

Spring 2008



Duke University

TERRY SANFORD
INSTITUTE OF
PUBLIC POLICY

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FOCUS

Students Recommend Ways to Improve Monitoring of N.C. Water Reservoirs



KAREN TAN

MPP students **Jake Palley**, center, and **Jeff Beelaert** talk with Park Ranger **Dana L. Matics** of the U.S. Army Corps of Engineers at the Falls Lake Reservoir near Wake Forest, N.C.

With North Carolina enduring extreme drought conditions, examining sedimentation in reservoirs across the state seemed like a timely subject for a consulting project in Professor of the Practice **Jim Johnson's** PPS 304 class this spring.

The client, the N.C. Center for Public Policy Research, wanted policy recommendations related to sedimentation in water supply reservoirs in the state. Sedimentation has both short-term impacts on water quality through accumulation of pollutants and long-term impact on water quantity through reducing the capacity of reservoirs. Johnson put together a team of first-year MPP students who had

expressed interest in the project: **Jeffery Beelaert**, **Jeremy Block**, **Jake Palley** and **Catherine Shames**.

The obvious first step was to examine data about sedimentation and reservoir capacity, but the team soon discovered the information was not readily available. North Carolina reservoirs have a variety of owners, from private landowners and energy companies to public agencies and local governments. Lacking state mandates, such data are not collected in a standardized manner or even collected at all for many reservoirs.

As the team worked, their varied backgrounds and strengths came (Please see page 10)

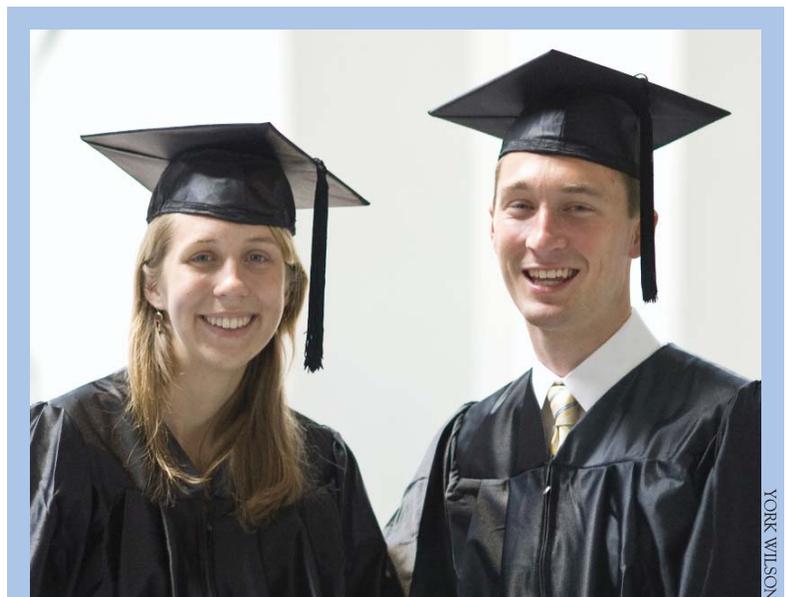
Virtual Conflict Resolution— Team Reinvents Video Game

By Liz Williams

If you think “Virtual Conflict Resolution: Turning Swords to Ploughshares” sounds like an innovative title for a video game, you’re not alone—the John D. and Catherine T. MacArthur Foundation agrees. An interdisciplinary team of Duke University computer scientists, film, video and digital scholars, and public policy experts is working on the project after winning a \$238,000 grant for the idea this spring.

The project was among 17 selected from more than 1,000 applicants to the MacArthur Foundation’s first Digital Media and Learning grant competition. The competition was part of a broader, five-year, \$50 million initiative designed to help determine how digital technologies are changing the way young people learn, play, socialize and participate in civic life.

Led by principal investigators **Tim Lenoir**, the Kimberly Jenkins Chair for New Technologies and Society at Duke, and **Natalia Mirovitskaya**, Duke Center for International (Please see page 10)



YORK WILSON

Amanda Dorsey and **Brint Markle** each won a 2008 Terry Sanford Leadership Award for their contributions to Duke and Durham as undergrads. For details and more graduation news, please see page 5.

Institute Updates

From the Director

In the last edition of *Focus I* discussed the Sanford Institute's vision for the future, as defined by our faculty and Board of Visitors. I focused on energy and the environment as one of four policy areas, each articulated in terms of a fundamental challenge to which the new school of public policy, in collaboration with the broader Duke community, is seeking to respond. A second area concerns health policy.

What is the challenge? America faces a health-care crisis of staggering proportions. Mushrooming health costs consume 15 percent of the gross domestic product, the highest rate in the world. More than 45 million Americans go without health insurance, and a growing number of employers cannot afford to cover their workers.

The system is failing, and America must find a way to fix it, at a cost the nation can afford. Medicare's actuaries (who historically are prone to underestimation) are now pro-



jecting that by 2075 the typical Social Security check will be entirely absorbed by the estimated premium and out-of-pocket costs faced by a typical Medicare beneficiary.

If health spending per person continues to grow over the next 75 years at the same rate it has during the past 30, U.S. spending on health care will reach 99 percent of GDP by 2082, the Congressional Budget Office estimates.

When I talked last summer to David Walker, comptroller general of the Government Accountability Office, he was concerned that Congress seemed unable to do anything about these critical challenges. His frustration about the limitations on what he could do or say about key public policy issues may explain, in part, why he resigned in March, after 10 years at the GAO, to become president and CEO of the new Peter G. Peterson Foundation. In this role, he will strive to make a real difference in addressing major sustainability challenges facing the United States, including health care.

How will we meet this challenge? Our new school will contribute by building on the work of scientists and physicians who advance our understanding of disease, and how to prevent and treat it. We will help design and promote policies that improve efficiency in our frag-

mented system and seek to secure universal protection against catastrophic medical bills. We also will seek to reduce socioeconomic disparities in both health and health care access.

These are established priorities of the Sanford Institute. They are also critical concerns of the Global Health Institute, the School of Medicine's Department of Community and Family Medicine, the Center for Genome Ethics, Law, and Policy, and the Fuqua School's Health Sector Management program.

In partnership with these and other leading schools and programs, the school of public policy will serve as a major locus of health policy research on Duke's campus; a source of evidence-based guidance for improving access to quality health care for racial and ethnic minorities in North Carolina; and a national leader in such areas as understanding how an aging population will affect Medicare and Social Security. I hope you will join us in this effort.

Best regards,



Bruce Kuniholm

U.S. News & World Report Ranks Duke MPP in Top Ten

The 2008 *U.S. News and World Report* ranking of public policy graduate programs again places the Sanford Institute of Public Policy's graduate programs in the nation's top ten. This year Duke was in a four-way tie for tenth place, while seven schools tied in 2004, the last year for which the news magazine ranked public policy graduate programs.

In several subcategories, Duke's rankings rose or were unchanged: public policy analysis remained in fifth place; health policy and management was ranked sixth (ninth in 2004); and social policy was ranked eighth (eleventh in 2004). Duke's environmental policy program received a third-place ranking (second in 2004).

"In addition to having top-quality graduate programs, the Sanford Institute

draws on, and benefits from, its close relationship with schools and programs throughout the university," said Institute Director Bruce Kuniholm. "The rankings clearly reflect the strength of the combined resources of the Sanford Institute, the Nicholas School of the Environment, Duke Medical Center and the Medical School, the Global Health Institute, the Center for Child and Family Policy and others."

The rankings are drawn from results of surveys mailed last fall to deans, directors and department chairs representing 269 master's degree programs nationwide. Respondents rank program excellence on a 1 to 5 scale. The response rate was 40 percent. The highest average score, a 4.5, went to Syracuse University's Maxwell School.



ION GARDNER

Chelsea Clinton made a campaign appearance April 22 at the Institute on behalf of her mother, U.S. presidential candidate Hillary Clinton. She spent more than an hour discussing the war in Iraq, college affordability, health insurance and America's role in the world. The event was sponsored by Duke Democrats.

Interest in Leadership Inspires Couple's Service on Sanford BOV

By Jackie Ogburn

Sanford Institute Board of Visitors members **Rick and Kathy Lieb ('69)** met as undergraduates at Duke University in 1968, a time when political change and possibility filled the air. Kathy majored in French, while Rick studied history. The launch of the public policy major was still a few years in the future.



"If it had been available then, we would have been interested in a public policy major," said Kathy. But it is their lifelong interest in leadership and education that really inspire their support of the Sanford Institute.

As a Marine platoon leader in Vietnam, Rick gained leadership skills that he applied throughout his career. "I had to learn how to trust my men and how to listen," he said. "The people at the lowest level can tell you what your problem is and how to solve it—always."

After he returned from Vietnam, Rick and Kathy married in 1972. Rick earned a master's in finance from the Wharton School of Business and began his long tenure at SEI Investments. Kathy worked as an editor for the American Society of Testing and Materials for 10 years and became active in local schools as their three children were growing up. She volunteered with after-school programs for disadvantaged children and became an English as a Second Language tutor.

At SEI, Rick hired many Duke graduates for the company's management training pro-

gram, which encouraged a hands-on, collaborative style of leadership. "No one had offices, and you were expected to walk, talk and listen to your people," Rick said.

The Liebs became more actively involved with Duke when their daughter Suzanna enrolled and they joined the Regional Campaign Council of the 1998 Campaign for Duke. When the Liebs were considering how to direct their first major gift, development

officer **Ann Gleason** suggested they meet with Hart Leadership Director **Alma Blount**. Afterward, they agreed Hart was a perfect match. In 2004, they joined the Sanford board and endowed a professorship for the Hart Program director.

They were drawn to Hart because of its teaching of "reflective leadership" and strong emphasis on service. Through classes and projects in diverse communities around the world, students learn how to analyze and then how to take action on complex

social problems. Kathy was impressed with the strength of the student/faculty relationships fostered by the program.

