

Shaping the public debate

LBJ School faculty offer in-depth public affairs commentary

WHEN MEMBERS OF THE NEWS MEDIA look for policy experts to probe the major issues of the day—national security in the post-9/11 era, the future of Social Security, the causes and effects of a mushrooming national debt—they increasingly look to the LBJ School.

Current faculty members include the former director of the National Security Agency, the former commissioner of Social Security, the former U.S. secretary of labor, and one of the nation's foremost economists, to name a few. Their opinions matter, and policymakers as well as reporters and political commentators seek them out.

In the area of **national security**, Admiral Bobby R. Inman has long been regarded as one of the nation's most knowledgeable and articulate analysts. His background in the highest levels of the intelligence community offers a perspective on the terrorism threat that became a prized public commodity in the aftermath of the 9/11 attacks and in the ensuing war in Iraq. Inman, who is interim dean of the LBJ School (see story, page 2), continues to appear on news programs such as PBS's *News Hour with Jim Lehrer* and CNN's *Lou Dobbs Tonight* as well as in national magazines and newspapers like *Slate* and *The New York Times*.

As **Social Security reform** rose to the top of the domestic agenda this spring, Professor Kenneth S. Apfel became an influential voice in the heated debate surrounding proposals to privatize the system. Apfel, who served as U.S. Social Security commissioner under President Bill Clinton, has spoken out against the privatization plan, arguing that Social Security faces long-term challenges but is not in crisis. In recent months, he has testified before members of the U.S. Congress, written two op-eds, appeared on news programs such as *CNN Money* and PBS's *News Hour with Jim Lehrer*, and organized a national conference on Social Security (see story, page 5).

On the subject of **U.S. economic policy**, Professor James K. Galbraith is the LBJ School's most prolific commentator.



"Privatization (of Social Security) is not in the best interests of young and old alike—likely leading to drastic cuts in promised benefits for younger workers, as well as an erosion in Social Security's financing, which could also put the benefits of current retirees at risk over time."

Professor Kenneth S. Apfel
Testimony before the U.S. Senate,
January 28, 2005

"Reducing the budget deficit will not save the dollar, contrary to what many Democrats may think. A bank, hit by a panic, cannot save itself by cutting its advertising budget, raising its fees or firing its staff. And once a rush gets going, jacking up interest rates won't stop it either."

Professor James K. Galbraith
Op-ed, *Newsday*, December 3, 2004



"This is a very perilous time. And we don't need the leadership looking back over its shoulder on what criticism is going to come tomorrow . . . Are they pursuing every shred of potential evidence about the next terrorist attack—either inside our country or elsewhere, against us or our allies—or are we focusing on the military support ongoing in Iraq and Afghanistan?"

Admiral Bobby R. Inman
PBS's *News Hour with Jim Lehrer*

His views on the federal deficit, wage inequality, Greenspan's Federal Reserve and the costs of war are well known among economists and political analysts, as he writes and speaks frequently on see *Shaping the public debate*, page 11



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Doug Marshall

LBJ School students Maddie Sloan (left) and Brandi Smith helped organize the ninth annual Barbara Jordan National Forum on Public Policy, a three-day event that focused on political participation. This year's forum was a hands-on, how-to training session on voting, organizing coalitions and running for political office. Shown with Sloan and Smith is Texas House Representative Mark Strama.

September conference will focus on important issues in Latino health

A conference focusing on the health of aging Latinos in the Americas will be held in the Bass Lecture Hall on September 21-22.

The event is called "The Second Conference on Aging in the Americas: Key Issues in Hispanic Health and Health Care Policy Research" and is being organized by LBJ School Professor Jacqueline L. Angel and Keith Whitfield, chair of the Gerontological Society of America Minority Aging Task Force at The Pennsylvania State University.

According to Angel, the conference will analyze the consequences of population processes, including international migration, behavioral aspects of mental health, and the formulation of U.S. and Latin American old-age policies.

"The intellectual rapport among scholars in the field of Hispanic health, health care policy and aging research now exists at the national level to foster productive scholarship that will contribute to research, training and informed policy analysis of key health and related issues

affecting the aging Latino population, with a special emphasis on Mexican-origin families," Angel said.

The keynote speakers are Julio Frenk Mora, secretary of health, Ministry of Health, Mexico; and UT Professor of Sociology Ronald Angel.

Frenk will discuss the challenges in public health along the Texas-Mexico border. Angel's address is entitled "Realistic Solutions for the Health Insurance Crisis."

Other speakers and panelists include LBJ School Professor Victoria E. Rodríguez, UT Austin vice provost and dean of graduate studies; LBJ Library Director Betty Sue Flowers; and LBJ School Professors Peter M. Ward and David C. Warner. A number of LBJ School students will participate in the poster session, which will highlight research in international migration and health.

For more information, visit www.pop.psu.edu/cpha/saia.

Rapid urbanization challenges cities

Cities around the world are undergoing unprecedented growth and change. The World Bank reports that within the next 20 years, 2 billion more people will live in urban areas,



Kevin Hendryx

Professor Peter Ward (left) confers with LBJ School Ph.D. student Héctor Robles-Peiro during a conference that examined the ways governments in North and South America are coping with urban growth. Robles-Peiro is from Mexico.

and 98 percent of this increase will take place in the developing world. Such rapid urbanization combined with democratization and decentralization represent major challenges to municipal governments. But according to LBJ School Professor Robert H. Wilson, if they can manage growth strategically, urbanization can bring opportunities as well.

"With increased responsibilities for public policy from a public policy standpoint, municipal governments are faced with major social and environmental challenges related to migration, employment and housing," said Wilson. "On the other hand, innovation in metropolitan governance will allow cities to counter the negative effects and realize their potential as generators of national wealth."

A common problem faced by metropolitan areas throughout the Americas, he said, is that local government is highly fragmented. In the Austin metropolitan area alone, 183 local governments exist, including municipalities, special districts and independent school districts.

"State and federal governments have a
see **Metro governance**, page 10

Dean Edwin Dorn resigns in December

Edwin Dorn, who became dean of the LBJ School in July 1997, resigned from his position at the end of December. Before coming to the School, Dorn had served as under secretary of defense for personnel and readiness during President Clinton's first term.

During his tenure as dean, Dorn focused on four strategic priorities, including leadership development, national and international affairs, civil rights and nonprofit management. He oversaw the creation of eight new programs, all driven by those priorities: the Center for Ethical Leadership, the Hackler Chair in Leadership, the Barnes Fellowships in Leadership, the Center for Health and Social Policy, the Ada Anderson Fund for Civil Rights Studies, the RGK Center for Philanthropy and Community Service, a concentration in nonprofit management, and the cross-campus Global Challenges Initiative.

Dorn also achieved an unprecedented level of fundraising success. During his tenure, the school's annual budget nearly doubled, from \$6 million to almost \$12 million.

UT President Larry R. Faulkner said he would miss Dorn's service as dean and praised him for his personal presence, wisdom and confidence.



Former Dean Edwin Dorn

Dorn will remain a member of the university's faculty and is on research leave in 2005.

Admiral Inman named interim dean

Following the resignation of Dean Edwin Dorn, Admiral Bobby R. Inman was named LBJ School interim dean effective January 1. In the fall, Sheldon Ekland-Olson, the university's executive vice president and provost, convened a search committee to select a permanent replacement for Dorn (see story below).

Inman has held the Lyndon B. Johnson

Centennial Chair in National Policy at the LBJ School since August 2001. An expert on national security and international affairs, he has taught graduate seminars as an adjunct professor at the university since 1987.

Inman's record of accomplishment includes having been a public servant, entrepreneur, community leader and educator. A graduate of UT Austin and the National War College, he spent 31 years in the U.S. Navy and was the first naval intelligence officer to achieve four-star rank. Between 1974 and 1982, he served in tours as director of naval intelligence, vice-director of the Defense Intelligence Agency, director of the National Security Agency and deputy director of Central Intelligence.

After retirement from the U.S. Navy, he was chairman and chief executive officer of the Microelectronics and Computer Technology Corporation (MCC) in Austin, Texas, for four years and chairman, president and chief executive officer of Westmark Systems, Inc., a privately owned electronics industry holding company, for three years. Inman also was chairman of the Federal Reserve Bank of Dallas from 1987 through 1990.

His primary activity since 1990 has been investing in start-up technology companies as chairman and a managing partner of Gefinor Ventures. Inman is an elected member of the National Academy of Public Administration and serves on the board of numerous distinguished organizations.



Chris Carson

Interim Dean Bobby R. Inman

Dean search underway

The UT Office of the Executive Vice President and Provost established a consultative committee for the selection of the new dean in October. The committee hopes to complete its search by fall 2005.

