

School of Public Policy **Dean's Report**

Fall 2005

Bipartisan Congressional Retreat Held on Malibu Campus

Professor Kaufman addresses members of congress and guests in the Reagans' private quarters at the presidential library



In August, the School of Public Policy and The Heritage Foundation cohosted an exclusive bipartisan Congressional Retreat on entitlement reform and foreign affairs on the Malibu campus at the Villa

Graziadio. The event convened eight members of the House of Representatives with scholars from the School of Public Policy and esteemed think tanks for informal discussions over three days.

Speakers included Karlyn Bowman, American Enterprise Institute; Stuart Butler, The Heritage Foundation; John Cogan, the Hoover Institution; David Davenport, Pepperdine School of Public Policy; Victor Davis Hanson, the Hoover Institution;

Michael Franc, The Heritage Foundation; Robert Kaufman, Pepperdine School of Public Policy; Matt Miller, *Fortune* magazine; Gene Steuerle, the Urban Institute; Isabel

Sawhill, The Brookings Institution; and Carolyn Weaver Mackay, member of the U.S. Social Security Advisory Board.

Generous support for this historic gathering was provided by Rod and Sandra Campbell, Jim and Vicki Click, Marshall Ezralow, William and Susana Huston, Glen and Marilyn McDaniel, Colonel James and the Honorable Maribeth McGinley, Ronald Reagan Presidential Foundation, Kevin Richardson, The ServiceMaster Company, Margaret Sheppard, and Robert and V'Etta Virtue.

Dr. James Wilburn, School of Public Policy dean, has indicated that because of the tremendous success of this first Congressional Retreat, plans are already under way to make it an annual event.

Forstmann Gift Establishes Scholarships

The School of Public Policy announced in April the establishment of the Forstmann Scholarships thanks to a generous gift of \$1 million from its longtime friend, philanthropist Theodore J. Forstmann. Twenty-four students will receive significant scholarship assistance over the next two academic years. An additional 10 to 15 students will receive funding for applied research projects. The scholarships embrace Forstmann's long-standing commitment to education and his personal interests in the social and spiritual benefits of free markets and traditional values.

Beginning this fall, 13 Forstmann Scholars were chosen from the class of 2006. In

addition, 12 first-year students from the incoming class of 2007 were selected and the awards will continue through their second year to the completion of the master of public policy degree.

"The Forstmann Scholarships mark a monumental opportunity for the school to sustain students rooted in the beliefs of individual liberty and the ability of free markets and traditional values to solve many policy issues—the foundation of our public policy program," said Dr. James R. Wilburn, dean of the Pepperdine School of Public Policy. "This represents, above all, a strategic, highly-leveraged investment in the future of our nation's leadership."



In addition to demonstrating academic excellence, each applicant wrote an essay describing the proper spheres of government, individual initiative, transcendent ethical principles, and free markets in the formulation and implementation of public policy.

See list of scholars on page 11.

DEAN'S MESSAGE



Goethe wrote that “genius develops in quiet places, but character out in the full current of life.”

The School of Public Policy devotes extraordinary resources to inquiry in quiet places in the hills of Malibu.

Here we study the crises of American history as well as historical, philosophical, and spiritual ideas that nourish the carefully constructed institutions of liberty. But courage requires that honest inquiry be tested, out “in the full current of life,” as two features mentioned in this issue of the *Dean's Report* demonstrate.

One example is a required student internship. This year six students devoted their summer in the Republic of Georgia and Armenia to strengthening democratic institutions in the former Soviet Union. There they also brought some rays of sunshine into the lives of homeless children. Two others served in the political campaigns for England's Parliament. Still others, in Washington, D.C., Sacramento, and local organizations experienced what Ernest Boyer has called “the scholarship of application,” where powerful learning takes place.

The second example is our first retreat for members of the U.S. Congress who met on our campus to discuss the alarming crisis of funding for entitlement programs.

All of which is to demonstrate that the School of Public Policy is more than thinking. Effective leaders are able to risk calculated decisions and to take action. Later, at evening time, they can return to a quiet place and, as Sophocles noted, “know how splendid the day has been” — “out in the full current of human life.”