"I've felt from the beginning that Rick and Kathy were kindred spirits," said Blount. "They completely understand the core of our leadership pedagogy, which is about making sense of the mess—helping students learn to reflect critically on their experiences so they can make the wisest possible decisions about where to go next in the problem-solving process. They've both been enormously supportive of our work from day one."

Kathy's favorite part of being a board member is meeting with students, which inspired their \$1 million gift in 2006 to Sanford's new school fundraising initiative. They designated their gift for undergraduate and graduate scholarships in public policy and it was matched by the university's Financial Aid Initiative.

"Neither of us could have attended Duke without financial aid," said Kathy. They are excited about the possibilities when Sanford becomes a school, both for attracting a diversity of students and for expanding the faculty.

Endowment Update

Led by a \$4.5 million challenge grant from the Geneva, Switzerland-based Oak Foundation, the effort to transform the Sanford Institute of Public Policy into a new school of public policy has now raised \$29.25 million. New commitments since December 2007 total nearly \$10 million.

The institute seeks \$65 million in new endowment—\$40 million for new faculty positions and \$25 million for scholarships, fellowships, internships and other forms of student aid.

The Oak Foundation gift, which the Institute must match, is intended to establish four joint professorships within the public policy school and the Nicholas School of the Environment; to create environmental and energy policy fellowships for PhD candidates; and to support projects that encourage students, faculty, and North Carolina businesses and nonprofit organizations to explore innovative approaches to environmental and energy problems.

The gift will also endow the executive directorship of the recently established Center for Strategic Philanthropy and Civil Society.

Edward Skloot is the center's first director.

Other gifts received since December 2007:

- \$1 million from the Araskog family to the Araskog Scholarship Fund. A matching FAI gift will add an additional \$1 million to the fund, 25 percent of which will provide support for undergraduate PPS majors. **William Araskog** (PPS '82, MBA '83) is managing member and investment manager, WRA Investments LLC, and a member of the Institute Board of Visitors (BOV).
- \$1 million from **Douglas G. Scrivner** and **Mary B. Scrivner** to establish the **William H. and Jane G. Scrivner** Family Scholarship Fund. Douglas Scrivner (T '73) is the general counsel and secretary of Accenture and a BOV member. The gift will receive a \$1 million Duke Financial Aid Initiative (FAI) match.
- \$500,000 to establish the **Mark and Lynne Florian** Scholarship Fund for undergraduate PPS majors. Mark Florian (T '80) is COO in the municipal finance and infrastructure group at Goldman, Sachs & Co. and is a BOV member. The gift will receive a \$500,000 FAI match.
- \$25,000 from **Lee H. Roberts** and **Elizabeth Roberts** to the Public Policy Scholarship Fund. Lee Roberts is a partner in Cherokee Investment Partners and a BOV member. The gift brought the total of the fund to \$250,000, triggering a \$250,000 FAI match.

'Solutionist' Closes Chapter on 13 years at Duke



CHRIS HILDRETH

After 13 years on the faculty of the Institute's DeWitt Wallace Center for Media and Democracy, Knight Professor of the Practice **William Raspberry** has retired. He taught his last two courses this spring—"The Press and the Public Interest" and "Separation and Inclusion: The Quest for Political Power"—and made his final commute between his home in Washington, D.C., and the Washington Duke Inn.

For nearly 40 years, Raspberry was a celebrated *Washington Post* columnist, providing a mirror in which America's social and political struggles were reflected. His honors include the Pulitzer Prize for Distinguished Commentary and the National Association of Black Journalists' Lifetime Achievement Award, both awarded in 1994. Journalism, he once said, was "a career better than anything I could have dreamed up on my own."

When he received the Fourth Estate Award from the National Press Club in 2004, NPC President Sheila Cherry said his writing, "especially helped to bridge national racial divisions."

Raspberry grew up in Okolona, Miss., a small town where there were "two of everything; one for whites and one for blacks," he says. His parents taught at Okolona College, a junior college for blacks run by the Episcopal Church from 1902 to 1964. He credits his upbringing for instilling in him "pretty decent values" and a deep commitment to education. Politically, he calls himself "a solutionist." He spoke with *Public Policy Focus* editor **Karen Kemp**.

Before you retired from *The Washington Post*, you said in a National Public Radio

interview that you "very much dislike the idea of leaving a job horizontally" and you were leaving while you "still had some life left." Are you leaving Duke for the same reasons? Well, it's time. I'm completing the 13th year of a five-year agreement! I will miss Duke and Durham. There are people I will miss enormously, just as there are people at the *Post* that I miss enormously. But you make new connections wherever you go. It's important to try not to get too set, or get your life frozen.

What will you devote your time and energy to now? "Baby Steps" is the main conduit for my emotion and energy now. It has the potential to be very important. We want to find ways to help children enter school not already behind, but ready for learning and for life. The Kellogg Foundation is interested in Baby Steps, and in Mississippi, and we want to see if pieces of what we are doing can be transferred into other communities. [Raspberry launched *Baby Steps*, an early childhood and parent education program for low-income families, in his hometown in 2003. Raspberry hopes to recreate the "community of learners" support network that he experienced as a child. After providing start-up funds for several years, Raspberry now receives program funding from the Kellogg Foundation.]

How are you going about it? Involving parents. Success in learning is very much about relationships. I entered college as a math major because my favorite high school teacher was Mr. Gardner, and I worked hard to please him. I had no sense that one day simultaneous equations would come in handy. Those of us who did well in school did well not because of some long-term goal, but to please the adults who cared about us, the ones who cared to make the phone call home or keep us after class. Relationships are really important; I don't know how we keep missing it.

What's the biggest challenge faced by *Baby Steps*? In my generation parents were uneducated because they had no opportunity, and they longed for that opportunity. Most uneducated parents believed if their children could get learning, it would save them... Now, a significant portion of low-income parents have given up on any belief in the power of learning. These are parents for whom school didn't work. They have no sweet song to sing to their children about the glory of learning, and that's new under the sun.

What's the solution? The big mistake is in supposing the problems we see can be solved by schools alone. American public schools actually do a reasonably decent job educating kids who come to school ready to learn and a terrible job educating those who don't.

What happens at home matters, and we've been reluctant to look at that.

It's not just parental complacency, but a loss of parental belief. Somehow we need to communicate to children and their parents that middle-class success is available to kids of ordinary gifts who work hard.

In a column titled "Why Our Black Families Are Failing" you wrote: "For the first time since slavery, it is no longer possible to say with assurance that things are getting better." Why? We raised up a generation to believe the righteous demand was all they needed: Identify the need and then demand that somebody deliver it. It was one lesson we over-learned from the [Civil Rights] movement, and it does not work for what's left to do, which calls for internal commitment, exertion and cooperation. Books and bricks can be delivered, but school performance is not something that can be delivered on demand. Some people say that to focus on these things is to "blame the victim." I want to empower the victim. Racism still presents barriers to our progress as a people, but I assert that it is no longer the principal barrier.

[Raspberry compared racism in America to a torrent once so dangerous that people drowned in it, but which now, through sacrifice and hard work, is not as powerful as before.]

There is a diminishing utility to proving the obvious—"Look, white America, the stream is not dried up"—and great utility in showing to our own children the stream is finally crossable by all who would cross it. It's more than mindless, cheery optimism. It's a mental and, in some ways, a spiritual attitude. It's a focus on net return on investment. We need to teach them that this thing is manageable. Let's literally "get over it."

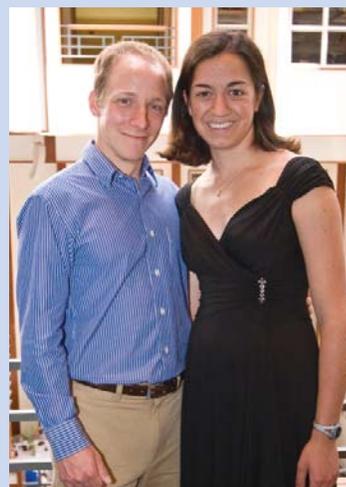
What's your assessment of the state of mass media? The media do actual harm in some instances ... with a focus on sexualization, objectification, trivialization of relationships and the pursuit of people who are famous for being well known but have not really done anything. We at least know what is on TV; we don't know what's on the Internet. Adults do need to teach children that the Internet is not a community and that people you meet there are not necessarily who they say they are.

I am not sure what we should take away from our children, but we need to make sure we give them good values. Sometimes we are so determined to give them what we didn't have that we neglect to give them what we did have.

Is a book by Bill Raspberry on the horizon? I might start on it this summer... It might be something vaguely autobiographical, but not a memoir. You don't know where it's going until you sit down and start writing.

2008 Graduates Honored

ALL PHOTOS BY YORK WILSON



Clockwise from top left: Program in International Development Policy student speaker **Mayer Ngomesia**; **Rachel McLaughlin** accepts the inaugural Sanford Ambassador Award; MPP graduate **Grace Stephens** gets hooded by Director of Graduate Studies **Fritz Mayer**; **Sarah A. Gilleskie**,

2008 Joel Fleishman Distinguished Scholar, is congratulated by Professor of PPS **Joel Fleishman**; MPP Outstanding Student Award winners **Edwin McLenaghan** and **Emily Cupito**; Faculty await graduates, from left, **Bruce Kuniholm**, **Ken Rogerson**, **Alma Blount** and **Sherman James**.

The 2008 graduation ceremonies for the Sanford Institute honored 152 undergraduates, 51 Master of Public Policy graduates, and 32 Program in International Development Policy graduates.

Sarah A. Gilleskie received the Joel Fleishman Distinguished Scholar Award for highest academic achievement.

Amanda A. Dorsey and **Brinton Johnston Wadsworth Markle** received the Terry Sanford Leadership Award. Dorsey co-founded "Student U," which pairs Durham middle-school students with tutors from area universities. The program grew out of her work in the Enterprising Leadership class taught by **Tony Brown**, and will continue this summer. Markle was a founder of *Rival* magazine, run by Duke and UNC-Chapel Hill students, raising the initial seed money and managing the advertising sales team. He was co-captain of the Duke water polo club team, helped found the women's team, and was co-founder of the Duke Microfinance Leadership Initiative.