The committee is chaired by LBJ School Professor Kenneth S. Apfel and is composed of the following members: Victoria E. Rodríguez, UT Austin vice provost and dean of graduate studies; Larry Temple, president, LBJ Foundation Board of Directors; Phil

Ritter (M.Paff. 1986), senior vice president, Texas Instruments, Inc.; LBJ School Professors James K. Galbraith, William Spelman, Robert H. Wilson and Peter M. Ward; LBJ School students Anjum Khurshid, Angela Simms and Kevin Williams; LBJ School Executive Assistant Cheryl McVay; UT Law School Professor Patricia Hansen; UT School of Architecture Associate Dean Louise Harpman; and UT Journalism Professor Maggie Rivas-Rodriguez.

Labor conference examines international economic affairs, wage equity

In an effort to integrate labor standards in the Americas, high-ranking policymakers, union officials and scholars from Argentina, Brazil, Colombia, Costa Rica, Germany, Panama, Spain and the United States convened at the LBJ Library on March 10-11. Among other issues, the group discussed international economic affairs, equity and ways to develop policies that are beneficial to the hemisphere as well as the rest of the world.

The conference was organized by LBJ School Tinker Visiting Professor Paulo Paiva, Brazil's former minister of labor, and LBJ School Professor Robert H. Wilson.

"Currently, there is a great asymmetry in labor relations as well as in migration—the flow of labor," said Paiva during the opening session of the event. "This conference provides us with an opportunity to narrow the asymmetry and to make the Free Trade Agreement a reality."

Panels were organized around such topics as collective and individual rights, lessons drawn from the European experience, labor policies and labor market dynamics, integration and labor standards, integration and international migration, and FTAA (Free Trade Area of the Americas) negotiations.

LBJ School Professor Victoria E. Rodríguez, UT Austin vice provost and dean of graduate studies, discussed the university's Latin American initiative and reminded participants that the border of Mexico and the United States can be used as a laboratory where challenges and opportunities can be measured.

Among the participants was LBJ School Professor Emeritus Ray Marshall, a former U.S. secretary of labor, who spoke at length to the participants about market integration, protection of workers and number of his hypotheses.

"You are dealing with one of the most important international economic issues—how do you integrate markets, how do you protect workers in the process," he said. "It (the outcome) will determine whether or not we can have broadly shared prosperity."

Other participants included Inter-American Development Bank Executive Director Hector Elias Morales and former U.S. Department of State Commercial Policy Chief Sidney Weintraub. Weintraub, the LBJ School's Dean Rusk (emeritus) professor, currently holds the William E. Simon Chair in Political Economy at Washington, D.C.'s Center for Strategic and International Studies.



Top photo (front row, left to right): LBJ Library Director Betty Sue Flowers, LBJ School Professor Robert Wilson, Tinker Visiting Professor Paulo Paiva and LBJ School Professor Emeritus Ray Marshall



Bottom photo: Amanda Vilatorro, ORIT (Inter-American Regional Organization of Workers), and LBJ School Professor Emeritus Sidney Weintraub

Photos by Doug Marshall

Bulletin Board

Master's curriculum revised; changes go into effect this fall

The LBJ School Graduate Studies Committee approved a series of changes to the master of public affairs curriculum this spring.

The new curriculum will establish specialization options for those wishing to focus in a particular policy area; change the required credit hours for the regular program from 54 to 48; make the policy research project mandatory in the first year but optional during the second year; make the professional report an optional elective except for students pursuing a specialization certificate; and offer several options for fulfilling the internship requirement.

The revisions will be implemented in fall 2005.

The curriculum reform process was headed by Professors Kenneth S. Flamm and Robert H. Wilson.

Texas legislators participate in biennial pre-session conference

U.S. Assistant Secretary of Commerce David A. Sampson and Texas House Speaker Tom Craddick were among the officials who participated in this year's Pre-Session Legislative Conference in late November and early December.



Texas House Speaker Tom Craddick (left) and former Michigan Governor John Engler, president and CEO of the National Association of Manufacturers, chat during a break at the Pre-Session Legislative Conference.

Held at various sites around the city, including the Texas State Capitol, the Thompson Conference Center, the UT Club, the LBJ Library and the UT Alumni Center, the event was directed at newly elected state legislators.

Sessions focused on such topics as the Texas budget process and outlook, the "sunsetting" of state agencies, health and human services, state and federal relations, economic development, higher education, public education and public school finance.

The event is organized biennially by the LBJ School's Office of Conferences and Training, the Office of the Lieutenant Governor and the Office of the Speaker of the House.

Graduate Adviser, OSAP launch professional development program

A new Professional Development Program for students and other members of the LBJ School community offers seminars, workshops and information sessions on topics related to career development, professional communications, academic advising and class registration

Organized by Graduate Adviser Ken Matwiczak and the Office of Student and Alumni Programs (OSAP), the sessions are scheduled on Friday mornings during the fall and spring semesters.

According to Matwiczak, recent topics have included job search and writing skills, leadership assessments and techniques for handling library research. The sessions are led by professional staff from the LBJ School Writing Center, OSAP, the Center for Ethical Leadership and the Wasserman Public Affairs Library.

The program also provides a twice-a-year forum for students to present findings from their professional reports (PRs).

"This allows first-year students to see what is involved in developing a PR as they choose the topic for their own work," said Matwiczak.

"At the same time, it provides the second-year students with a public forum for vetting of their work."

Woodward urges students to seek the truth

Getting the facts right and then placing them into context to understand what they mean was the topic of a brown bag lecture given at the LBJ School by renowned political investigative reporter Bob Woodward on January 27.

Woodward, a two-time Pulitzer Prize winner who is now an assistant managing editor at *The Washington Post*, was one of six distinguished speakers at a four-day student leadership conference hosted by the Center for Ethical Leadership (see story, page 5). During his visit, Woodward gave a brown bag lecture in Bass Lecture Hall for LBJ School students and was interviewed by the *LBJ Journal*.

"We went into the war (with Iraq) because of a conviction by intelligence agencies that they knew that Saddam Hussein had weapons of mass destruction," he said. "They found nothing. Why?"

Responding to his own question, Woodward

said that President Bush's top advisors as well as news media representatives such as himself did not ask enough questions. To prevent errors like these from happening, he encouraged his audience of LBJ School students to try to get a portrait of the "total universe" whenever possible and to examine their conclusions to determine what is "right."

During the talk, Woodward also shared stories related to the collapse of the Nixon presidency, the subsequent pardon of Richard Nixon by President Gerald Ford, and research he has conducted while working on some of his books.

In response to a student's question about the way the news media deals with the White House, he said that the Bush White House is very skillful and that their communications strategists know more about the business of the media than the media knows about the business of the White House.



LBJ Journal Editor Stephen Spruiell (right) interviews Bob Woodward after a special lecture for LBJ School students. The Q&A—which focuses on presidential politics, the war in Iraq and the relationship between government and the press—is posted on the LBJ Journal Online site. (To read the interview, go to <http://lbjjournal.org/> and search for Bob Woodward.)

WATER and PEACE

Advancing international diplomacy through environmental policy

Before coming to UT Austin, Palestinian Ibn Khaldoun (not his real name) had never met an Israeli who wasn't wearing a military uniform. Ongoing political tensions between the Palestinian Authority and the Israeli government have limited contact between Gaza residents and Israeli communities, located only miles away across the border. Despite the divisions, both Khaldoun and his Israeli neighbors rely on the Gaza aquifer for water, and it is clearly in the interest of both sides to protect this vital resource.

As part of an effort to improve the management of this and other resources in the region, Khaldoun was one of 13 Israeli and Palestinian water professionals who traveled to Texas to take part in a month-long citizen exchange hosted by the university and funded by the U.S. Department of State.

Because of its scarcity, water is a politically charged issue throughout the Middle East. Like many of the participants, Khaldoun was nervous and skeptical about working with water professionals from the other side. At the onset of the seminar, he kept his distance from the Israelis and avoided being photographed with them. But over the course of the month-long program, a transformation took place. Conversations between the groups became familiar and personal rather than purely scientific. Relationships grew; friendships emerged. Khaldoun began referring to the Israelis as his friends and brothers. What started as a seminar on wastewater management evolved into an exercise in diplomacy.

"Water is a tool for improving lives," said LBJ School Professor David J. Eaton, who oversaw the exchange. "Resolving disputes to improve cross-boundary water management provides an avenue for dialog and cooperation on a broader scale."

With more than 25 years of experience in environmental engineering, policymaking and conflict resolution, Eaton has supported efforts to mediate water policy between neighbors in the global community who are in conflict over water use. From Israel and Palestine to India, Nepal and Bangladesh to the United States and Mexico,

he has devised a number of strategies to bring stakeholders together, help them reconcile their interests and consider innovative ways to jointly manage shared water resources.

According to Eaton, bringing Israelis and Palestinians together to work constructively on cross-boundary water policy is a tremendous challenge, but nature compels them to do so. Israel supplies water to both the West Bank and Gaza from its sources, which is an important part of the Palestinian water balance. Both Palestinians and Israelis rely heavily on shared groundwater in the mountain and coastal aquifers, and both sides face water supply shortages.