James R. Wilburn
Dean, School of Public Policy

An Alumnus Reflects on His Experience in Iraq

By Matthew See (MPP '03)



A few months ago I obtained a conditional release from the Marine Corps Reserves so that I could join the California Army National Guard's 184th Infantry Air Assault Battalion in order to serve in Operation Iraqi Freedom.

This year Iraq will carry out the essential task of developing a constitution and electing a fully empowered national government. While this is going on, local governments are also developing as once ordinary people are stepping forward to grapple with the problems they are facing on a daily basis. I work with these local governments to help them identify problems in their districts and neighborhoods, but more importantly, to develop solutions to those problems. Governance will be a challenge in Iraq for years to come as this generation of Iraqis learns how to participate in their dearly purchased freedom. I also have an opportunity to develop a primer on “The Indispensable Burden of Democracy” that is to be translated into Arabic and distributed here. As I serve here, fighting that these people may enjoy the blessings of liberty, I pray that they can shake off that old culture of tyranny, and untiringly pursue and foster a culture of liberty that it may be the next generation's inheritance.



What a magnificent blessing we enjoy in America having been granted a country by God's divine providence and wisdom that had its beginnings of government at the grassroots level. With this I don't only mean local institutions and families, though these are vital, but we live in a land where men and women first governed themselves, by following the precepts of liberty, personal responsibility, and good stewardship found in God's Word. We look through a lens that both acknowledges and celebrates that we

have a Creator before whose throne we should daily approach with joy and humble reverence that He may grant us wisdom to know how to lead and courage to persevere down the path He reveals.

I am privileged to have this opportunity to carry our country's honor on my sleeve. My education at Pepperdine, both the formal and the accidental, has proved to be invaluable to my current mission and is helping to secure a brighter future for this country at the heart of the Middle East.

Simon Addresses Public Policy Graduates

On Friday, April 22, 2005, the Pepperdine School of Public Policy conferred on 44 graduates the master of public policy degree. William E. Simon Jr., cochair of William E. Simon & Sons, received the honorary doctor of laws and delivered the commencement address. He spoke of what differentiates Pepperdine, the progress of America in the last 30 years, and the need for graduates to possess a moral compass to guide their daily lives.

Soviet power was on the march, some thought socialism was the wave of the future, cities were said to be ungovernable, and the economy was burdened by both inflation and unemployment. Some schools of public policy taught these notions as politically correct, progressive thinking.

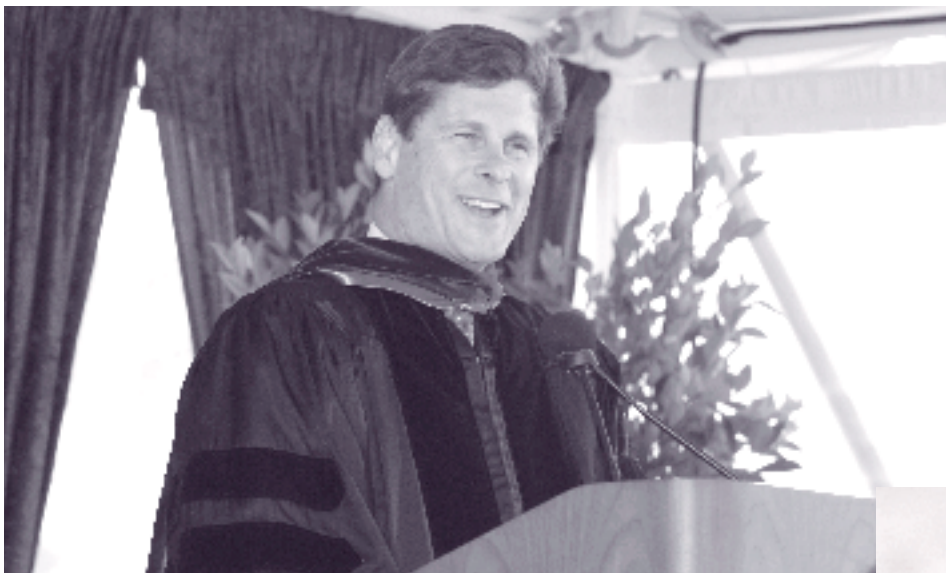
Thirty years later, Simon explained, we now see that the experts were wrong—from the fall of the Soviet empire to the rise of free markets and the spread of liberty and freedom across the world. Today there are complaints that the United States is too powerful, that our economy is too strong and that Americans are too arrogant. Simon

Recalling his mother's influence, Simon described a moral compass which taught him how to live. *N* stood for true north because it would show the right direction and in the days and years to come, as long as the moral compass is pointed in the right direction, would reaffirm the strength of personal decisions.