David A. Fiocco received the first award

given for Best Honors Thesis for "Social Capital and Market Participation in Rural Sierra Leone."

Ten students completed undergraduate honors theses and graduated with distinction or highest distinction: **Thomas A. Burcher II**, **Samuel Broder-Fingert**, **Elizabeth B. Crawford**, **Daniel M. Frendl**, **David A. Fiocco**, **Sarah A. Gordon**, **Kate D. Guthrie**, **Justin M. Malestsky**, **Brinton Johnston Wadsworth Markle**, **Chiara E. McPhee**, **Rachel A. McLaughlin**, **Meghan D. O'Toole**, **Ankit Shrivastava** and **Sarah K. Wallace**.

Fiocco and **McLaughlin** have received Fulbright grants. **Fiocco** will work with the Ministry of Agriculture and Makerere University in Uganda to help rebuild markets for farmers displaced by war. His work will be modeled on his research in Sierra Leone. **McLaughlin** will teach English in Indonesia.

McLaughlin also received the first Sanford Ambassador award in recognition of her work with the PPS Majors Union and as a member of the Institute's Board of Visitors.

Three students won the William J. Griffith University Service award: **Fiocco**, **Gordon** and **Syed Mohammad Hasnain Zaidi**. **Gordon** also received the Betsy Alden Outstanding Service-learning Award.

Co-winners of the MPP Outstanding Student Award were **Emily Cupito** and **Edwin McLenaghan**. **ITT/Terry Sanford Professor of PPS Philip Cook** earned the 2008 Richard Stubbing Graduate Teaching/Mentoring Award. In a surprise honor, MPP students recognized MPP Program Director **Helene McAdams** with a staff award.

Fourteen graduating Duke public policy students were selected for Presidential Management Fellowships this year of the 23 who applied. They are:

Elizabeth Brown, **Emily Cupito**, **Brooks Daverman**, **Theresa Finn (PIDP)**, **Ben Gibson**, **Jeff Hilliard**, **Lindsay Kurnath (MPP/MEM)**, **Rob Lalka**, **Janette Lehoux**, **Ed McLenaghan**, **Mark Reichhardt**, **Grace Stephens**, **Christine Vaughn** and **Jason Watkins**.

CFP to Review National Dropout Prevention Initiative

By Jana Alexander

America's Promise Alliance has selected the Duke Center for Child and Family Policy (CFP) to evaluate the first phase of its new five-year, \$50 million nationwide effort to positively impact the lives of 15 million young people.

The first phase of the initiative focuses on improving high school graduation rates through a series of school dropout summits. The Alliance has planned 50 state-level and 50 community-level summits over the next two years. The summits will bring together education officials, business leaders, youth advocates, elected officials and community leaders to develop partnerships and strategies around the dropout crisis.

At a kickoff event in Washington, D.C., in April, U.S. Army Gen. Colin Powell (Ret.), founding chair of America's Promise, and Secretary of Education Margaret Spellings highlighted the urgency of addressing the crisis.

The first dropout summit took place in Detroit, Mich., on April 24. Detroit has among the lowest graduation rates in the nation and has long struggled with keeping youth in school. The summit attracted more than 300 individuals, including school board members, state and local school superintendents, the governor, labor and business leaders, longtime educators, youth advocates and scholars.

As evaluator, CFP will assess the scope and impact of the dropout summits on mobilizing the leadership in local communities, as well as the degree to which the summits affect policies and efforts at the national level.

"When 30 percent of our teenagers fail to graduate high school on time, we don't just have a problem, we have a national crisis," said Marguerite W. Kondracke, president and CEO of America's Promise Alliance. The Alliance is the largest multi-sector collaborative dedicated to the well-being of children and youth in the United States.

"The Alliance understands this and

that's why we're thrilled to be partnering with the Center for Child and Family Policy. The expertise of Kenneth Dodge and his team will be invaluable to us as we seek to develop those policies and improve the lives of 15 million of the nation's most at-risk young people over the next five years." Kondracke is a Duke Trustee and a former member of the Sanford Board of Visitors.

Dodge, the William McDougall Professor of Public Policy and director of the Center, serves on the Alliance's Research Council. He assembled an evaluation team led by research scientist Elizabeth Gifford that includes Joel Rosch, senior research scientist; David Rabiner, senior research scholar and director of CFP Program Evaluation Services; Jenni Owen, director of CFP policy initiatives; and Cas Cogswell, research project manager. The team also includes two senior consultants: Philip Costanzo, professor of psychology and neuroscience, and Rick Hoyle, research professor of psychology and neuroscience.

N.C. Legislators Slated for Briefing on Dropout Crisis

During the 2006-2007 school year, 23,550 students dropped out of high school in North Carolina, according to the annual report of the State Board of Education and the North Carolina Department of Public Instruction, issued in February. This was the highest number of dropouts since the 1999-2000 school year. Black and Hispanic students continue to account for a disproportionate share of that number, with the total for black students increasing for the second year in a row.

This discouraging trend was a factor in the bipartisan Advisory Committee of state legislators selecting school dropout prevention as the topic for this year's Family Impact Seminar by the Center for Child and Family Policy (CFP).

"The goal is to bring research to policymakers in a meaningful way," said Jenni Owen, the Center's Director of Policy Initiatives. The seminar includes a half day of presentations from nationally recognized experts and an extensive briefing report on the topic. The 2008 seminar will take place June 19 at the N.C. Legislative Auditorium in Raleigh.

All state legislators, executive branch officials, governor's office representatives and members of relevant state agencies are invited to participate. More than 200 copies of the briefing report will be sent to other stakeholders across the state after the meeting.

Family Impact Seminars began as nonpartisan presentations to members of Congress. Today, approximately 20 states hold the sessions for legislators on policies affecting families and children. Owen started the N.C. Family Impact Seminar after joining CFP.

Students Research Black Scholars

Pan-Africa activist Kwame Nkrumah, Harvard economist Glenn Loury and anthropologist and writer Zora Neale Hurston: These black intellectuals were among the subjects for Durham middle and high school students as part of the first Black Scholars Project led by Arts and Sciences Professor of PPS Sandy Darity. Durham students from three middle and four high schools submitted essays.

As part of the work of the Research Network on Racial and Ethnic Inequality, the project sought to expose students to the broad contributions of black scholars and to spark their interest in research. Darity plans to offer the program next year and as a summer camp at Duke, and to expand the focus to include black inventors.



On March 18, the students received certificates of recognition in a ceremony at Sanford. First row, from left: Provost Peter Lange, Alexandra Terrell, Isaac Memita, Keiarah Rogers, Brittany Terrell, Jessica Terrell, Sandy Darity. Second row: Keynote speaker Lewin Manly Jr., Nnueka Blue VandeCruze, Victoria Terrell, Sara Elaine Pittman, Chakelah Cooper, Jordan Terrell, Larry Thomas. Students whose names are underlined wrote winning essays. Tiffani Aponte is not pictured.

Center for Health Policy Moves to Duke Global Health Institute

A new chapter opened in the life of the Center for Health Policy this year as the research center began its transition to a new home within the Duke Global Health Institute. The change was initiated by the Provost's office, as part of Duke's increasing commitment to encouraging interdisciplinary collaborations. A task force identified existing centers, such as CHP, that could become university-wide centers. The Global Health Institute and CHP were a natural match.



Whetten

"The Center will now be an organization that goes across schools," said CHP Director **Kathryn Whetten**, associate professor of PPS. "Collaborations across disciplines will be easier."

For PPS students, the change will have little immediate impact. Faculty whose primary appointments are in the public policy

department will remain in their offices and continue to teach and oversee student research. Research staff members are moving into Trent Hall near the Medical Center, where the Global Health Institute is located, as space becomes available.

"PPS students can still earn the specialized certificates," noted

CHP Assistant Director **Frank Lombard**. The Health Policy Certificate will keep its focus on domestic and local policy, while Global Health Certificate students will benefit from a broader range of international partnerships.

Frank Sloan launched the Center for Health Policy in 1998 as the Center for Health Policy, Law and Management. Sloan, the McMahon Professor of Health Policy and Management and professor of economics, directed the center through 2004.

First Recipient Named for New Hart Fellowship in Global Health

Sam Swartz of Durham was named the recipient of the new Hart Fellowship in Global Health, a fellowship co-funded by the Hart Leadership Program and the Duke Global Health Institute. Upon completion of his 10-month field assignment, Swartz will also spend two months in residence at DGHI.

Swartz graduated in May with a major in political science, a certificate in global health and a minor in international comparative studies. During the summer and fall of 2006, Swartz worked and lived in Bangsak, Thailand, at the Rajapranugroh School 35, a residential school for children orphaned or victimized by the 2004 tsunami. Since May 2003, Swartz has worked as a part-time research assistant for McCorkle Policy Consulting, and currently volunteers for the Obama for America presidential campaign. His other volunteer work includes Duke's Socioeconomic Diversity Working Group and middle school tutoring.

Two additional 2008-09 recipients of a Hart Fellowship are **Grant Smith** of Knoxville, Tenn., and **Corey Sobel** of Potomac, Md.

Smith graduated in May with a major in psychology and a minor in biology. He received a Deans' Summer Research Fellow-

ship in the summers of 2006 and 2007 to continue his work designing a pediatric-to-adult care transition program for adolescents with sickle cell disease.

In summer 2007, Smith traveled to Belize to serve as a health educator at PeaceWork Health Education Camps. He has volunteered at numerous hospitals, including the Duke Children's Hospital, John Umstead State Psychiatric Hospital, and the University of Tennessee Trauma Center.

The third 08-09 Hart Fellow, Sobel, graduated magna cum laude in May 2007 with a self-designed major in Writing Conflict: Reporting International and Ethnic Violence. He received a full football scholarship at Duke. He currently works at the National Endowment for Democracy, where he serves as a research assistant to journalists and activists from the developing world.