"If they want to ensure sufficient supply and quality of water, it is in their interests to cooperate," said Eaton. "Both sides could very easily pollute the aquifers they share if they fail to work together."

The exchange between Israeli and Palestinian water professionals stemmed from a 2003-04 LBJ School policy research project (PRP) titled "Provision of Water and Wastewater for Poor Communities: Nonprofit Organizations and the Environment." According to Tom Johnston of the U.S. Department of State's Bureau of Educational and Cultural Affairs, which has funded this and past projects led by Eaton, initiatives like these enhance regional stability and community reconciliation.

"It is essential, even in the most difficult of circumstances, for people from communities in conflict to meet and to communicate," said Johnston, "particularly about issues of crucial importance to the survival of their communities."

Most of the program's participants agreed that the experience had changed their attitudes toward the other side and increased the likelihood that they would work on water issues in the future with their new colleagues from the other side.

see **Water and Peace**, page 11



Hydrogeologist Eilon Adar (left) of Israel and environmental engineer Marwan Haddad (center) of the Palestinian Authority were among the water professionals from that region who participated in a four-week seminar called the "21st Century Water Utilities Project." Pictured with Adar and Haddad is Stanford University Professor Ade Mabogunje.

2004-05 Policy Research Projects

Social Policy: Aging, Disability and Long-Term Care

Director: Jacqueline L. Angel

Funder/Client: Congressional Research Service

Governance and Ethics in the Nonprofit Sector

Director: William K. Black

Client: UT Institute for Fraud Prevention

Innovative Strategies to Raise Efficiencies of Transportation Corridors and Freight Hubs

Director: Leigh B. Boske

Funder/Client: Congressional Research Service

Broadband Policies and Regulation: A Comparative International Perspective Between the U.S., Europe and Asia

Director: Kenneth S. Flamm

Funder/Client: Congressional Research Service

Southwest Border Family and Community Asset Building

Director: Bárbara Robles

Funder/Client: Annie E. Casey Foundation and the Center for Credit Union Research

Labor Market and Postsecondary Patterns of Central Texas Students

Directors: Christopher King with Deanna Schexnayder (Ray Marshall Center for the Study of Human Resources) and Hannah Gourgey (Skillpoint Alliance/CATF)

Funder/Client: Greater Austin Chamber of Commerce and the Texas Education Agency

Economic Development Implications of Rural Military Base Closings

Director: Kenneth Matwiczak

Funder/Client: Congressional Research Service

Community Informatics

Directors: Gary Chapman and Lodis Rhodes

Funder/Client: Beaumont Foundation of America

The University of Texas Global Challenges Initiative

Director: Francis J. Gavin

Funder/Client: UT Global Challenges Initiative

Nonprofit Advocacy Organizations

Director: Richard L. Schott

Funder/Client: LBJ School RGK Center for Philanthropy and Community Service



LBJ School students Stephanie Fain and Moira Foreman, who participated in a policy research project (PRP) called "Innovative Strategies to Raise Efficiencies of Transportation Corridors and Freight Hubs," pose near the Port of Tacoma in Washington. The two visited the site to learn how the port improves efficiency in freight operations and to see how the port works with the public sector to obtain funding and to develop regional strategic planning. The PRP, led by LBJ School Professor Leigh Boske, included other teams who went to Chicago, Florida, New York City, Houston and Dallas to conduct similar interviews.

Social Security is symposium topic

The future of Social Security was the topic of the third annual "Big Choices in American Social Policy" symposium organized by the LBJ School Center for Health and Social Policy in conjunction with the Lyndon Baines Johnson Library.

The event, which took place on April 21, featured national speakers and a panel discussion on policy options for Social Security. Also on the program were roundtable discussions with students, Social Security beneficiaries and health professionals.

Topics included an overview of Social Security and future challenges, the international perspective on Social Security and the Bush administration's proposals for Social Security reform.

Among the speakers were LBJ Library Director Betty Sue Flowers; LBJ School Professor and former U.S. Social Security Commissioner Kenneth S. Apfel; and Dalmer Hoskins, secretary general, International Social Security Association.

Panelists included Stuart Butler, vice presi-

dent, Domestic and Economic Policy Studies, Heritage Foundation; Barbara Kennelly, director, National Committee to Preserve Social Security and Medicare; Maya MacGuineas, president, Committee for a Responsible Federal Budget, New America Foundation; Peter Orszag, senior fellow, The Brookings Institution; John Rother, AARP director of policy and strategy; and Thomas Saving, public trustee, Social Security Board of Trustees.

The five-year "Big Choices" series was launched in April 2003 with a symposium that focused on the future of health insurance for America's families. The proceedings of that event were released this spring. To get information and to obtain copies of the book go to www.utexas.edu/lbj/pubs/books/big_choices.html.

In April 2004 a second symposium called "The Future of Health Care for Older Americans" allowed panels composed of intergenerational groups to discuss various options for Medicare reform. The proceedings from that event will be published in 2005.

RGK Center undergoes transition this year

The RGK Center for Philanthropy and Community Service is in transition this year, as the LBJ School seeks a new director following the retirement of Curtis W. Meadows, Jr., in January.

Meadows, who had been the director of the RGK Center since it was established in 2000, also taught seminars on nonprofit operation and management during his tenure at the School. Before coming to the LBJ School, Meadows served for 18 years as president, CEO and director of the Meadows Foundation. Since his resignation from the Meadows Foundation, he has held the title of director emeritus.

While the search for a new director takes place, Sarah Jane Rehnborg is serving as acting director, and many of the programs that have been introduced at the Center over the years continue. Some of these activities are highlighted here.

On March 2, AARP Executive Director and CEO William D. Novelli spoke to students during a brown bag lunch. In his talk, Novelli discussed social marketing and the role of AARP in the Social Security debate.

Seven new graduate courses in nonprofit and philanthropic studies will be offered at UT Austin as a result of the Academic Innovation Awards (AIA) competition sponsored by the RGK Center. Administered by the Office of the

Vice President and Dean of Graduate Studies, the AIA program was established in 2002 to support a Portfolio Program in Philanthropic and Nonprofit Studies.

During the 2004-05 academic year, seven grants of \$20,000 each were awarded to UT Austin faculty members who developed new courses or modified existing ones to include themes in philanthropy, volunteerism and/or nonprofit management. This latest round of competition brings the total number of AIA-funded courses at the university to 27 and the total amount of funding to more than \$500,000. AIA funding is provided by grants from private foundations, including the Houston Endowment and the Sid Richardson Foundation.

Among the new AIA-funded courses are classes in the departments of communications studies, sociology, history, anthropology and advertising. At the LBJ School, Rehnborg received funding for a course entitled "A U.S. Perspective on the Civil Society: Philanthropy, Volunteerism and Nonprofit Management." LBJ School Professor Robert H. Wilson received funding for two classes, one called "Cities and Governance in Developing Countries" and the other titled "Public Policy of Brazil and the United States: A Comparative Perspective."

In October, the RGK Center launched a new publication on volunteerism. Called *The Investigator*, the quarterly publication will serve as a tool to attract prospective researchers to the field of volunteerism.

In another new initiative, the *LBJ Journal of Public Affairs* and the RGK Center sponsored a contest for papers focusing on philanthropy and community service issues. The winning paper was published in the spring 2005 issue of the *LBJ Journal*, and the winning author received a \$1,000 prize from the RGK Center.

The RGK Center and the UT Coalition for Careers in the Nonprofit Sector hosted a nonprofit and public sector career fair on March 30 in the Texas Union Ballroom. The daylong fair offered networking and career-related opportunities for UT and Central Texas students. Mitch Stoller, president and CEO of the Lance Armstrong Foundation, delivered the keynote address.



AARP CEO William D. Novelli and RGK Acting Director Sarah Jane Rehnborg



Center for Ethical Leadership Director Howard Prince (left) offers closing remarks after a talk by Pulitzer Prize-winning journalist Bob Woodward (right). Woodward was among the speakers who were invited to participate in the CEL's Student Leadership Conference in January.

CEL organizes leadership conference

Working under the premise that tomorrow's leaders are in college today, the LBJ School's Center for Ethical Leadership (CEL) organized its second Undergraduate Student Leadership Conference in January. The event drew 200 invited students from the United States and Mexico to the LBJ School for an intensive leadership training program.

Kicking off the conference was Pulitzer Prize-winning journalist Bob Woodward, assistant managing editor of *The Washington Post*. Woodward, who achieved international prominence for his reporting on the Watergate scandal that eventually led to President Richard Nixon's resignation from office in 1974, spoke to the students about presidential leadership.

"Seeing and hearing inspirational leaders talk about leadership is one way young people develop leadership skills," said CEL Director Howard T. Prince II.

According to Prince, the future of our society depends on leaders who are not only capable of providing strong leadership but who understand that leadership means service and who believe that their citizenship carries the obligation to lead when circumstances require.