S stands for society. Simon urged graduates, as members of society, to follow that *S* on the compass, whether by making their home a home or their job a vocation, being a friend in their neighborhood, or being a member of a church, temple, or a mosque, to make their creed commitment.

E is for endeavor. Simon's mother taught him that he would never be faulted when he tried and failed. But where he failed to make an effort, the blame could rightfully be found in him. Simon described the entire history of America as the story of men and women seizing opportunities despite the difficulties before them and the contempt of their peers.

W stands for wife or husband. He concluded, "Pepperdine has shown the way by standing for ultimate and permanent things and now it's up to you to do the same by insuring that



Simon noted that Pepperdine, when compared with other universities, stands for something unique and that the School of Public Policy strives to fill a void in its quest for truth and for doing what is right.

"Pepperdine has welcomed vigorous competition of ideas, real diversity of thought but at the same time within a sea of secularism, Pepperdine has remained an island of firm, faithful, fearless ideals," said Simon.

Simon also suggested that the story of America's recovery during the last 30 years serves as an invaluable lesson as graduates embark on their life path. He described the bleak future three decades ago: American influence was in retreat all over the world,

believes that this reversal in fortune is "precisely the result of America rediscovering our ethical and spiritual respect for the ultimate timeless principles."

"What we rediscovered I respectfully submit to you was the eternal compass of America's first principles and core beliefs," said Simon. This concept was the secret of the great American comeback, and paired with a great resiliency will be the spirit and secret of America's future. Simon encouraged graduates as they leave Pepperdine to develop their own personal compass to guide their lives.



your compass keeps you pointing true north, by devoting yourselves to a purpose for society greater than your own self interest, by endeavoring to develop the unique God-given talents that each of you possesses. And finally, let us hope, by uniting with that one person to whom you give your best, and whose wisdom, patience, and love will bring out the best in you."

James Coyle

Adjunct Faculty, International Relations

In January 2005, James Coyle received an honorary doctorate from Dubna International University, awarded by the Russian Academy of Natural Science. He has also recently given a series of counterterrorism lectures to the Department of Homeland Security's Bureau of Immigration and Customs Enforcement and to the Criminal Intelligence Bureau of the California Department of Justice.

David Davenport

Distinguished Professor of Public Policy



David Davenport had his monograph, "The Proliferation of International Courts and Tribunals" published by the National Legal Center for the

Public Interest in May. Another of his articles, "The Politics of Literacy," a piece coauthored with Jeff Jones (MPP '02), appeared in the April/May edition of *Policy Review*. Davenport also authored or coauthored several newspaper columns, which appeared in publications such as the *San Francisco Chronicle*, the *San Diego Union-Tribune*, and the *Washington Times*. He received extensive media exposure in the wake of the Terry Schiavo case, including interviews with the BBC, and in the *New York Times*. Davenport also taped a television appearance for the PBS program *Uncommon Knowledge* on tort reform. He continued to serve as a consultant to California Education Secretary Richard Riordan, and is helping develop Common Sense California, a new organization that will serve as a constituency for good government and government reform.

Angela Hawken

Lecturer, Economics



Angela Hawken's newest project is with the United Nations (UN) Development Program on measures of electoral democracy in Latin

America, with a similar study of the former Soviet Union set for later this year. She has

now been working in the South Caucasus for the past five years, where she teaches policy analysis at the Georgian Foundation for Strategic and International Studies. Hawken advises Tbilisi State University on curriculum development and faculty appointments and also organized foreign aid workshops in Yerevan and Tbilisi in July, hosted by the School of Public Policy and the USC International Relations Department. She serves as the lead economist on the evaluation of alternative sentencing in California, is currently authoring a paper with RAND researchers on the impacts upon crime of the three strikes law and the Substance Abuse and Crime Prevention Act, and is working on assessment methods for alternative sentencing policies, including a paper that will be submitted to the *American Journal of Public Health* and presented at two research conferences this fall.