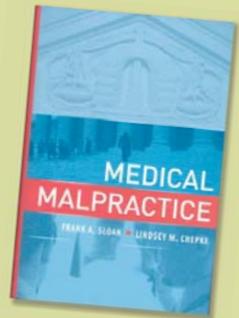
Sobel served as coordinator and co-leader of the Duke Human Rights Coalition and as president of Global Grasp, a community service and human rights organization. In summer 2006, he received \$3,000 in Duke grants to write educational materials about HIV/AIDS for communities in Kenya.

All three Hart Fellows are members of Phi Beta Kappa.

Medical Malpractice

By **Frank Sloan**, J. Alexander McMahon Professor of Health Policy and Management and Professor of Economics, and **Lindsey Chepke**, Research Associate at the Center for Health Policy

(The MIT Press, February 2008, 464 pp)



In *Medical Malpractice*, economist Frank Sloan and lawyer Lindsey Chepke argue that the complexity of medical malpractice stems largely from the interaction of the four discrete markets that determine outcomes—legal, medical malpractice insurance, medical care and government activity. After describing what the evidence shows about the functioning of medical malpractice, types of defensive medicine and the effects of past reforms, they examine such topics as scheduling damages as an alternative to flat caps, jury behavior, health courts, incentives to prevent medical errors, insurance regulation, reinsurance, no-fault insurance and suggestions for future reforms.

Health Briefs

Working with the Southeast Asian Tobacco Control Alliance and the American Cancer Society, the Program on Global Health and Technology Access co-organized a conference in Bangkok, Thailand, on tobacco taxation and illicit trade issues from April 1-4. Representatives from seven countries met to plan research projects that might address these issues. Professor of the Practice of PPS **Anthony So** and PGHTA Program Coordinator **Joseph Lee** gave presentations.

"Making Technology Transfer Work for Global Health" was the topic of a Dec. 17-18, 2007, conference at Duke sponsored by the Program on Global Health and Technology Access (PGHTA). **Bob Cook-Deegan**, research professor of PPS, **Arti Rai**, professor of law, **Anthony So**, PGHTA director, and **Corrina Moucheraud Vickery**, PGHTA program coordinator, presented on intellectual property rights and technology transfer.

Issues



Rethinking the Way We Hold Schools Accountable

Test-Based Strategy of No Child Left Behind Ignores Critical Factors in Student Success

By HELEN F. LADD

Test-based accountability for schools has been a centerpiece of state-level education policy for more than a decade, and of national policy in the form of the No Child Left Behind Act since 2002.

This approach uses measures of outcomes—primarily student achievement as determined by test scores—to hold schools accountable for student performance. It differs from political accountability directed toward public officials and from market-based accountability in which schools answer directly to parents.

An important virtue of test-based accountability is that it appeals to three quite different views of what is wrong with American schools. Proponents of standards-based reform hail it as one component of a broader strategy to overcome the fragmented and incoherent nature of the K-12 education system. Others see it as a way to pressure inefficient teachers and school administrators into becoming more productive. Still others embrace it as a tool to address the huge disparities in educational outcomes across groups defined by race or by income.

Enough time has now passed, and enough research been done, to draw some conclusions about this reform strategy and to suggest a more balanced approach. Test-based accountability has not generated the significant gains in student achievement that proponents intended.

We know that test-based accountability systems can be powerful tools for changing the behavior of educators. Studies have consistently shown, for example, that educators



“Here is my vision of a more balanced system. States would still use test scores to hold schools accountable for realistically obtainable gains in student performance... supplemented by a new system of school inspections ...”

focus additional attention on the tested subjects, notably basic reading and math, and reduce attention on others. Depending on one’s values, this result may be considered positive or negative.

We also know that such systems can have a positive impact on student achievement. In our recent comprehensive review of such systems, many of which are state-specific and predate the No Child Left Behind law, David N. Figlio and I found that positive effects on achievement emerge far more clearly and frequently for math than for reading. Overall, though, the achievement effects are quite small.

Further, the achievement effects by racial group are mixed. In a 2002 paper, Stanford University researchers Martin Carnoy and Susanna Loeb found larger

effects of accountability on passing rates at the basic level on the National Assessment of Educational Progress for black and Hispanic students than for white students. But other studies with different outcome measures find different patterns.

The bottom line is clear: Test-based accountability has not generated the significant gains in student achievement that proponents intended. Nor is the country on track to meet either the high proficiency standards required under the No Child Left Behind law or the equity goals suggested by its name.

As a reform strategy, test-based accountability falls short in at least three ways. First, it pays too little attention to the social factors that affect student achievement. More than half a century of research, both here and abroad, has documented a powerful

association between social and economic disadvantage on the one hand and low student achievement on the other. We are kidding ourselves if we think the education system can significantly reduce achievement gaps all by itself. Any serious effort to do so will require greater investments in early-childhood programs and in the health of children as they progress through school.

Second, the approach pays too little attention to the broader system within which individual schools operate. Where is the accountability for state, county or district officials who fail to provide the resources and support services needed to make the schools function better? What about accountability for state and district policymakers who do little to counter the strong pressures that lead to income or racial imbalances of students or teachers across schools?

Third, test-based accountability tends to be punitive and pays too little attention to promoting effective process and practice within schools. Although testing students on a regular basis is an essential component of a well-functioning education system, tests are not very effective at evaluating, and hence promoting, 21st-century skills such as problem-solving, teamwork and collaboration within diverse environments.

Given what a decade of research tells us about test-based accountability, it seems reasonable to think about policy changes that would capture the benefits of school accountability while minimizing its drawbacks. Here is my vision of a more balanced system.

States would still use test scores to hold schools accountable for realistically obtainable gains in student performance in core subjects at both the elementary and high school levels. That type of accountability would be supplemented by a new system of school inspections designed to improve practice and to encourage schools to pursue many of the other outcomes demanded of a good education system.

Each state would establish a statewide review board that would function independently of the state’s department of education. The review board would send small teams of professionals to make periodic visits to each school—perhaps one visit every two or



three years—with each visit preceded by an internal self-study. The review panel would then write a report on each school that, along with the school’s response, would be made public. Though the report would include a summary of the school’s success, or lack thereof, in raising student achievement in the core subjects, it would evaluate the school on a far broader set of outcomes than student test scores alone.

The ultimate concern would still be student outcomes, but schools, in concert with district policymakers, could help define which outcomes were most important given the students they serve. Moreover, the review panel would look closely at the policies and systems that schools put in place to promote those outcomes. The panel itself would not be in the business of providing assistance or support to the school, since doing so would interfere with its ability to be objective.

Ironically, the result could well be more testing of students, not less, but with the

tests being used more for internal diagnostic purposes within the classroom than for school-level accountability. The intent here is to encourage schools to develop their internal capacities to make data-driven decisions, while not forcing them into a straitjacket of common outcomes and practices.

This approach would, in addition, identify the challenges the schools face in meeting their goals. District and state policymakers would be expected to make use of these reports in allocating resources, providing technical assistance, or otherwise making sure schools have access to the capacity they need.

Because the review board would ultimately be looking at all schools, over time it would uncover a number of different strategies schools are using in pursuit of their goals. The review panel might then write periodic overview reports describing the types of strategies used by different schools. It could also draw on nationwide scientific research to document the potential for the various strategies to be successful.

To be sure, such an inspection system could be costly, and questions might arise about where the personnel would come from and how to keep the system from becoming too bureaucratic. The approach appeals to me, however, because I view it as a far more positive and constructive form of school accountability than the current system.

The relevant policy question is whether the benefits are worth the costs. My own view is that there is a good chance they are. It is time for policymakers and researchers to engage in serious investigation of this alternative model of accountability.

Ladd is the Edgar Thompson Professor of Public Policy Studies at the Institute. This commentary was first published in Education Week and was adapted from her invited Spencer Foundation Lecture presented at the Association for Public Policy Analysis and Management Fall Research Conference on Nov. 8, 2007. The full lecture is available at www.appam.org/awards/pdf/2007Spencer-Ladd.pdf

Why Vocabulary Matters In Talk about Terrorism

By DAVID H. SCHANZER

The National Counterterrorism Center recently suggested that government officials stop linking extreme terrorist groups to Islam and avoid using offensive terminology like “Islamofascists.” They should also steer clear of terms like “jihad,” “mujahideen” and “caliphate” when discussing terrorism because all have positive connotations in the Muslim world.

The reason the government is making these suggestions, and Bush and others are wise to avoid this terminology, is not out of a sense of political correctness but because calling terrorists “Islamic” is exactly what Osama bin Laden wants us to do.

The new vocabulary guide recognizes that al-Qaida and other radical groups intentionally co-opt the power of religion to promote their political aims of toppling secular Middle Eastern governments and establishing a global totalitarian state. From the times of his earliest writings, bin Laden has put himself forward as a religious authority (which he is not) who is preaching the true

word of Islam to the masses. He intentionally cloaks his ideology in the scriptures and literature of Islam—“Cavalry of Islam, be mounted!” he proclaimed in his famous 1996 “Declaration of War” against America.

Indeed, it is no accident that the names of more than half of the 31 groups on the State Department’s list of terrorist organizations active in Muslim countries contain references to Islam, Muhammad or other specific Islamic imagery. Doing so gives them power, authenticity and appeal that their cause otherwise could not obtain.

If we hope to stunt the growth of extremist terrorism over the long term, our strategy must be to delegitimize bin Laden and his followers in the eyes of the world’s 1 billion-plus Muslims. And if we want Muslims at home and abroad to assist our counterterrorism efforts, we need to need demonstrate a greater understanding and respect for their religious sensibilities. Asserting time and again that these terrorist groups are “Islamic” is the wrong way to achieve this objective.

No, our counterterrorism strategy should be just the opposite—we want popular, pres-

tigious clerics throughout the Muslim world to confront bin Laden’s claims that killing civilians is consistent with Islamic tradition and law. The message we want Muslims to hear is that bin Laden and his followers are “un-Islamic.”

Fortunately, we are beginning to see the seeds of a Muslim backlash against al-Qaida. As *The Washington Post* reported recently, some established religious authorities in Egypt, Saudi Arabia and elsewhere are publicly challenging al-Qaida’s ideology and tactics.