"Through events such as the Student Leadership Conference, the CEL hopes to cultivate a new crop of young leaders by bringing together educators and students with experienced leaders from diverse backgrounds and engaging them in small-group workshops and social networking events," Prince said.

Besides Woodward, the program included five other speakers. They were David Callahan, author of *The Cheating Culture: Why More Americans Are Doing Wrong to Get Ahead*; Liz Murray, who shared her inspirational "homeless to Harvard" story; Luz Lajous, a former Mexican legislator who is the past president of the International Women's Forum; Victor Davis Hanson, a noted author, historian and commentator; and Lisa Williams, author of *Leading Beyond Excellence*.

The Center for Ethical Leadership was established in 1999 to promote ethical leadership in our society through education, research and service to the community. The Center offers undergraduate and graduate courses in leadership and sponsors a Leadership-in-Training Program that brings outstanding leaders to the LBJ School.

This year, the CEL has played a central role in UT Austin's efforts to develop state and national leaders. Most recently, Prince provided

critical advice to the Commission of 125, a group of distinguished citizens charged with recommending strategic initiatives to guide the university for the next 25 years.

When the Commission of 125 made its final report in September, it included a recommendation to expand leadership and ethics programs on campus. As part of this initiative, the CEL works with the UT Provost's Office and its Connexus program to teach "Fundamentals of Ethical Leadership," a large undergraduate class taught by CEL Assistant Director Geoff Tumlin (see related story below). Connexus employs a multidisciplinary educational perspective to enrich the undergraduate experience at UT Austin.

Geoff Tumlin is new CEL assistant director

Geoffrey Tumlin joined the Center for Ethical Leadership (CEL) as assistant director in August 2004. He has Ph.D. and M.A. degrees in communication studies from UT Austin and a B.S. degree from the United States Military Academy at West Point.

Before joining the CEL, Tumlin served as a leadership and communications consultant for numerous private and public organizations, including Shell Oil, Wyeth Pharmaceuticals, Riata Luxury Apartment Homes, Blue Star Management, Highland Park Independent School District and the Elgin (Illinois) Police Department.

At the CEL, Tumlin works closely with Director Howard T. Prince II on outreach development and research projects dedicated to furthering the CEL's mission. A key component of these plans is education, and the CEL's mission includes teaching undergraduate classes in ethical leadership and conducting leadership training in workshops and other activities in the community.

This past academic year, Tumlin taught a large undergraduate class on ethical leadership that is expected to grow and will be offered again next fall and spring.



LBJ School students raise funds to establish Great Society Fund

In April, students at the LBJ School established an endowment called the Great Society Fund (GSF) to support social entrepreneurship projects initiated by members of the LBJ community. The initial \$10,000 of the permanent endowment is being raised as a gift from the LBJ School's Class of 2005.

The goal is to raise \$250,000, which will be managed by the Austin Community Foundation, a nonprofit organization that manages more than 400 charitable funds established by individual donors, corporations and nonprofit agencies.

"It is a longstanding tradition at the LBJ School that the outgoing class offer a gift that will benefit the LBJ community," said Graduate Public Affairs President Kevin Williams.

Second-year student Joe Laufer, who is helping to establish the endowment, cited a project by Sharla Megilligan (M.P.Aff. 2004) as an example of the type of project that could receive funding from the GSF in the future. While working on her master of public affairs degree, Megilligan established a nonprofit organization dedicated to the educational development for Haitians in the Dominican Republic. (For a complete story, go to www.utexas.edu/lbj/news/fall2004/megilligan.html.)

To launch the initiative, a temporary advisory board was formed this spring. A permanent board—composed of representatives of the current student body, alumni, faculty and LBJ School administration—is expected to be in place by next September.

Meanwhile, the temporary advisory board,

which is composed of first- and second-year students, organized a fund drive in April that collected more than \$10,000 in one week. GSF temporary board members are Jay Crossley, Brian Freidman, Joe Laufer, Kristen Reynolds, Fernando Rodriguez, Kevin Williams, Emily Brown, Blake Dargert, Anna Levine Fink, Kely Garbee, Kristen McConnell, Steven Michael Ray and Michael Zezas.

If you wish to make an online donation, go to www.greatsocietyfund.org. Contributions may also be made by check or credit card via U.S. mail. Checks should be made payable to Austin Community Foundation and mailed to P.O. Box 5159, Austin, TX 78763. You may also call 512/472-4483 if you wish to charge your gift to a credit card.

When making a donation, be sure to indicate that your gift should be directed to the Great Society Fund.



Students kept a tally of contributions on a colorful column outside the Student Lounge.

The future of supercomputing examined

The federal government needs to take action if the United States is going to preserve its lead in supercomputing, says LBJ School Professor Kenneth S. Flamm. Speaking at a panel discussion on new trends in supercomputing, Flamm was one of four speakers at an event sponsored by the UT Global Challenges Initiative in cooperation with the LBJ School and the UT Department of Computer Sciences.

The event was prompted by a new study by the Computer Science and Telecommunications Board of the National Research Council. The report examines the future of supercomputers, which are used by the government for defense and national security purposes, and recommends that the government make long-term plans to secure U.S. leadership in the hardware, software and other technologies that are essential to national defense and scientific research.

According to the panel, increased government investment in supercomputing would have ramifications for UT Austin.

"Researchers at the University of Texas are heavily involved in novel approaches to high performance computing architectures and in new approaches to building the software that these machines so desperately need to make them more useful," said Flamm. "If current Congressional interest in this area is maintained, it should result in greater funding for some of the new research approaches being pursued at Texas and other top universities."

Other panelists included Donald Becker, founder and chief scientist of Scyld Software, Professor Stephen W. Keckler of UT Austin's

Department of Computer Sciences and Electrical and Computer Engineering, and Professor Marc Snir, who heads the Department of Computer Science at The University of Illinois at Urbana-Champaign. Professor Hans Mark of UT Austin's Department of Aerospace Engineering and Engineering Mechanics served as moderator.

The event, which was held on January 27, drew Central Texas high tech business leaders and government officials in addition to members of the university community.



LBJ School Professor Kenneth Flamm discussed new trends in supercomputing at a January event called "Of Crays and Clusters: The Future of U.S. Supercomputing."

Ben Barnes and Barbara Jordan endowments fund three \$25,000 fellowships

Two of the most prestigious fellowships at the LBJ School—the Ben Barnes Fellowships in Public Leadership and the Barbara Jordan Scholarship—were awarded to three first-year students at the LBJ School last fall. All three students will receive \$25,000 over a two-year period.

This year's Ben Barnes Fellows are Crystal Jones and Daliz Pérez-Cabezas. Angela Simms is the Barbara Jordan Scholar.

Jones' policy interests include culture, gen-

der and economic development issues. She is also interested in nonprofit organizations that respond to legislation and educate the public in the areas of the environment and economics.

Jones grew up in Pasadena, Texas, and graduated from UT Austin with a bachelor of arts in English and anthropology in 2003. After graduation, she went to work at the Texas Workforce Commission, where she was a report writer for the agency's monitoring department. Before that, she worked for Public Citizen, a national

nonprofit consumer advocacy organization. As a part-time intern with Public Citizen, she was involved in the Global Warming Project, focusing specifically on Houston; later, she became a full-time office manager.

Pérez-Cabezas, who established the Northeast Regional Office of Hispanics In Philanthropy (HIP) in 2003, is interested in issues related to social equity, civic participation and nonprofit management. HIP promotes partnerships between organized philanthropy and Latino communities and serves as a catalyst to increase resources for the Latino civil sector.

A native of Washington Heights in New York City, Pérez-Cabezas graduated from Oberlin College in 2000 with a bachelor of arts in history and Spanish. After graduation, she worked as a news assistant for Cable News Network (CNN) in New York for a year and then moved to San Francisco in 2001 to be a program associate for The James Irvine Foundation. In that capacity she assisted with grant management in the areas of arts; children, youth and families; civic culture; higher education; and sustainable communities. In 2003, she was selected as a New York City Coro Fellow in Public Affairs. The Coro Fellows Program is a nationwide, graduate-level program designed to develop leaders in public affairs through hands-on experience.

Simms was active in high school and college student government and hopes to eventually run for public office, either in Virginia or Maryland. She grew up in Northern Virginia and graduated from the College of William

and Mary with a major in government and a minor in black studies. At William and Mary, Simms was a Sharpe Fellow and a William and Mary Scholar. She also served as an aide to the president of the college and was involved in fundraising.

Simms has studied abroad in Spain and in South Africa and has held summer internships in Washington working for the American Highway Users Alliance and the Center for New Black Leadership. Earlier this year, she was selected to participate in Teach For America, an initiative that places individuals from all academic majors as teachers in low-income communities across the country. Simms deferred this opportunity so that she could attend the LBJ School.

Established in 2001 as a \$1.25 million endowment to recognize former Texas Lieutenant Governor Ben Barnes' career-long dedication to higher education, the Barnes Fellowships are awarded annually to students with a demonstrated interest in public leadership. This is the third year that the award has been presented.

