wash. His wife, **Jamie Strausz-Clark ('00)**, is a senior associate at PRR, a public affairs and social issues consulting firm.

Ian Noetzel ('00) has moved to London, with a new position as an attorney with Mayer, Brown, Rowe and Maw LLP.

Kristin Petrocine Pennington ('00) and her husband, Mark, celebrated the birth of their daughter, Sonja Elizabeth, on Dec. 13.

Kim Zimmerman ('00) left her position in U.S. Sen. Ben Nelson's office to become director of government affairs for Cephalon, a biopharmaceutical company in Frazier, Pa. Kim lives in Washington, D.C.

PIDP alum aids children in Sudan

By Elizabeth Gill

Idrissa Kamara, PIPD '02, is applying the knowledge and skills he gained at the Sanford Institute to help children in southern Sudan. As program manager for Save the Children USA in the Upper Nile and Jonglei states, Kamara works in partnership with 14 local NGOs to improve primary health care.

"All the skills and knowledge I acquired in the Program in International Development Policy have come to benefit the people of South Sudan — especially children — who are beginning to discover their full potential through primary health care programs," Kamara said. "Hitherto this had never happened in a more sustainable way in south Sudan."

Kamara credits Duke Center for International Development and the PIDP for teaching him the skills in management, community development best practices, financial management and proposal writing that he uses in his current position.

"Even the way the classes were organized brought about informed, professional, academic and intellectual discussions which benefited me a lot and which I have now found a great resource in my work."



During his studies at Duke, Kamara interned with Lutheran Family Services in Raleigh. After graduation, he worked briefly for a U.K.-based international NGO called HelpAge International in Darfur. Before coming to Duke, he had worked as the assistant to the budget director in the government offices of his home country, Sierra Leone.

"The friendships I created, the support I received from both the faculty and staff, the public debates and discussions, the annual D.C. visits which introduced me to people that continue to be helpful and resourceful to me, the opportunity to understand the American culture and the cultures of other nations — all have positively impacted me since I re-entered the working world," Kamara said.

Sekou Kaalund ('99) leads strategy, securities and acquisitions at Citigroup Securities & Fund Services in Greenwich, Conn. His negotiating tips were listed in the December 2006 issue of *Black Enterprise*.

Cindy Siebert Kinkade ('99) works for EDAW, an international environmental consulting firm located in San Diego. She and her husband, Charles, celebrated the birth of their son, Ian, in June 2006.

Ben Marglin ('99) was promoted to senior associate at Booz, Allen, Hamilton in Washington, D.C.

Susan Biles ('98) married Michael Nink on April 29 in Austin, Texas.

Heather Flodstrom ('98) received the American Marshall Memorial Fellowship, given by the German Marshall Fund of the United States to emerging leaders who will travel to Europe in 2007 to conduct transatlantic diplomacy. Heather lives in Seattle where she works as a program officer for special projects at the Gates Foundation.

Holly Barkely DePaul ('97) and her husband welcomed their second son, Mark, in October. Holly is a senior consultant at CGI-AMS Inc. in Fairfax, Va.

Peter Brown ('97) and family welcomed daughter, Rachel Alexa, on Nov. 28.

Steven Elmore ('97) has a new position on the Majority Staff of the U.S. House of Representatives' Committee on the Budget, focusing on veterans and international affairs.

Timothy D. Johnson ('97) is on assignment from the Federal Reserve Bank of New York as the Euro Portfolio Manager in the Financial Markets Division of the De Nederlandsche Bank N.V.

Kirk Odegard ('96) and his wife, Gretchen, welcomed their daughter, Anneliese Charlotte, on June 26, 2006 in Basel, Switzerland, where he is on assignment from the Federal Reserve Board of Governors in Washington, D.C.

Russell Rothman ('96) and his wife, Alice, announced the birth of their second child, daughter Elena (Ellie) Mia, on Nov. 8.

Lynn-Anne Schow ('96) moved to Newburyport, Mass., where she telecommutes for Houston law firm



Alumna **Susan Biles (MPP '98)** married **Michael Nink** in Austin, Texas, on April 29, 2006 and shared the special day with fellow Duke grads, from left, **Andy Haltzel (MBA '98)**, **Gregg Behr (JD/MPP '00)**, **Heather Flodstrom (MPP '98)**, and **Laura Haltzal (MPP '98)**, as well as friend **Azam Samanani**.

Linn, Thurber, Arnold & Scrabaneck LLP. She balances tax and trust work with caring for her three small children.

Dave Sheldon ('96), after leaving the Council for Excellence in Government and completing a long vacation in Europe, has joined SRA Touchstone Consulting in Washington, D.C., a private firm with government and non-profit clients.

Jennifer Hoffman ('94) left North Carolina's Fiscal Research Department to accept a new position in the N.C. Office of State Budget and Management, where she will lead the state's efforts in results-based budgeting.

Claudia Horwitz ('94) produced a new video titled "Exploring Liberation Spirituality: Growing a Movement of Spiritual Activism" as part of her work at stone circles in Durham.