So what should we call the terrorists? If we need a phrase at all, then “violent extremist terrorists” would do. Rather than elevating their power and prestige by calling them “Islamic,” it makes a great deal of sense to characterize our enemies as simply what they are—vicious thugs who use religion as a political tool.

Schanzer is director of the Triangle Center on Terrorism and Homeland Security. This commentary appeared in longer form in the May 6, 2008 (Raleigh) News & Observer.

Reservoirs *(continued from page 1)*

to the fore. As a former Marine, Beelaert knew how to talk to the Army Corps of Engineers, which oversees many of the state's reservoirs, about data the team needed. It turned out that the best way for the corps to provide the information was for the team to file a Freedom of Information Act request. Shames drew on her skills as a paralegal to draft the request, with help from attorney **Tom Taylor**, professor of the practice of PPS.

Block, a joint MPP and biochemical PhD student, led discussions with the scientists and database managers from the N.C. Department of the Environment and Natural Resources (DENR).

"There was a lot of cross-learning on this project," he said. "We had the right people to have the right discussions with all the stakeholders."

Palley has an undergraduate degree in

environmental studies and personal experience with severe water shortage. During his service in the Peace Corps in Paraguay, local wells ran dry and he spent the summer using just five gallons of water a day carried up from the river. He also grew up in Colorado, where water supply has always been a serious issue.

"The drought highlights the long-term problems with the water supply," said Palley. "North Carolina needs to keep better track of the reservoir capacity data."

The final report included six policy options to address the issue that would increase the data available and enhance institutional knowledge at the state level. The primary recommendation was for DENR's Department of Water Resources to hold a conference of reservoir owners and state and local agencies to improve the volunteer reporting system and create an ongoing forum for stakeholders. Second was for the department to increase supervision of target-

ed high-risk reservoirs. Legislative proposals included amendments to the Sedimentation Pollution Control Act and increased funding for local programs on sediment control.

The client was very pleased with the end result. The center is conducting a major policy study of water issues in the state and worked with an MPP group last year on a related topic—interbasin water transfers.

"This group was phenomenal," said **Mebane Rash Whitman**, the center's editor. "It was like working with a professional consultant." The center plans to draft a white paper on the issue and an article for their publication *North Carolina Insight*. "I expect this work to have a significant impact on state water policy," she said.

A summary of the report, "Water Reservoir Sedimentation in North Carolina," is available online at pubpol.duke.edu/research. Select the "Student Research" tab for this and other MPP spring consulting projects.

Digital Media *(continued from page 1)*

Development Senior Research Scholar, the team began working this spring to transform an existing military simulation into a humanitarian assistance game.



Mirovitskaya

Team members include Rotary Fellows **Sanghee Jeong**, **Willan Mendoza** and **Katia Dantas**.

Under Mirovitskaya, the Rotary Fellows' efforts are focused on designing and implementing software that uses virtual reality to teach mid-career policymakers how to effectively address natural disaster crisis situations.

In selecting the Rotary Fellows for the project, Mirovitskaya looked for individuals whose career experiences in disaster assistance and digital media best suited the project's goals. Jeong, Mendoza and Dantas—who have worked in disaster management, software development and humanitarian assistance, respectively—fit the bill.

"This is not for the volunteer who's going to go into the field and donate 20 hours a week for relief. This is for the head of the NGO, the minister of foreign affairs, the mid-career professionals who will be making the tough decisions on whether a billion dollars goes here or goes there," Mendoza explained.

The simulation uses 1998's Hurricane Mitch as a reference point, comparing how

institutional responses in El Salvador and Honduras played out with differing degrees of success. Participants will be faced with the same challenges that government and relief organization leaders faced, and they'll interact in a virtual world resembling actual locations and organizational headquarters.

"The idea of the project is to replicate disaster and see how people respond," said Dantas. "There will be some scripts that we design that always happen in disasters and some interference that people have to react to. So it's basically a training tool, not only for conflict prevention but also preparedness."

In addition to issues of preventing violence, coordinating governmental response and acquiring international aid, the simulation also will address the problems of combining multinational interests with local expertise.

"Often, an international stakeholder, like a UN agency, comes with the idea that food should be distributed very equally," Jeong said. "But maybe the minister of foreign affairs of Honduras has a better idea of how the community really works ... and in reality it should focus on family units or community units. This kind of local knowledge should be integrated."

Slated for completion this summer and preliminary testing in PIDP and Duke/UNC Rotary Program classes in the fall, Mirovitskaya and the "Virtual Conflict Resolution" team hope to eventually share the product with other Rotary centers and international relief organizations.

"And if we are successful ... then I think it will be an incredible resource for these organizations," Mirovitskaya said.

Working Papers

"Location Affects Protection: Observable Characteristics Drive Park Impacts in Costa Rica" by **Alexander Pfaff**, et al. Examines the impact of parks on deforestation and what site characteristics could increase that impact.

"Payments for Environmental Services: Empirical Analysis for Costa Rica" by **Alexander Pfaff**, et al. Evaluating Costa Rica's "PSA" program of payments for environmental services, the authors find the program had little effect on 1997-2000 forest clearing.

"Reflections on Equity, Adequacy and Weighted Student Funding" by **Helen F. Ladd**. Examines a policy proposal called Weighted Student Funding (WFS), which contains some equity-enhancing elements.

"School Policies and the Black-White Test Score Gap" by **Helen F. Ladd**. Examines policies including greater integration, reducing differences in teacher quality, school accountability and parental choice.

"School Segregation Under Color-blind Jurisprudence: The Case of North Carolina" by **Charles T. Clotfelter**, **Helen F. Ladd** and **Jacob L. Vigdor**. Using detailed administrative data for the N.C. public K-12 schools, the authors measure increasing racial segregation.

"On Booze, Smokes and Applied Welfare Economics: A Review of Corrective Charges for Externalities" by **Robert F. Conrad**. Questions claims by some analysts that corrective pricing should be used to address externalities created by public financing of health care related to tobacco and alcohol use.

See www.pubpol.duke.edu/research/papers

Faculty News

Marc F. Bellemare, assistant professor of PPS, presented the paper “Inverse Productivity Relationship and Omitted Variables: Evidence from Madagascar” at the Centre for the Study of African Economies 2008 Conference in Oxford, England, March 16-18, which he also discussed at the University of Maryland on March 26. He gave a seminar on “Testing between Competing Theories of Reverse Share Tenancy” at George Washington University on March 28 in Washington, D.C.

Alma Blount, director of the Hart Leadership Program, gave a presentation titled “Strategic Measures: Utilizing Assessment as an Integral Part of Program Pedagogy, Institutional Outcomes, and Marketing” on Jan. 26 at the national conference of the Association of American Colleges and Universities in Washington, D.C.

YORK WILSON



Phil Cook, ITT/Terry Sanford Professor of PPS, accepts the 2008 Richard A. Stubbing Graduate Teaching and Mentoring Award from Professor Fritz Mayer during graduation ceremonies on May 10.

Charles Clotfelter, Z. Smith Reynolds Professor of PPS, gave a REGSS Colloquium at Duke on Feb. 21, on “School Segregation under Colorblind Jurisprudence: The Case of North Carolina.” He was a consultant to the American RadioWorks documentary “An Imperfect Revolution: Voices from the Desegregation Era” in Sept. 2007, produced by Kate Ellis. For the College Board, he is serving on the Task Force on Rethinking Student Aid, 2006–2008. He is the organizer and editor of the National Bureau of Economic Research project, “American Universities in a Global Market.” A pre-conference meeting on the topic was held on Sept. 28, 2007 and a full conference is planned for Oct. 2-4, 2008 in Woodstock, Vt. Clotfelter is soliciting 12 new papers for a book on the topic.

ITT/Terry Sanford Professor of PPS **Philip J. Cook** gave a talk on his book *Paying the Tab: the Costs and Benefits of Alcohol Control* at

the Institute of Policy Studies, Johns Hopkins University, on Feb. 14 in Baltimore. Columnist David Leonhardt wrote an article on the book in *The New York Times* on Dec. 26, 2007. Cook also spoke on the costs of gun violence at two meetings of the Mayors Against Illegal Guns, on Feb. 13 in Baltimore, and on March 3 in Jacksonville, Fla.

William Darity Jr., Arts & Sciences Professor of PPS, was an organizer of the Research Network on Racial and Ethnic Inequality conference on Colorism, Caste, Class and Race on March 28-31 at Duke and UNC-Chapel Hill. He received a National Science Foundation grant for a project on “Faculty Diversity in Economics” for \$80,091 over 24 months.

Fernando R. Fernholz, associate professor of the practice of PPS, has received a grant of \$72,000 over 12 months from the Gulf Organization for Industrial Consulting for a project titled “Qatar/Kuwait Project Appraisal and Risk Management.”

Elizabeth J. Gifford, research scientist, the Center for Child and Family Policy, has received a grant from UNC-Greensboro for a project on “Monitoring substance use indicators for North Carolina adolescents.” Funding will total \$24,945 over seven months.

Graham Glenday, professor of the practice of PPS with DCID, presented a paper at the Tax Symposium 2008 organized by the National Treasury of South Africa and funded by USAID on March 17-18 in Pretoria. Glenday’s paper was titled “South African Tax Performance: Some Perspectives and International Comparisons.”

Kristin Goss, assistant professor of PPS, along with **Seema Parkash** and **David Gastwirth** of Hart Leadership Program, and **Dan Frendl**, a senior PPS major, led a workshop on integrating Research Service Learning (RSL) into a core politics course at the American Political Science Association’s Teaching and Learning conference in San Jose, Calif., on Feb. 23.

Alex Harris, professor of the practice of PPS, gave a talk on his book, *The Idea of Cuba*, at the Duke Cuba Conference on April 10 in Durham.

Susan B. King Professor of PPS **Sherman James** gave talks on “Racial and Ethnic Disparities in Health and Health Care: Where should we go from here?” at St. Louis University on March 28 and at the University of Chicago on April 9. He has been appointed to the Scientific Advisory Committee of the 2008 World Congress of Epidemiology to be held Sept. 22-26 in Porto Alegre, Brazil. This committee is responsible for organizing the five-day meeting.