The Barbara Jordan Scholars Program was established in 1988 by the Perot Foundation of Dallas in honor of LBJ School Professor Barbara Jordan. Jordan was the first black woman elected to the Texas Senate and the first black woman from the South elected to the U.S. House of Representatives. Since the program was established, 23 Barbara Jordan Scholars have been named, including Simms and Charles Brown, who is a second-year Jordan Scholar at the LBJ School.



Kevin Hendryx

Crystal Jones, Daliz Pérez-Cabezas, Angela Simms



to be global leaders



Students present papers at leadership conference in the Middle East

LBJ School students Susan George and Elizabeth Green traveled to the Middle East in March to attend a landmark conference that focused on the empowerment of women around the globe. The international event was the first of its kind held in the Persian Gulf region and drew about 1,000 students, educators and leadership professionals from over 40 countries.

Held in the United Arab Emirates (UAE) city of Dubai, the event was hosted by Zayed University and was called "Women as Global Leaders: Educating the Next Generation."

Among the distinguished women on the speakers list were Gro Harlem Brundtland, former prime minister of Norway and former director-general of the World Health Organization; Tipper Gore, former mental health policy advisor to President Bill Clinton; Kim Campbell, former prime minister of Canada; Rowaida al-Ma'aitah, member of the Jordanian Senate; and Nathalie Goulet, member of the French Senate.

"It was not simply an academic conference," said George. "It brought together students, academics, activists and leaders from various fields including public service to address questions of leadership."

Because the participants and presenters were mostly women and they represented many cultures from around the world, George said that the event provided a unique perspective on gender and leadership while opening "a window to understanding the social and political realities of the Middle East."

Green concurred, adding that Dubai is more western than other Arabian cities because its economy is based on commercialism and business.

"I believe that they (government officials) recognize that in order to compete at a global level, women need to be more involved because women in other parts of the world are very influential in the companies that are coming to Dubai," she said.

More than 200 students from the United States attended the conference and many of them presented individual research in panels that discussed such topics as women and Islamic society, leadership and political development, gender and peace, and gender stereotypes. Among the universities represented at the conference were UT Austin, Harvard University, Georgetown University, Tufts University, the University of California, George Mason University, Rutgers and the University of Virginia.

Green, who is originally from Nigeria, is a former LBJ School Barbara Jordan Scholar. This spring she is completing her last semester of a four-year dual degree program at the LBJ School and the UT Austin School of Law. At the conference she presented her research on international law and violence against women in Nigeria during a panel on women, activism and change.

George, a native of India, has a master's degree in history from Jawaharlal Nehru University in New Delhi. She took a sabbatical from her post as an officer of the



Susan George (left) and Elizabeth Green are shown on one of the bridges that run across the Madinat Jumeirah, where the conference was held.

Indian Revenue Service to attend the LBJ School and is the recipient of a Joint Japan/World Bank Graduate Scholarship. At the conference, George presented a paper titled "Gender, Leadership, and Politics: The South Asian Experience" during a panel on women, politics and culture.

In addition to presenting their papers, George and Green had an opportunity to experience Arabic and Islamic culture. During their stay in Dubai, they participated in a desert barbeque extravaganza, a gala dinner and various tours.

"International experience is critical in our present world," Green said. "Since we are all interdependent on one another, it is crucial that we understand or are at least exposed to other cultures."

Both Green and George agreed that there are many misconceptions and biased views about

Islam and that region of the world.

"I learned a lot about women in that area and how they truly feel about their roles," Green said. "Our western bias has caused problems in the past and only through communication can these ills be avoided in the future. It is important for American students to go out into the world and learn firsthand what other regions have to offer."

George described the conference as a tremendous learning experience because of the cultural diversity and the different approaches to the study and practice of leadership.

"Participating in the Women as Global Leaders Conference has certainly made me aware of the tremendous learning opportunities that conferences of this kind offer," George said.

According to Green, Zayed University plans to make this conference an annual event. Next year, the conference will be held in Abu Dhabi, UAE.



Doug Marshall

During an International Security Speakers Series lecture held in January, John Ikenberry (left), Albert G. Milbank Professor of Politics and International Affairs at Princeton University, spoke about unipolarity and the future of multilateralism. Shown with Ikenberry are LBJ School Professor Francis J. Gavin (right) and UT Government Professor Peter Trubowitz. Gavin and Trubowitz organized the speakers series.

Speakers series promotes fresh thinking about 21st Century international relations

Today, in the shadow cast by terrorism, the United States must find new ideas and stimulate fresh thinking about issues related to international relations. In response to this challenge, the LBJ School and the LBJ Library have established a campus-wide speakers series that is exploring the trends, processes and threats that will dominate 21st century international relations.

Launched last summer with a one-day colloquium cosponsored by the Donald D. Harrington Fellows Program, the International Security Speakers Series uses a multidisciplinary approach to expose the UT Austin community to fresh approaches in international security studies. During the 2004-05 academic year, the LBJ School and LBJ Library hosted about

a dozen presentations featuring historians, strategists, legal scholars and policymakers.

The series, directed by LBJ School Professor Francis J. Gavin and UT Austin Department of Government Professor Peter Trubowitz, is part of a broader program called the UT Global Challenges Initiative (UT-GCI). Under the auspices of the Institute for the 21st Century (a collaborative effort of the LBJ School, LBJ Library and Museum, and LBJ Foundation), UT-GCI sponsors a broad range of innovative research and education programming, drawing on the best talent that UT Austin and the larger Texas community have to offer the nation.

For a complete list of speakers go to www.utexas.edu/lbj/news/fall2004/gci.html.

Former U.S. Commerce Secretary Donald Evans to speak at graduation



Donald L. Evans, the 34th Secretary of the U.S. Department of Commerce, will give the commencement address at the LBJ School's graduation convocation on May 21.

While he was Commerce Secretary, Evans served as a core member of President George W. Bush's economic team, advising the president on many issues, including pro-growth and job-creating economic policies, international trade, business concerns and energy policy. During his term, which ended in February 2005, he headed a diverse Cabinet agency with some 40,000 workers and a \$5.8 billion budget focused on promoting American business, both at home and abroad.

A former businessman in the oil and gas industry, Evans was born in Houston, Texas, and attended UT Austin, where he obtained a B.S. degree in mechanical engineering

and an M.B.A. In 1995, Governor Bush appointed him to the Board of Regents of the University of Texas; he was elected chairman of the Board in February 1997 and served two consecutive terms.

This year's graduation convocation will be held at 11 a.m. in the LBJ Auditorium and will be followed by a reception in the breezeway between the LBJ School and the Center for American History. The university-wide commencement ceremony will begin at 8 p.m. on the south mall, adjacent to the UT Tower.

Two social events that will be held before graduation were organized by the 2004-05 Graduation Committee, which is led by LBJ School students John Jacobs and Elizabeth Cusumano. On Thursday, May 19, a reception will be held at 6:30 p.m. at the Lady Bird Johnson Wildflower Center, located at 4801 La Crosse Avenue (see www.wildflower.org/?nd=directions). In addition to graduates, family and faculty, local public officials as well as UT Austin and UT System administrators have been invited to this event. The traditional barbecue social will take place on May 20 at 6:30 p.m. on the Lady Bird Overlook, the hill south of the LBJ Library fountain.

Doug Marshall



The Public Affairs Alliance for Communities of Color and the Graduate Public Affairs Council's Student Recruitment Committee hosted an open house for persons interested in pursuing a public affairs degree. Shown standing (left to right) are LBJ School students Stephanie Fain, Angela Simms and Cesar Martinez-Espinosa. Seated with an unidentified guest are Professor William Black (left) and Associate Dean Leigh Boske (right).

GPAC works with administration to maintain tradition of excellence

Working through 15 committees, the Graduate Public Affairs Council (GPAC) has been on a threefold mission this year—to help improve the LBJ School's reputation and national ranking, to leave a legacy for future students and to organize activities with wide appeal.

Representing 324 master's and doctoral degree students enrolled at the LBJ School, GPAC established its goals in August 2004.

"During this time of change at the LBJ School, students are working with faculty, staff and administration to maintain and exceed the LBJ School tradition of excellence in public affairs education," said GPAC President Kevin Williams.

To accomplish this, GPAC has been involved in the School's curriculum review (see story, page 3), the National Association of Schools of Public Affairs and Administration accreditation study, and LBJ School student recruitment.

Other special initiatives include a student-led physical improvement plan to revamp the student lounge and third floor study areas and the establishment of a permanent ad hoc communications committee to promote student accomplishments,

contributions and events. The creation of a new student historian position will provide continuity, enhance information sharing from one class to another and help preserve the LBJ School's history for future generations.