Dale Rhoda ('93) completed master's degrees in both cognitive systems engineering and applied statistics in 2006 at Ohio State University. As a result of his wife Kara's successful battle with breast cancer, he is now pursuing a PhD in public health at Ohio State.

Andy Cook ('92) left his position in the Office of the Commissioner of the Internal Revenue Service and will join Smith Barney as a financial advisor in Washington, D.C. Andy and his wife, **Melissa Young Cook ('92)**, live in Fairfax, Va.

Garrick Francis ('92) left Progress Energy for a new position as director of financial communications with CSX Corp. and has relocated to Jacksonville, Fla., with his wife, Sheila, and children Ries, 5, and Karis, 1.

Janet Kroll ('91) and her husband, Michael Ytterberg, welcomed their daughter, Lucy, on April 26. Kroll continues to work at the Pew Charitable Trusts in the Planning and Evaluation Unit in Philadelphia, Pa.

Elana Varon ('91) was promoted to executive editor of *CIO Magazine*, where she manages contributed columns, edits features and writes a blog about executing innovation. Elana and her husband, **Andy Eschtruth ('91)**, live in Natick, Mass.

Ben Muskovitz ('90) left TSG for a new position as associate partner in

the government group at The Gallup Organization in Washington, D.C.

Janet Syme Piller ('90) has been promoted to chief administrative officer for the Poverty Reduction and Economic Management unit in the office of the vice president on strategy, policy and budget at the World Bank in Washington, D.C.

Mark D. Carlson ('88) has a new position as chief medical officer and senior vice president for clinical affairs with St. Jude Medical CMRD in Sylmar, Calif.

Krista Magaw ('81), executive director of the Tecumseh Land Trust, announces that the Trust has reached a milestone of preserving over 10,000 acres in Clark and Greene Counties, located in Ohio.

DC Area Alumni: To receive the newsletter of the Duke Club of Washington, be sure your contact information is up to date at www.dukealumni.com. DCW is an active alumni club that sponsors many events and activities. Learn more at www.dcw.org.



Winter 2007

Calendar

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50% PCW RECYCLED PAPER

Feb. 12, 4 p.m.
Rhodes Conference Room
"Life as an Endangered Species: Reflections of a Newspaper Reporter."

Kevin Sack, national correspondent of the Atlanta Bureau, *Los Angeles Times*, talks about his experience as a modern-day reporter. The DeWitt Wallace Center for Media and Democracy also will present Sack with the Futrell Award



for Excellence in the Field of Communications and Journalism.

Feb. 20-April 24, 5 p.m.
The Charles Murphy Colloquium

This series organized by Associate Professor **Bob Korstad** focuses on civil rights in a variety of contexts. Speakers are: The Rev. **John Mendez**, employment (Feb. 20); **David Barton Smith**, health care (March 7); **Jack Boger**, **Adam Stein** and **Julius Chambers**, education (March 27); **Julie Fernandes**, political engagement (April 10); and **Dr. Heather Thompson**, criminal justice (April 24). For information call Rachel Seidman, 613-7315. All seminars begin at 5 p.m. at the Sanford Institute. Free, open to the public.

Feb. 21-April 11, 4:30-6:30 p.m.
Rhodes Conference Room
Foundation Impact Research Seminar Series

Matthew Bishop, chief business writer and American business editor of *The Economist* and author of "The Business of Giving," which looks at the revolution taking place in philanthropy speaks on Feb. 21. Additional speakers are: **Ed Skloot**, **Surdna Foundation** (Feb. 28); **Rip Rapson**, **The Kresge Foundation** (March 7); and **Robert Crane**, **Jeht Foundation** (April 11). For information call Melynn Glusman, 613-7432.

Feb. 21, 7:30 p.m.
Page Auditorium
Paul Rusesabagina

The 2007 Crown Lecture in Ethics presents the real-life hero of *Hotel Rwanda*, **Paul Rusesabagina**, who



will discuss his experience during the Rwandan genocide of 1994. Then a hotel manager in Rwanda, Rusesabagina found the courage to shelter over a thousand refugees from certain death. Since then, he published his biography, *An Ordinary Man*, and founded the Hotel Rwanda Rusesabagina Foundation (HRRF).

March 1, Time and place TBA
Sanford Distinguished Lecturer
Shashi Tharoor

With 30 years experience at the United Nations, Under-Secretary General for Communications and Public Information **Shashi Tharoor** offers an informed perspective on the changing nature of international relations. In 2006, he launched an unsuccessful bid to succeed **Kofi Annan** as U.N. Secretary-General. In his present capacity, he is accountable for enhancing both the image and effectiveness of the organization. He is a journalist, an author, a fellow at the University of Southern California Center on Public Diplomacy, and holds a PhD from The Fletcher School of Law and Diplomacy at Tufts University.

March 29, 3:30 p.m.
Fleishman Commons
"Will American Superpower Have a Second Chance?"

Zbigniew Brzezinski, former National Security Adviser to President Jimmy Carter, will lend his perspective based on years of influence in the field of U.S. foreign policy. Sponsored by the Living History Program at the DeWitt Wallace Center for Media and Democracy.



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