Professor of PPS **Bruce Jentleson** gave the keynote address to more than 400 high school students at the Model United Nations in Durham on Feb. 21, sponsored by the Duke International Relations Association. He gave a presentation on March 6 as part of the Aspen Institute Congressional Program on “America’s Global Role in the

Faculty Publications

Clotfelter, Charles, Helen F. Ladd and Jacob L. Vigdor. “Teacher Credentials and Student Achievement in High School: A Cross-Subject Analysis with Student Fixed Effects.” NBER Working Paper 13617, Nov. 2007.

Clotfelter, Charles, Helen F. Ladd and Jacob L. Vigdor. “Are Teacher Absences Worth Worrying about in the U.S.?” NBER Working Paper 13648, Nov. 2007.

Clotfelter, Charles, Helen F. Ladd and Jacob L. Vigdor. “Teacher Credentials and Student Achievement: Longitudinal Analysis with Student Fixed Effects.” *Economics of Education Review* 26.6 (December 2007): 673-782.

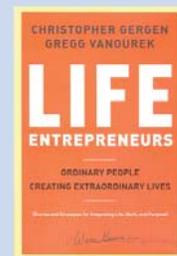
Clotfelter, Charles T., Elizabeth Glennie, Helen F. Ladd and Jacob L. Vigdor. “Teacher Bonuses and Teacher Retention in Low Performing Schools: Evidence from the North Carolina \$1,800 Teacher Bonus Program.” *Public Finance Review* 36.1 (January 2008): 63-87.

Cook, Philip J. “Paying the Tab: the Costs and Benefits of Alcohol Control.” *The Milken Institute Review* 10.1 (2008): 55-75 (Book excerpt).

Cook, Philip J. “Assessing Urban Crime and Its Control: an Overview.” NBER Working Paper 13781, Feb. 2008.

Cook, Philip J., R. MacCoun, Clara Muschkin and Jacob L. Vigdor. “The Negative Impacts of Starting Middle School in Sixth Grade.” *Journal of Policy Analysis and Management* 27.1 (Winter 2008): 104-121.

Golash-Boza, T. and **William Darity Jr.** “Latino Racial Choices: The Effects of Skin Color and Discrimination on Latinos’ and Latinas’ Racial Self-Identification.” *Ethnic and Racial Studies* 31.5 (July 2008): 899-934.



Christopher Gergen, and Gregg Vanourek. *Life Entrepreneurs: Ordinary People Creating Extraordinary Lives.* San Francisco: Jossey-Bass, March 2008.

Vigdor, Jacob L. “The Katrina Effect:

Was There a Bright Side to the Evacuation of Greater New Orleans?” *The B.E. Journal of Economic Analysis and Policy* 7.1 (Advances) (2007) Article 64. Available at: www.bepress.com/bejeap/vol7/iss1/art64

Next Administration,” to a bi-partisan group of congressional members in the U.S. Capitol building in Washington, D.C. On March 20, he was interviewed in New York City, along with former UN Secretary-General Kofi Annan and others, for a documentary on genocide prevention. On March 27-30, at annual conference of the International Studies Association in San Francisco, he presented the paper “America’s Global Role after Bush,” took part in panels on “Foreign Policy: Legacy of the Bush Years and Future Prospects” and on “Global Challenges Facing the United States.” At the Conference on Combating Terrorism April 10 at Duke, he gave a talk on “Shaping Our Foreign Policy for the Continuing War on Terrorism.” On April 18, he was on a panel on “Policy Planning in the New Millennium,” at the Conference on the Past, Present and Future of Policy Planning at Tufts University, Medford, Mass.

Judith Kelley, assistant professor of PPS, gave a talk Oct. 12, 2007 on “Who Keeps International Commitments and Why? The International Criminal Court and Bilateral Non-Surrender Agreements” at McGill University in Montreal, Canada. At the Carnegie Moscow Center for International Peace in Moscow on Feb. 7, she gave a presentation on “Creating Election Related Databases” at a seminar on Studying and Monitoring Elections in the Post-Soviet Space. She spoke on “How Do the Preferences and Constraints of International Organizations

and NGOs Matter? Election Monitoring and ‘D-’ Elections.” at the University of Minnesota, Minneapolis, on Feb. 11. On Feb. 28, she gave a presentation on international election monitoring at the PIPES Seminar, University of Chicago.

Cory Krupp, visiting associate professor of PPS and director of graduate studies, PIDP, is the co-editor with **William Ascher** of Claremont-McKenna College on a Pacific Basin Research Center book project titled “Physical Infrastructure Development to Balance Economic Growth and Poverty Alleviation.”

Bruce R. Kuniholm, director of the Sanford Institute and professor of PPS, was on a panel on “Smart Power” hosted by RTI International in the Research Triangle Park on March 28. “Smart Power” is a national initiative led by the Center for Strategic and International Studies to revitalize America’s image and influence through greater understanding of the factors that influence our international relations. U.S. Rep. **David Price**, professor of PPS, gave opening remarks.

Helen “Sunny” Ladd, Edgar T. Thompson Distinguished Professor of PPS, traveled to Singapore Jan. 11-21 with a delegation of North Carolina educators to look at the country’s educational system. On Feb. 21-22, she was part of an external review committee for the PhD program in public administration at the Maxwell School at Syracuse University, N.Y. Along with faculty

members **Charles Clotfelter** and **Jacob Vigdor**, she took part in a meeting of the Center for the Analysis of Longitudinal Data in Education Research (CALDER) at Stanford University, Calif., Feb. 28-29. On March 27, she presented a co-authored paper on “Teacher Credentials and High School Achievement in North Carolina” at the American Education Research Association annual meeting in New York City.

Ellen Mickiewicz, James R. Shepley professor of PPS and director, DeWitt Wallace Center for Media and Democracy, gave a presentation on her new book *Television, Power, and the Public in Russia*, at the European Forum Alpbach on March 14 in Vienna, Austria, sponsored by the Erste Bank Foundation. She presented the paper “Reflections on Methodology: Understanding Russia” at Centre for East European Language Based Area Studies at University of Birmingham, England, on April 27. She was on a panel on media and democracy at the KAS-Democracy Report seminar on April 28 in Bonn, Germany.

Natalia Mirovitskaya, senior research scholar of PPS, convened the research workshop “Reversing the Great Game (Again): Russia’s Economic Expansion and the Global Energy System” at the Sanford Institute on April 8, sponsored by Duke Center for International Development and the Carnegie Endowment for International Peace. She gave a presentation on “Development, Poverty Alleviation, and Energy Access: Difficult Nexus” at the Interdisciplinary Conference on Innovative Approaches to Sustainability on Feb. 23 at the Sanford Institute, organized by Duke’s Nicholas School of the Environment. She gave a lecture on “International Development and the Poverty-Insecurity Nexus” as part of the Pacific Basin Research Center Distinguished Speakers Series April 21 at Soka University in Aliso Viejo, Calif.

Jenni W. Owen, director of policy initiatives for the Center for Child and Family Policy, received a \$31,912 award from the Z. Smith Reynolds Foundation for a project on professional development. She also has received a \$10,000 grant from Georgetown University for a project on web site development for the consortium of university-based child family policy programs.

Ken Rogerson, lecturer in PPS and director of undergraduate studies, presented a paper titled “It’s 2008; Do You Know Where Your Information Is? National Information Security Policies in Comparative Perspective” and participated in a panel on “Cyberinfrastructure Policy Research in Global Perspective” at the International Studies Association annual meeting in San Francisco on March 26.

Joel Rosch, senior research scientist, gave a presentation at the 2007 Children’s Bureau Conference for Agencies and Courts on “Collaboration to Improve Outcomes” in Arlington, Va., on Dec. 13, 2007. A video clip, under Part II, is available on the bureau’s Web site at www.agenciesandcourts.com/video_page1.html.

Laura Roselle, visiting lecturer, was elected president of the international communication section

Television, Power and the Public in Russia

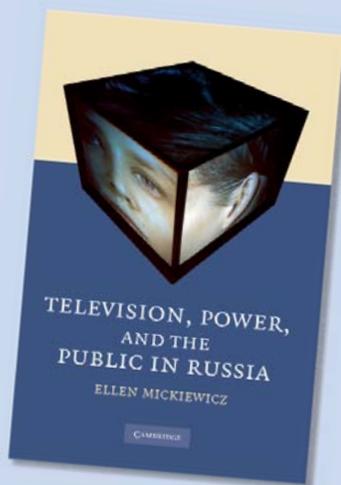
By **Ellen Mickiewicz**, James R. Shepley Professor of Public Policy Studies, Director of the DeWitt Wallace Center for Media and Democracy and Professor of Political Science (Cambridge University Press, March 2008, 248 pp)

In the early 21st century, the Russian government tightened its grip on the media, buying up television channels and shutting down dissenting stations. Television news narrowed its focus, reflecting only the party line.



Mickiewicz uses focus group research and new developments in cognitive theory to reveal what the Russian audience really thinks of its news, which is not at all what their leaders assume. Based on research that focuses on ordinary people, Mickiewicz argues that Russian viewers are not taken in by the officially controlled television programs.

“Mickiewicz, a highly respected authority on the political role of television in Russia, provides surprising and significant insights into the gap separating the current Russian leadership from the Russian people,” states reviewer **Zbigniew Brzezinski**, counselor and trustee for the Center for Strategic and International Studies.



Kudos

of International Studies Association for 2008-2009. She was on a panel on cyberinfrastructure policy at the International Studies Association annual meeting in San Francisco on March 26.

David Schanzer, visiting associate professor of the practice of PPS, gave a talk titled "Counterterrorism Policy in the Aftermath of 9/11" for the Great Decisions lecture series at UNC, Chapel Hill on Feb. 28.