GPAC has also maintained the long-established tradition of interacting with prominent policy figures through the Brown Bag Speaker Series. Among this year's guests were Pulitzer Prize-winning journalist Bob Woodward, Lieutenant General Ricardo S. Sanchez, AARP Executive Director and CEO William Novelli, and House District 25 candidate Becky Armendariz Klein.

In the fall, GPAC held a successful alumni picnic, bringing students, faculty, staff and alumni together for an afternoon of music and fellowship on the UT campus.



Kevin Williams



Megan Scarborough

PCOC founders Ellen Grantham (left) and Erin Eisenberg (right) pose with Austin Mayor Pro-Tem Jackie Goodman (second from left) and LBJ School Lecturer Sherri Greenberg at an event held at the Clay Pit restaurant to raise awareness among local policymakers about the value of arts and culture.

New student group focuses on the arts

A new LBJ School student organization called the Policy Coalition on Culture (PCOC) is serving as an advocate for the arts in public affairs.

Founded in fall 2004 by LBJ School students Erin Eisenberg and Ellen Grantham, the new group aims to cultivate cultural policy leaders by providing opportunities for students to be involved in advocacy and professional networking in arts and culture.

"People need to recognize that policies for arts and culture can directly affect the work in other policy areas, such as education, economic development, international diplomacy, social policy, health care, intellectual property and the media," said Eisenberg.

This spring, the group hosted a public fundraiser at the Clay Pit Restaurant that was cosponsored by the LBJ School RGK Center for Philanthropy and Community Service and KOOP Radio. The evening featured musical performances as well as art displays by local artists. Guest speakers included Mayor Pro-Tem Jackie Goodman; Ricardo Hernandez, executive director of the Texas Commission on the Arts; Vincent Kitch, cultural arts program manager of the City of Austin; LBJ Library and Museum Director Betty Sue Flowers; and Sharon Strover, chair of the UT Austin Radio-TV-Film Department.

PCOC will cohost a conference next fall with the LBJ Library and Museum. The event will celebrate the 40th anniversary of the National Endowment for the Arts and will focus on four areas—policy, performance, education and law. PCOC is working primarily on the policy aspect of the conference.

Doug Marshall



LBJ Journal editors Kevin Beck (center) and Stephen Spruiell (not pictured) led a group of hard-working students who raised the bar for future Journal staff members. Pictured with Beck are four of the nine associate editors on the team. They are (left to right) Kevin Priestner, Crystal Jones, Briana Huntsberger and John Seale. The others (not pictured) are Stephanie Fain, Cristina Ruggiero-Mendoza, Peter Siegesmund, Aaron Smith and Laura Sullivan.

This year's Journal expanded its presence by publishing 12 issues of the online Journal and two print Journals. The LBJ Journal Online (www.lbjjournal.com) featured a blog site and numerous essays on such issues as campaign finance reform, victims' rights, the presidential election, the war in Iraq, trade relations, copyright laws, tax reform, Social Security and Texas school finance. A new online Q&A column featured interviews with such personalities as former CIA official James Olson, former Secretary of Labor Robert Reich and Indian journalist Palagummi Sainath.

Both the Journal Online and electronic copies of the print Journal are available at www.lbjjournal.org.



Megan Scarborough

Among those at the Clay Pit reception were (left to right) Margot Clarke (M.P.Aff. 1996), Texas state director, League of Conservation Voters Education Fund; Ricardo Hernandez, executive director, Texas Commission on the Arts; and Tina Bui (M.P.Aff. 2001), president, LBJ School Alumni Association Austin Chapter.



Alumni and students work toward common goals

TWO SEPARATE, INDEPENDENT INITIATIVES coordinated by LBJ School alumni and students are part of a move to strengthen the bond between these members of the LBJ family, improve the School's program and add value to the master of public affairs degree.

The 14-member Alumni Relations Committee, which is headed by Andy Redman (M.P.Aff. 2004), was launched in November 2004 and has now become an official committee of the LBJ School Alumni Association's National Board of Directors. Meanwhile, the Alumni Exchanges program, which was started by LBJ School students Joe Laufer and Phillip Savio in spring 2004, continued this year.

"The specific goal of the Alumni Relations Committee is to write a strategic plan for alumni affairs at the School," said Redman. "If this is done right, then it could have a profound impact on the quality—and thus prestige—of the School."



This year's Alumni Exchanges program included LeRoy Potts (M.P.Aff. 1990), who is the deputy director in the U.S. State Department's Office of Country Reports and Asylum Affairs. Potts is the managing editor of the State Department's *Country Reports on Human Rights Practices*. The publication is the most comprehensive report issued by the agency and is presented to the U.S. Congress each February. For a complete story, visit www.utexas.edu/lbj/news/fall2004/rights.html.

Jorge Garcés named distinguished alumnus

Described as a tireless advocate of the LBJ School and credited with improving Texas-Mexico relations since he obtained his master of public affairs degree in 1977, Jorge C. Garcés was named the 2005 recipient of the LBJ School Alumni Association's Distinguished Public Service Award.



Jorge Garcés

Working as the deputy managing director of the North American Development Bank

Some of the ideas outlined by Redman include greater involvement between alumni and student groups, more interaction among alumni, and stronger working ties between alumni and the LBJ School's administration. Other suggestions include strengthening the area of alumni fundraising, improving communications to alumni, and creating social and professional networks in local communities where alumni live.

"We've got some smart alums out there, and the School should be tapping their skills and knowledge in shaping the future of the program," Redman said.

At the School, Laufer and Savio organized over 20 chats with alumni during the 2004 spring and fall semesters before turning the Alumni Exchanges program over to first-year students Moira Foreman and Margaret Valenti this spring. The conversations—conducted with alumni all over the world via telephone conference call—have allowed students to query alumni about their jobs and career tracks, current happenings in their parts of the world and related policy issues.

"The Alumni Exchanges program was launched as a way to increase the exposure of LBJ students to real-world experiences," Laufer said. "With over 2,400 graduates, LBJ alumni can be found around the world working in the private, public and nonprofit sectors."

According to Laufer, the program has provided a mechanism for students and alumni to help each other with issues related to research projects and career opportunities.

"I consider the LBJ alumni network to be a

(NADBank), Garcés has been involved in many projects over the years that have had a deep impact on the people living along the border area.

"Since April 2001, Jorge has been the deputy managing director of the North American Development Bank—an institution created by the North American Free Trade Agreement to fund environmental infrastructure in the U.S.-Mexico border region," said Stephen M. Niemeyer Acosta (M.P.Aff. 1992) and Jennifer Allis (M.P.Aff. 1998) in a letter nominating Garcés for the award. "The NADBank has taken bold new steps since Jorge assumed his duties, including the creation of an \$80 mil-

see **Garcés**, page 12

huge asset to both the School and our student body," Laufer said. "With that in mind, I have also been part of another student initiative to improve communications between the various members of the LBJ community through an informal web site called LBJ Livewire (www.lbjlivewire.com) that has succeeded in attracting over 1,000 users."

Over the years, there has always been a strong bond among LBJ School classmates and a strong connection between LBJ School students and alumni. Therefore, it is not surprising that members of both these groups want a meeting place where this bond can continue to grow.

"I was just telling one of my classmates how amazing our bond is, and how I think that our class will be in touch for years to come," said Redman. "The experience at LBJ is the perfect environment to create this bond. There is a plethora of functions to get super-close, but the reality is that most professional programs are going to have similar offerings. What makes our bond so strong is the people, and I think that's a tribute to the culture of the School."



During an Alumni Exchanges conversation with students, John Horrigan (M.P.Aff. 1988; Ph.D. 1996) talked about strategies to make the press and policymakers aware of research conducted by the Pew Internet & American Life Project in Washington, D.C. Horrigan—shown here at the Archer Center's UT in D.C. Program, where he serves as an adjunct professor of government—is director of research at the Pew internet project. To read a related story, go to www.utexas.edu/lbj/news/spring2004/horrigan.html.

Sheppard returns as diplomat-in-residence

Twenty-four years after obtaining her public affairs degree, Florita Sheppard (M.P.Aff. 1980) returned to the LBJ School last fall. As the 2004-06 State Department diplomat in residence, Sheppard has been recruiting students interested in Foreign Service careers.

Sheppard, who is among a small group of LBJ School alumni who have risen to the senior ranks in the Foreign Service, was attached to the Bureau for East Asian and Pacific Affairs before coming to the LBJ School last August. She was the Bureau's deputy executive director and provided management support to 200 domestic staff and to the U.S. diplomatic missions in China, Japan, Australia, Indonesia, Thailand and 19 other countries in East Asia and the Pacific. Her previous assignment was as supervisory general services officer in Tokyo, where she was responsible for management of U.S. diplomatic property throughout Japan valued at \$2.5 billion and government procurement averaging \$25 million annually. In Japan, she and her staff of 60 provided logistical support for five presidential visits to that country between 1998 and 2002.