Bruce Herschensohn

Adjunct Faculty, International Relations



*Distinguished Fellow,
Davenport Institute*

Bruce Herschensohn visited Taiwan with government officials earlier in the year. Upon his return, Herschensohn began work on a book on U.S. relations with Taiwan and the People's Republic of China. He also offered a series of six foreign policy roundtable meetings at the Nixon Foundation regarding the war against terrorism, the quest for worldwide democracy, Taiwan-China relations, Israel and the Arab states, the media, and the United Nations and International Alliances.

Joseph Johns

*President and CEO, Envicom Corporation
Adjunct Faculty, Environmental and Urban
Planning Policy*

Joseph Johns initiated work on the management plan for the public's use of the 10,000-acre Ahmanson Ranch in Ventura and Los Angeles counties. The plan addresses the range of public recreation uses allowable

given sensitive natural resources that exist throughout the site including location of trails, entry/exit areas, parking, permitted public use areas by type, areas limited to passive use or viewing only, and family day use. After 10 years of conducting basic research and propagation techniques for hundreds of Santa Monica Mountain plants, his company is entering a two-year transition period to close down the research center to coincide with the sale of the nearly 900-acre property to the National Park Service and other resource agencies. Recently, Johns supervised preparation of a California Environmental Quality Act document that evaluates impacts associated with removal of the large earthen-berm at the mouth of Topanga Canyon, in western Los Angeles County. Working with many federal- and state-trustee resource agencies and the Conservation District, the project will eventually remove an impediment to the free flow of waters from the canyon to the ocean and allow for migration of steelhead trout.

Robert Kaufman



Professor of Public Policy

Robert Kaufman gave several public lectures early in the year: presenting on Ronald Reagan's legacy at Colgate University; "Coalitions of the Willing" at the Center for Security Policy in Washington, D.C.; the Bush Doctrine to congressional interns on Capitol Hill; and the first principles of American foreign policy at The Heritage Foundation. He has also finished a 200-page monograph that The Heritage Foundation will publish at least partially, titled "First Principles of American Foreign Policy." He had a book review published in *The Weekly Standard* and made various media appearances throughout the first half of the year. Kaufman works as a consultant to the Ronald Reagan Presidential Library on its cold war history project and continues his research on a proposed Reagan biography.

Douglas Kmiec

*Caruso Chair and Professor
of Constitutional Law*



Douglas Kmiec delivered a presentation to the annual convention of the Association of American Law Schools in San Francisco on the topic of the Supreme Court and the War on Terror, lectured at Harvard Law School in February on freedom and identity, debated the American Civil Liberties Union on judicial filibusters and the Senate's advice and consent responsibility, and debated Frank Dunham, defense counsel for both Yaser Esam Hamdi and Zacarias Moussaoui in a forum at Drake Law School in Des Moines, Iowa on constitutional issues pertaining to the treatment of enemy combatants. In addition, he delivered the keynote address on "Protecting Economic Liberty as a Means of Human Truth" to the partner's retreat of the Institute for Justice and participated in numerous discussions on National Public Radio and MSNBC regarding the issues surrounding the treatment of Terri Schiavo. Kmiec filed several briefs before the U.S. Supreme Court on issues ranging from land use to the scope of the federal commerce power and wrote columns on Supreme Court jurisprudence for the *Los Angeles Times* and *The Wall Street Journal*. He also contributed to several online outlets including *National Review Online*. He continues to serve as editor of the American Bar Association's *Supreme Court Preview* and serves as editor of both the *American Journal of Jurisprudence* and the *CATO Supreme Court Review*.

Gordon Lloyd



Professor of Public Policy
Gordon Lloyd's article, "The Archbishop of Canterbury: On the Facts and Values of Religion and Globalization," was published in the book *Business and*

Religion: A Clash of Civilizations in June, while another piece, "State Bills of Rights" was included in the newly published *Encyclopedia of the Midwest*. In addition, he coauthored four op-ed articles with professor David Davenport which appeared in several newspapers. Lloyd was a participant, leader, instructor, or director at Liberty Fund Colloquium events in Milwaukee, Wisconsin; Pasadena, California; Orlando, Florida; and Chicago, Illinois.