G.P. Shukla, professor of the practice of PPS with DCID, presented a paper on "Natural Resource Taxation: Internal Best Practices and the Case of South Africa" at the Tax Symposium 2008, March 17-18 in Pretoria, organized by the National Treasury of South Africa and funded by USAID.

Anthony So, professor of the practice of PPS, has been appointed to the TropIKA Advisory Board that oversees development of a new knowledge platform on neglected diseases for the Special Programme for Research and Training in Tropical Diseases (TDR), a World Health Organization agency based in Geneva. He was the moderator and a speaker on the panel, "Antibiotic Resistance: When Drugs Don't Kill the Bugs," at the 2008 Princeton Colloquium on Public and International Affairs, April 11-12, at Princeton University, N.J.

Jacob L. Vigdor, associate professor of PPS, on Jan. 6 presented "Would Higher Salaries Keep Teachers in High Poverty Schools? Evidence from a Policy Intervention in North Carolina" (co-authored with **Charles Clotfelter**, **Elizabeth Glennie**, and **Helen Ladd**) at the American Economic Association annual meeting in New Orleans. On Jan. 23, he presented results of his research on the impact of moving sixth grade from middle school to elementary school to the Davie County, N.C., school board, which is contemplating such a move. He presented the paper "Scaling the Digital Divide: Home Computer Technology and Student Achievement" (co-authored with **Clotfelter** and **Ladd**) on Feb. 1 at the University of Florida in Gainesville. He presented a paper on "Teacher Salary Bonuses in North Carolina" at a conference on teacher performance incentives at Vanderbilt University in Nashville, Tenn., on Feb. 29.

Jonathan B. Wiener, William R. and Thomas L. Perkins Professor of Law, Environmental Policy and PPS, gave a presentation on "Climate Change and Change in China," at the UCLA Law Review Symposium on Changing Climates in Los Angeles on Jan. 25. On Feb. 2, he spoke at the William & Mary Law School Conference on the Future of Carbon Emissions, in Williamsburg, Va., on "Global Cooperation on Global Climate," and on the same topic at the University of Toronto Faculty of Law on March 6. He gave a presentation on "Policy Insights for Global Climate Modeling," at the Energy Modeling Forum (EMF) in Dublin, Ireland, on Feb. 22. At a symposium on March 28 at the NYU Law School in New York, he gave a talk on "Radiative Forcing: Climate Policy and the Future of Environmental Law."

Philip J. Cook, ITT/Terry Sanford Professor of PPS, will be the 2008-09 Schelling Visiting Professor at the Maryland School of Public Policy at the University of Maryland at College Park while he is on sabbatical.



Kenneth A. Dodge, William McDougall Professor of PPS and director of the Center for Child and Family Policy, received a five-year Senior Scientist Award from the National Institute of Drug Abuse.

This award provides salary support for Dodge to continue prevention research and policy development in several areas, including substance abuse, behaviors of high risk for HIV/AIDS, and child abuse, in two related populations: multi-problem adolescents and young high-risk mothers. The specific aims of his research are to understand how chronic problem behaviors develop in these two populations; to translate findings from basic science into tests of ongoing prevention programs for these two populations; and learn how to translate effective prevention models into community-wide change.

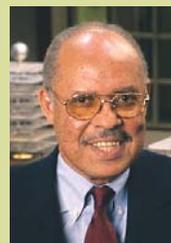
Anthony Elson, visiting lecturer with the Duke Center for International Development, was appointed the 2008-09 AGIP Professor of International Economics at the Bologna Center, operated by Johns Hopkins University's School of Advanced International Studies. Elson taught mini-seminars on financial crises and comparative economic development this academic year.

Joel Fleishman, professor of PPS and law, received a 2008 Outstanding Nonprofit Lawyer Award from the nonprofit corporations committee of the American Bar Association, Business Law Section, in recognition of his distinguished academic achievement in the nonprofit sector.



ment, service to Washington University and service to society.

Sherman James, Susan B. King Professor of Public Policy Studies, received a Distinguished Alumnus of Arts and Sciences award from Washington University in St. Louis on May 16. The award recognizes professional achievement,



James A. Joseph, Professor of the Practice of Public Policy and director, U.S.-Southern Africa Center for Leadership and Public Values, was inducted into the Louisiana Political Museum Hall of Fame in February. Joseph,

a native of Opelousas, La., has enjoyed a long, distinguished career in business, government, education and philanthropy. Inductees are chosen each year by a state panel of political historians and writers. Located in Winnfield, La., the museum honors each inductee with a display of artifacts illuminating his or her career, which traditionally includes a caricature drawn by political cartoonist Pap Dean.

Anthony So, director of the Program in Global Health and Technology Access, has been promoted to Professor of the Practice of PPS. His previous appointment was as senior research fellow.



James W. Vaupel, Research Professor at the Institute and director of the Max Planck Institute for Demographic Research in Rostock, Germany, has been elected to the American Academy of Arts and Sciences, the

honorary society and independent policy research center. New members will be inducted on Oct. 11 in Cambridge, Mass., at the academy's headquarters. The academy was founded in 1780 by John Adams, John Hancock and other leaders to provide a forum for scholars, government and business leaders to work for the benefit of the republic.

Vaupel was also named the 2008 recipient of the Mindel C. Sheps Award for his contributions to the methodological foundations of demography. The Sheps award, given biennially for outstanding contributions to mathematical demography, was presented to Vaupel on April 18 in New Orleans by the Population Association of America and UNC, Chapel Hill.

The award is named for Dr. Mindel C. Sheps (1913-1973), who became an expert in statistics as well as demographic and biological aspects of fertility through her studies on the impact of social factors on public health. The Population Association of America previously awarded Vaupel its Irene B. Taeuber Award for lifetime research achievement in 2001. Vaupel is now only the fourth demographer who has received both these awards.

MPP Notes

Jeffrey Clark ('06) began work as a consultant with IFC International in April.

Laura Duke ('06) is working in the veterans' affairs branch of the Office of Management and Budget. She was awarded an efficiency contest prize for implementing a paperless office.

Lisa Mares ('06) welcomed her new daughter, Laurisa Dawn Mares, on Jan. 4.

Gina Vea ('06) recently began a new position as a technical officer on public health, innovation and intellectual property with the World Health Organization in Geneva.

Drew Cummings ('05), along with his wife, Amy, and son, Webb, welcomed the arrival of Isa Lynn Cummings on April 14. Drew works as assistant to the town manager of Carrboro, N.C.

Danielle Sass ('05) is working on climate change policy development from within EPA, helping states identify best practices in climate and clean energy policy.

Sandra Johnson ('04) has a new job as a fiscal analyst on the economics and taxation team at the North Carolina General Assembly.

Gina King ('04) recently began a new position coordinating policy development for the Office of Workforce Investment at the U.S. Department of Labor's Employment and Training Administration.

Mark Moland ('04) has completed his assignment at the Coast Guard Academy and will be reassigned this summer to Memphis, Tenn. as the chief of emergency response for the lower Mississippi River and several rivers in surrounding states.

Jennifer Schiess ('04) and husband Robert Schiess announce the birth of their twin sons on March 5: Theodore (Theo) Vincent Schiess, and Finn O'Neal Schiess.

Gustavo Flores-Macias ('03) will defend his dissertation in May and was awarded a two year post-doc at the Polson Institute for Global Development at Cornell University starting this fall. He is currently a visiting associate at Harvard University's David Rockefeller Center for Latin American Studies, and is writing a book on the rise of the left in Latin America. He co-



DUKE PHOTOGRAPHY

Sanford Class Gift—Special Thanks to our Newest Alumni

The Class of 2008 set a high bar for future classes and provided support for the most pressing needs of the Sanford Institute by achieving 46 percent participation in giving to the newly established Sanford Annual Fund. Leading the inaugural effort, both with organizational efforts and gifts, were, from left, **Emily Loney, Grace Stephens, Kerci Marcello Stroud, Melissa Lavigne and Ed McLenaghan.** (Committee member **Hassan Hussein Hassain Mohamed** is not pictured). Fellow MPPs and PIDPs who contributed:

**Sarah Barclay
Marie Bonarski
Brooks Daverman
Cheng Feng
Suzanne Friesen
Sasha Gersten
Benjamin Gibson
Gohar Gyulumyan
Natasha Harrison
Jeffrey Hilliard**

**Daniel Kight
Sean Knierim
Kimberley Lake
Robert Lalka
Janette LeHoux
Jerome Maiatico
Jeffrey Matu
Tetsuya Morita
Stella Ndubuisi
Christopher Nida**

**Joseph Pika
Sowmya Rajan
Mark Reichhardt
Elizabeth Scott
Parul Sharma
Amanda Sheldon
Rachana Shrestha
Sholpan Spanova
Shana Starobin
Erin Sullivan**

**Sapna Thakkar
Alexandra Tollette
Katherine Trenholme
Christine Vaughan
Jason Watkins
Matthew Wolfe
Casey Wyant
Joanna Zywno**

* As of May 12, 2008

wrote an op-ed on the Colombia-Venezuela crisis published March 6 in the *International Herald Tribune*.

Jennifer Nevin ('03) and **Chuck Anderson ('03)** welcomed a son, Xavier Marcus Anderson, on March 5.

Kevin Bourgault ('02) is doing strategic development and planning for several Indian tribes in the Northwest. He assists with land acquisition and economic development. He also teaches in the political science department at Central Washington University.

Kurt Wise ('02) recently left his position in Boston with The Massachusetts Taxpayers Foundation and is now working as a fiscal policy analyst with the Maine Center for Economic Policy in Augusta.

Randy Chambers ('97) and his wife, Heather Chambers, adopted a son, Coby, from Guatemala this spring. Coby was born April 25, 2007, and arrived in Durham on Feb. 7, 2008, joining the Chambers' daughters Maya, 5, and Alexa, 4.

Timothy D. Johnson ('97) left his position as assistant vice president for capital markets analysis and trading at the Federal Reserve Bank in New York to accept a position as a portfolio manager at BlackRock in April. He had worked at the Fed for 10 years.

Marc Sumerlin ('96) recently co-authored a book, *What a President Should Know... But Most Learn Too Late*, with Lawrence B. Lindsey.