During her career with the State Department, Sheppard has spent 14 years in Washington and 9 years abroad—in Panama, Singapore and Japan. "Working overseas in a consulate or embassy is really the most rewarding assignment you can have in the Foreign Service," she said. "It gives you the opportunity to work with people of other cultures, to be on the front line of American relations with other countries. This is very exciting, but it is also important to serve in Washington

to understand how headquarters works and see what the priorities are there."

When asked if 9/11 had an impact on how the State Department operates, Sheppard said she has observed a number of changes. Among these is a new focus on the security of personnel in Washington as well as overseas. Also, she said, the United States has put a higher priority on public diplomacy in countries in Southeast Asia.

"This is of particular importance because of the large number of Muslims who live in that region," she said. "Indonesia is actually the most populous Muslim country in the world, but you also have significant Muslim populations in Malaysia, Thailand, the Philippines and Brunei."

In addition to meeting with students to discuss careers with the State Department, Sheppard also taught a spring seminar at the LBJ School on the organization and practice of U.S. diplomacy.



Florita Sheppard

New course on American political campaigns will be taught by well-known political insiders

A well-known political strategist, a national advertising expert, a veteran political reporter and an Emmy Award-winning political filmmaker will teach a course at the LBJ School this fall titled “The Modern American Political Campaign.”

The team is made up of Matthew Dowd, chief strategist for the 2004 Bush-Cheney campaign; Mark McKinnon, who oversaw advertising for the 2000 and 2004 Bush-Cheney campaigns; Wayne Slater, a *Dallas Morning News* senior political writer and coauthor of *Bush's Brain: How Karl Rove Made George W. Bush Presidential*; and Paul Stekler, a nationally recognized documentary filmmaker whose films include “George Wallace: Settin’ the Woods on Fire” and “Last Man Standing: Politics, Texas Style.”

The graduate-level course will examine how political campaigns are conducted,

analyzed and covered; why campaigns operate the way they do; and how political campaigns affect the overall political system. The course will feature a bipartisan lineup of guest lecturers who have been active in state and national political campaigns.

“This class will provide students a tremendous emersion into practical politics and will be led by practitioners from various fields,” said Dowd, who is a visiting lecturer at UT Austin’s Department of Government. “Austin has such a wealth of political talent available, it wasn’t a difficult proposition putting this course together for the LBJ School.”

The course will cover everything from strategy, to media development, to press coverage, to all other aspects of a modern campaign, said Dowd.

“When the course is finished, students will have a healthy understanding of how campaign

strategy and communication work in a political environment,” he said.

According to Stekler, head of the production program in the College of Communication’s Department of Radio-Television-Film, it is fitting that the LBJ School offer this course because of President Johnson’s political legacy and Texas’ influence on modern American politics.

“LBJ was one of our greatest legislative presidents but also somebody who was intensely political in terms of election campaigns,” he said. “This is hopefully the first step in a non-partisan way to develop much larger coverage of American campaign politics at the LBJ School and at UT.”

The target for the class is 60 graduate students—20 LBJ School students, 20 Law School students and 20 College of Communication students.

Metro governance, continued— responsibility to take the lead and adopt policies that promote greater collaboration in metropolitan areas,” said Wilson. “It’s time they recognize the critical role that municipal governments play.”

This spring, Wilson and LBJ School Professor Peter M. Ward organized a two-day international conference that examined the ways governments throughout North and South America are coping with urban growth. Titled “The Metropolitan Question: Governance and Decentralization in the Americas,” the event featured prominent policymakers and academics who presented studies of metropolitan governance as practiced in Argentina, Brazil, Canada, Mexico, the United States and Venezuela and outlined strategies adopted in each case.

Featured guest speakers were Tim Campbell from the World Bank and Alan Gilbert of University College London. Topics included the accelerating decentralization of government across Latin America and metropolitan government performance in Bogotá, Colombia.

Faculty Notes

Truman Scholarship Foundation names Sherman vice president

The Harry S. Truman Scholarship Foundation named LBJ School Professor Max Sherman as its new vice president by unanimous election in November. Sherman, who served as LBJ School dean from 1983 until 1997, has been involved with the foundation since 1990.

Madeline Albright, former U.S. secretary of state and president of the Truman Foundation, expressed her support for Sherman by noting that his experience in higher education and his dedication to public service would make him an asset to the foundation.

The Truman Foundation identifies and supports young leaders who are committed to careers in government, the nonprofit sector, education or other public service areas.

Students select Ken Apfel and Aaron Smith for teaching award

LBJ School Professor Kenneth S. Apfel and second-year student Aaron Smith were among the 27 UT professors and graduate instructors who were recognized in February during the annual Texas Exes Teaching Award presentation.

Since 1982, the Texas Exes have honored a faculty member and graduate instructor in each school and college who has had a positive influence on the educational experience of university students. After accepting nominations from students, a committee from each school reviews the nomination forms and selects that school’s recipients.

Apfel, who served as commissioner of the Social Security Administration from 1997 until his term ended in January 2001, said he hopes to encourage public service through his teaching.

“I graduated from the LBJ School 27 years ago,” he said, “and my experience here was a real turning point for me—giving me the skills and the confidence to make a contribution in the public arena. During my government career I think I made a real difference in our public institutions. I’ve come back to the LBJ School to make a difference—this time as a teacher to help inspire the next generation of Americans to enter a life of public service.”

During the fall, Smith was a teaching assistant in LBJ School Professor Pat Wong’s applied quantitative analysis class.

UT Austin Friar Society honors Edwin Dorn and Parisa Fatehi

The Friar Society, one of UT Austin’s oldest and most prestigious honor societies, recognized LBJ School Dean Edwin Dorn and student Parisa Fatehi (M.P.Aff. 2005) at its annual reunion held November 6-7.

Dorn, who became a member in 1967, received the 2004 Friar Distinguished Alumnus award. Fatehi, whose service to the university includes a term as student government president in 1999-2000, was one of five UT Austin students inducted as members.

UT Press publishes book by William Black

In April the University of Texas Press released a



The LBJ School and six of its faculty members were featured on a large banner displayed above the University Co-Op on Guadalupe Street in December and January. Produced by the UT Design Center in cooperation with the LBJ School’s Office of Communications, the banner spotlighted the School’s international focus. Featured were Edwin Dorn, Kenneth S. Flamm, James K. Galbraith, Francis J. Gavin, Bobby R. Inman and Elspeth Rostow.

book written by LBJ School Professor William K. Black. Called *The Best Way to Rob a Bank is to Own One: How Corporate Executives and Politicians Looted the S&L Industry*, the book has received praise from such prominent critics as George A. Akerlof, the winner of the 2001 Nobel Prize for Economics.

To read more about Black’s account of the savings and loan debacle of the 1980s, go to www.utexas.edu/utpress/books/blabes.html.

Recently published book on welfare coauthored by King

Christopher T. King, director of the Ray Marshall Center for the Study of Human Resources, and University of Missouri-Columbia Professor Peter R. Mueser coauthored a book entitled *Welfare and Work: Experiences in Six Cities*. Published by the Upjohn Institute Press this spring, the book examines changes during the 1990s in welfare participation and labor market involvement of welfare recipients in six major cities (Atlanta, Baltimore, Chicago, Fort Lauderdale, Houston and Kansas City). To obtain a copy, go to www.upjohninst.org/publications/titles/waw.html.

Chapman gives state of city address

In January, LBJ School faculty member Gary Chapman delivered the state of the city address

at an annual event sponsored by the Austin Area League of Women Voters.

In his talk, Chapman said Austin has three essential keys to success—technology, talent and tolerance—but he warned that Austin must take action in order to remain on the cutting edge. Among the challenges the city faces is the need to keep pace with wireless technologies, speed up Internet connectivity, and strike a balance between local identity and globalization.

To read Chapman’s complete address, go to www.utexas.edu/lbj/news/spring2005/stateofcity.html.

Open Society Institute names Deitch 2005 Soros Senior Justice Fellow

LBJ School Adjunct Professor Michele Deitch has been named a 2005 Open Society Institute Soros Senior Justice Fellow. Deitch, who has served as a consultant to state and local policymakers around the country on a wide range of corrections and sentencing issues, was selected for her proposals to curb human rights abuses in U.S. prisons and jails by making them more transparent and accountable.

Deitch is planning a symposium in April 2006 that will bring together internationally respected experts on prison oversight, and she plans to edit a volume of essays arising from this event.

To read more about this project, go to www.utexas.edu/lbj/news/spring2005/deitch.html.



Teaching award winners Aaron Smith and Professor Kenneth Apfel

VisitorsGallery

A number of distinguished visitors met with LBJ School students this year as part of the Brown Bag Lecture Series and as participants in other School-sponsored activities. Among them was Brazilian Ambassador **Roberto Abdenur** (below, left), who participated in Professor Robert Wilson's (right) seminar on public policies of the United States and Brazil.



Other speakers included **Ryan Crocker** (top center photo), former ambassador to Syria, Kuwait and Lebanon; U.S. Army Lieutenant General **Ricardo S. Sanchez** (top right photo), V Corps commanding general, Joint Task Force-7 in Iraq; and Texas Commissioner of Higher Education **Raymund Paredes** (bottom left photo).



In collaboration with various local sponsors, three LBJ School student groups—POWER, the Public Affairs Alliance for Communities of Color and the Progressive Collective—hosted the **International Caravan for Justice** (bottom right photo). The group, shown here with second-year student Sonya Saunders (second from right), is raising consciousness about unsolved murders in Juarez and Chihuahua. Shown next to Saunders is UT student Susie Velez (far right), an officer with MECHA (Movimiento Estudiantil Chicana/o de Aztlan).

EU Fellow shares innovation/patent policy expertise

This year's European Union Fellow at the LBJ School brings the dual perspective of scientist and policy analyst to the study of international affairs.

A genetic engineer by training, Manfred Schmiemann has spent the past 11 years working in the European Commission's Luxembourg location, primarily in the areas of patenting and innovation policy. This background, combined with his teaching and research experience in international technology transfer and management and entrepreneurship, provides a unique vantage point from which to compare technology-related public policies in the U.S. with those in the European Union.

According to Schmiemann, the regulatory aspects of innovation policy—particularly as they relate to areas such as the genetic engineering of crops and the patenting of software—are controversial in both Europe and the United States, but in very different ways.

"If I had to bring it to one point," said Schmiemann, "Europe is often over-regulating issues of consumer protection, food safety and the environment, whereas the U.S. may be over-regulating issues of national security."

Schmiemann notes that part of this difference stems from fundamental differences in attitudes and worldviews. "Europeans are much more risk averse and resistant to change than the more innovative Americans," he said. "This, combined with a generally more optimistic view among Americans of the future of their country and its economic standing, makes for a much more fertile ground for the origin and spread of new technologies in the U.S. It allows them to quickly capture significant worldwide market shares in most product and process innovations."

During the spring semester Schmiemann taught an LBJ School seminar that focused on these cultural differences in the broader context of European law and politics. The course, titled "European Union, Globalization and the Transatlantic Partnership in a Knowledge-based Economy," drew on his experience in entrepreneurship.

Schmiemann is one of seven EU administrators awarded fellowships to teach and conduct research at U.S. universities this academic year. Eleven potential host universities competed for the fellows, who are entirely financed by the European Union.

look at cross-boundary water issues between Israel and the Palestinian Territories and the United States and Mexico.

Patience is critical in this line of work, said Eaton. "Social, economic and infrastructure changes take many years to implement, but when you can see differences in the short term, it makes you feel good."



Manfred Schmiemann

Water and Peace, continued



David Eaton

"I learned about the other side's needs, fears and thoughts," wrote one participant in his final evaluation of the program. "Being here gave me the opportunity to create a personal connection. I plan to stay in touch with a few group members and look for opportunities to develop these relations."

Eaton credits the success of the program to LBJ School students Elizabeth Lien and

Miriam Schafer, who are both pursuing dual master's degrees in public affairs and Middle Eastern studies. The two were drawn to the project because of their interest in dispute resolution in the Middle East.

"Neither of them had prior experience with water management issues," said Eaton. "Now they are practically experts."

Lien and Schafer developed the project from start to finish—from recruiting participants, to arranging logistics, to designing the month-long curriculum on wastewater and water management.

"I've come to learn that water affects every political, diplomatic and social relationship between states and political parties in the Middle East," said Lien.

In previous programs organized by Eaton, he has brought together high-level Israeli and Palestinian government officials and focused mainly on dispute resolution of cross-boundary water issues. Due to security concerns and political sensitivities, these events required a high level of secrecy and went unpublicized.

Shifting the focus to the future generation of leaders, this most recent exchange targeted young water professionals from Gaza, the West Bank and Israel who plan to spend their careers in the water sector.

"The point of having young professionals is that they don't control anything, they have no power, they are not high up on the ladder," said Schafer, who traveled to the Middle East to interview the exchange program candidates last summer. "But in the future, when they do hold positions of power, they'll look back on this experience and it will affect their decisions."

During their stay in Texas, the 13 Palestinians and Israelis engaged in a rigorous technical course on wastewater and water management, including design and construction, maintenance and the financial aspects of running a water utility. The program included several field trips to water facilities in Central Texas and along the border with Mexico.

A critical feature was the emphasis on cross-boundary water issues between the United States and Mexico. Looking at these issues from a different perspective allowed the participants to detach themselves from their conflict at home and talk constructively about solutions. The program culminated in late January with a public conference at the LBJ School that brought together leading government officials and water policy experts to take a comparative

Robert Auerbach, a former economist with the U.S. House Committee on Banking and Financial Services who is an expert on central bank politics.

In the Texas media, several LBJ School faculty members are highly visible, including Gary Chapman, who writes a weekly column for the *Austin American-Statesman* on topics ranging from technology policy to the politics of war; Sherri Greenberg, a former Texas state representative whose insights on issues facing the current legislature are sought out frequently by television and newspaper reporters; Professor Max Sherman, a former Texas state senator with special expertise in political ethics; and Professor Emeritus Terrell Blodgett, the state's preeminent authority on metropolitan governance.

To read more about LBJ School faculty members' media activities, visit the LBJ School's website at www.utexas.edu/lbj/news/.

Shaping the public debate, continued

those and other topics. In recent months Galbraith has published opinion pieces in *Salon.com*, *Newsday*, *Washington Monthly*, *The Nation* and *Financial Times*, among other publications, and has been interviewed on such programs as NPR's *Marketplace*, *NBC Nightly News* and CNN's *Money Gang*.

Other LBJ School faculty members with a strong national media presence are former Dean Edwin Dorn, whose experience as U.S. under secretary of defense for personnel and readiness offers an insider's understanding of military readiness and defense policy; Professor Emeritus Ray Marshall, a former U.S. labor secretary who continues to be an influential player in the arena of education and labor policy; Professor Elspeth Rostow, whose commentary and analysis of current presidential politics draws on her vast knowledge of American political history; and Professor



The RECORD

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StaffNotes

University honors long-term employees

The university's 2005 Staff Recognition Program and President's Reception was held on May 3 to honor classified employees and administrative/professional employees with 10, 15, 20, 25, 30, 35 and 40 years of service.

LBJ School honorees include Cheryl McVay, Lucy Neighbors, Margaret Randow, Elaine Shelton and Jane Whitaker. McVay (25 years of service) is an executive assistant

and supervisor of the faculty support staff. Neighbors and Randow are both administrative associates on the faculty support staff with 10 years' service each. Shelton (15 years) worked at the Ray Marshall Center as a social science research associate before retiring this year. Whitaker (15 years) works as an administrative assistant for the Governor's Center for Management Development.

In the spotlight



Doug Marshall

Adam Brodtkin, a microcomputer application specialist at the LBJ School for the past three years, received this year's LBJ Appreciation Award in recognition of his contributions to the School. The cash award was established in 1991 to spotlight staff members whose reliability, common sense, initiative and positive attitude make life easier for those in the LBJ School community. The winner is selected from nominations submitted by faculty, staff and students.

Garcés, continued

lion Water Conservation Infrastructure Fund, Jorge's brainchild."

Looking back on his career, Garcés credits his participation in a colonias policy research project at the LBJ School with helping him to secure his first job with a now-defunct Texas state government agency, the Good Neighbor Commission. At the time, the agency provided support to the Governor's Office on all issues related to the border and Texas-Mexico relations. This relationship, which began during Governor William Clements' administration, continued through Governor Mark White's term in office. Later, during Clements' second term as governor, Garcés went on to serve as Clements' liaison for Texas-Mexico development. That role continued during the first year of Governor Ann Richards' administration, where he served as director of the Texas-Mexico Office.

In 1992, Garcés went on to serve as executive director of the Border Trade Alliance, a unit of the Texas Department of Agriculture's International Trade Division, and in 1996 he became air program manager with the Office of Border Affairs of the Texas Natural Resource Conservation Commission (now the Texas Commission on Environmental Quality). In 1998, he was employed by the Office of the Texas Secretary of State as the manager of Mexican and border affairs under Governor George W. Bush, a post he kept after Governor Perry took office in 2000.

Garcés said it is important for the LBJ School to continue to develop its research on the U.S.-Mexico area. Pointing out that Mexico transacts more trade with the United States than any other nation except Canada and that 75 percent of that trade passes through

Texas, Garcés said, "We have a border with contrasting economies and a number of issues that need addressing. Institutions of higher learning play a significant role through research in shaping U.S. international policy."

The Distinguished Public Service Award was established in 1989 by the LBJ School Alumni Association. The award is presented each year to an LBJ School graduate whose career and public service record best represent the values on which the School was founded.

Garcés will be presented with the award in August during the annual LBJ School alumni reception in Austin.

The RECORD

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Bobby R. Inman, Interim Dean

The Record is published for students, faculty, alumni, and friends of the LBJ School. Articles and suggestions are always welcome.

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