Marc Lapidus ('87) has formed a consulting firm, Red Horse Strategies,

with partners Nathan Smith and Doug Forand. Marc has almost two decades of experience in N.Y. city and state politics, serving as manager for Bill Mulrow's state comptroller campaign in 2002, deputy campaign manager for Hillary Clinton's Senate race in 2000 and deputy campaign manager for Peter Vallone in 1998.

Chuck Zeugner ('87) has been appointed to the board of directors of the State of Texas Health Reinsurance System.

Debby Stone ('84) was honored as a Phenomenal Woman of North Fulton by the American Business Women's Association. Debby is president of InterVision Group, a professional coaching and facilitation company in Alpharetta, Ga.

Undergraduate Alumni Notes

Marisa Adelson ('07) is working at RAND Corp. in Washington, D.C., as a health policy research assistant.

Yoav Lurie ('07) moved to Washington, D.C., to work as managing director, development, for Teach for America.

Ashley Carlson ('05) is attending Harvard University for a master's degree in public health, which she expects to receive in June 2009. She recently was awarded the Rappaport Public Policy Fellowship through Harvard's Kennedy School as well as the Albert J. Schweitzer Fellowship in Public Service.

Christopher Scoville ('05) started a new job in February as communications and development associate for the Economy League of Greater Philadelphia. He works with Executive Director **Steven Wray ('86)**.

Logan Allin ('03) recently joined PricewaterhouseCoopers LLP in New York City as a director in advisory services, focused on advising financial services firms.

Rebecca Koenig Berrebi ('03) will graduate in May from the Benjamin N. Cardozo School of Law in New York City, and will begin working as a corporate law associate at the New York office of Kirkland & Ellis LLP in the fall.

Melanie Oberman ('03), **John Solomon ('03)** and **Brian Gagnon ('03)** started a young professional organization called Young Consultants of DC (www.ycdc.org). YCDC's goals are to support member education, provide for growth of personal and professional relationships and to make a positive impact on the local community.

Elizabeth Lincicome ('02), formerly Elizabeth Fulk, was married in August 2007. She and her husband, Scott, live in Washington, D.C.'s Adams Morgan neighborhood. Elizabeth is a senior media associate at the Heritage Foundation and is pursuing a master's degree in political communications at Johns Hopkins University. Her husband is an attorney in international trade at White and Case LLP.

Jessica Rosen ('01) will graduate from the University of Virginia School of Medicine in May and will start her residency in emergency

medicine at Vanderbilt University Medical Center in July.

Taylor West ('01) is serving as communications director for Rep. Mark Udall's campaign for U.S. Senate in Colorado.

Jared Green ('99) serves as vice president of business development at Heritage Auction Galleries in Dallas, where he advises clients on the market for their collections and identifies and pursues new partnerships and acquisition opportunities for the company. After years in the consulting world as a business strategy analyst for Ernst & Young and an MBA from Emory's Goizueta Business School, Jared joined Heritage Auctions to pursue his long-time passion for contemporary art.

Matt Ferraguto ('98) started a new job in Boston in December 2007 as director of communications for the national center of Reach Out and Read, a nationwide nonprofit that trains doctors and nurses to advise parents about the importance of reading aloud. The nonprofit also provides new books for distribution to young children during regular pediatric check-ups. Matt had worked for six years as U.S. Rep. Stephen F. Lynch's (D-MA) press secretary and previously was Sen. Edward M. Kennedy's (D-MA) deputy press secretary.

Randy Kenna ('98) lives in Washington, D.C., and is married. After two years in marketing and four years as a lawyer, he now develops apartment buildings for Archstone Smith.

Angela Tsai ('98) is court-side reporter and multimedia host for the Sacramento Kings basketball team. She formerly anchored the news for NBA TV, and hosted "NBA Timeout," a lifestyle show for the NBA. Angela married actor Michael Hollick in September 2007.

Bo Lamb ('95) is an associate at the Boston law firm Hanify & King, and focuses on business and intellectual property litigation.

Colby Walton ('94) is senior vice president of Cooksey Communications, an Irving, Texas-based public relations and marketing communications firm specializing in public policy issues such as long-term regional water planning, transportation and natural gas exploration.

Tyler Mulligan ('93) was appointed an assistant professor of public law



SUBMITTED PHOTO

Stephen Elmore ('97), center, a budget analyst with the U.S. House of Representatives Committee on the Budget met with **Bono**, right, activist and lead singer with the band U2, in January to discuss increasing U.S. aid to other countries for HIV/AIDS, TB, malaria and poverty relief. Also present was Elmore's House colleague **Spencer Johnson**.

and government at the School of Government at UNC-Chapel Hill. He will focus his research and advisory work in the areas of community development, economic development and affordable housing.

John (Jack) Conway ('91) was elected Kentucky's 49th attorney general and began his term in office in January. Jack is the second-youngest AG ever elected in Kentucky and one of the youngest serving in the United States.

Karen Hanson ('91) started a new job as executive director of the Freedom Prize Foundation, whose mission to reward innovations that reduce U.S. dependence on oil.

Bob Blumenfeld ('89) is in a hotly contested race for the California State Assembly and welcomes participation from PPS alumni.

Marc Supcoff ('88) has opened construction and real estate law offices in New York City. He has a blog on current housing and construction law issues, supcoffconstructionlaw.wordpress.com, and welcomes your comments.

Steven R. Goodman ('85) recently published his first book, *College Admissions Together: It Takes a Family*, through Capital Books.

Ralph ("Scout") Walton ('85) is general manager of Saddlehorn, a new Montana mountain and lake community.

Linda Port ('83) continues to practice law in Mintz Levin's Boston office, principally doing tax-exempt financings for nonprofit hospitals and colleges. She also serves as a member of the Town of Hingham's advisory committee.

Pam Hendrickson ('82), former global head of capital advisory businesses at J.P. Morgan's private bank,

left that job in February to become the first chief operating officer for Riverside Co., a private-equity firm.

Tom Gibson ('80) is chairman and CEO of The Coulter Companies. Coulter Nonprofit Management, a unit of The Coulter Companies, has been recognized by the *American Business Ethics Awards* as one of the top three businesses in the United States with 250 employees or less.

David Garman ('79) retired in January 2007 after 27 years of federal government service. He was most recently the under secretary of energy. Prior to that, he was an assistant secretary of energy for efficiency and renewable energy. Upon his retirement, Garman started the consulting firm Decker Garman Sullivan LLC, which advises clients on energy, science, management and environmental sustainability issues.

Ross Harris ('78) started her own business, The Harris Partners, in February 2007. The company focuses on marketing consulting and communications, and is based in Greensboro, N.C., with clients across the country.

Haim Watzman ('78) recently started a blog at <http://southjerusalem.com> called "South Jerusalem: Gershom Gorenberg and Haim Watzman: A Progressive, Skeptical Blog on Israel, Judaism, Culture, Politics, and Literature."

Richard A. Schwartz ('75) was honored for his longtime service as president of the Development Foundation of the North Carolina Center for the Advancement of Teaching (NCCAT) with the presentation of a fully endowed honored educator scholarship in his name. Schwartz is the senior partner of Schwartz & Shaw, a Raleigh law firm specializing in education law.

Alumni Profile:

Michael J. Sorrell, President, Paul Quinn College

By Jackie Ogburn

For **Michael J. Sorrell (MPP '90, JD '94)**, his first year leading the historically black college in Dallas might be described as “extreme makeover, college edition.”

When named interim president of Paul Quinn College last spring, Sorrell became the third person to hold the position in less than a year. The college was struggling with operating deficits, run-down buildings and declining enrollment. Within his first few months on the job, he also faced a campuswide blackout during graduation week and the school being placed on probation by its academic accrediting agency.

The college was “riddled with mediocrity,” Sorrell said. Over the summer, he announced sweeping changes. For students, he established mandatory class attendance, a business casual dress code and higher academic standards. He reduced the number of majors offered, extended library hours and eliminated summer school. In football-loving Texas, he cut the college’s football program and directed the funds to a new scholarship program.

For faculty, he asked for more publications and more lectures open to the general public and campus community. Faculty should make themselves relevant to the profession and bring prestige to the institution, Sorrell maintained. “Too many of our faculty were not giving enough,” he said.

Such rapid change met with both resistance and national attention. Student enrollment dropped over the

summer from 700 to 600. Of the 150-member faculty, 20 left by November. The new dress code garnered stories by the Associated Press, National Public Radio, C-SPAN and “Inside Higher Ed.” While he welcomed the attention to the campus, Sorrell found it troubling that “talking about shirts, slacks and shoes qualifies as being an educational visionary.”

The Quinn board of trustees signaled their support of Sorrell’s makeover in October by naming him president on a permanent basis. The move was backed by the faculty senate, even though Sorrell does not have the typical academic background of most college presidents.

As a lawyer and businessman, Sorrell worked as an advisor to Fortune 500 companies. During the Clinton administration, he worked on the President’s Initiative on Race. He is on the Texas/Oklahoma Finance Committee for Barack Obama’s presidential campaign. Just prior to coming to Quinn, he was founder and chief problem solver at Victor Credo, a sports and public affairs management and consulting firm.

Sorrell hasn’t slowed down the rate of change with his change of title. His goal is make Quinn into a great small liberal arts college, with an enrollment of more than 2,000 students.

This spring, the college began a new continuing education program. He started a “Tuesdays in February” speaker series, featuring ESPN magazine writer Chris Broussard and R&B singer Angie Stone. Plans are in the works for a major endowment fundraising campaign. Sorrell has a heavy schedule of community outreach and professional appearances. He gives talks on local radio station KDDA every Monday and Wednesday.

It’s still too early to tell if his makeover efforts will be effective. A major hurdle will be the Southern Association of Colleges and Schools review of Quinn’s probationary status in late spring. Sorrell is encouraged by the quality of this year’s applicant pool.

“During my first semester at Sanford, my professors did their best to overwhelm me,” said Sorrell. “That experience helped me stay calm here.”



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