Robert Lloyd

*Assistant Professor of International
Relations; Chair, International Studies
and Languages Division*



Robert Lloyd completed work on a number of articles that will be published in the coming months including "Zimbabwe," "The American Empire," and "Mozambique's Foreign Relations Toward the United States." Lloyd has also contributed a chapter titled "Expecting Satisfaction: Negotiating a Durable Peace in South Africa" to the recently published book *Peace vs. Justice: Negotiating Forward- and Backward-Looking Outcomes*.

Ted McAllister



*Edward L. Gaylord Chair
of Public Policy*

Ted McAllister delivered a lecture titled "What's Wrong with the Right?" at the Universitat Erlangen-Nuremberg in Germany in December. He also designed a new course for the School of Public Policy's emerging focus on understanding and fostering democratization titled Comparative Democracy.

Brian Rosen

Adjunct Faculty, Economics

Brian Rosen has been working toward completion of his PhD at the RAND Graduate School and is currently honing his dissertation, which focuses on developing

and testing the efficacy of strategies for the United States to deal with the International Criminal Court. He also recently worked on a RAND project related to the Army's post-conflict environmental standards.

Alexei Shevchenko

Adjunct Faculty, International Relations

Alexei Shevchenko has been working on the manuscript for a forthcoming book about the logic and dynamics of the Chinese Communist Party's organizational adaptation to market conditions. He also completed a book chapter about changes in Russian grand strategy in international affairs for the UCLA/Harvard project on Globalization, National Self-Determination and International Terrorism sponsored by the Carnegie Corporation of New York.

Michael A. Shires



*Associate Professor
of Public Policy*

Michael Shires was elected secretary of the Committee of Institutional Representatives at the spring meeting of the Association for Public Policy Analysis and Management. He authored the article "Best Places for Doing Business in America," which appeared in *Inc.* magazine's 2005 rankings issue, published in May.

Ronald Reagan Professor James Q. Wilson discussed the influence of European thinkers on American thought and action last spring during three regularly scheduled classes. He provided overviews of French political thinker Alexis de Tocqueville's *Democracy in America*, Adam Smith's *Wealth of Nations*, and Karl Marx's *Estranged Labor* and *The Communist Manifesto*. Students were allocated ample time for questions and dialogue with Wilson.

ALUMNI NOTES

Sara Carmack (MPP '02) is a district director for U.S. Representative Ed Royce (R-Calif.) and serves on the executive board for the California Women's Leadership Association, an organization that educates and empowers women seeking a career in politics and has recently expanded its outreach throughout the state.

Kimberly Cates (Seaver '02, MPP '04), who is an analyst with a bureau under the Department of Justice, recently was accepted into the Student Loan Repayment Program which grants her significant funding to pay off federal student loans over the course of three years. Also, Cates was one of 13 recipients awarded the prestigious Pat Robert's Intelligence Scholarship through her employer.

Stephanie Danner (MPP '05) is working for the City of Simi Valley, California. She is in the Environmental Services Planning Department.

Brian Driscoll (MPP '04) is now a special agent for the Naval Criminal Investigation Service Narcotics Division.



Lisa DuMouchel (MPP '04), a Presidential Management Fellow, has recently been appointed as the Middle East desk officer for the Army's Office of International Security

Cooperation. She is stationed at the Pentagon and began work in June.

Abigail (Zimmerman) Ettinger (MPP '02) accepted a position in risk communications at NASA-Jet Propulsion Laboratory. As a coordinator in the Cross-Program Launch Approval Office, she works to anticipate and address potential issues of concern to domestic and international public, legislative, and media audiences surrounding NASA's more controversial Deep Space and Planetary Exploration programs. She married Peter K.



Ettinger pictured with her brother, Casey Zimmerman (MPP '05)

Ettinger, an independent film director and editor at Dreamworks, on September 25, 2004. Former Los Angeles Mayor Jim Hahn (Seaver '72) officiated the ceremony. After graduating from the School of Public Policy, Ettinger worked for Mayor Hahn on his 2001 mayoral campaign and then as harbor district director. She lives in South Pasadena with her husband and new puppy, Parker.

Daniel Hoang (MPP '05) accepted a job at Pacific Tech in Bellevue, Washington. Pacific Tech is an information technology consulting company which focuses exclusively on local governments around the West Coast.



Kristi (MacIntosh) Hobrecker (Seaver '97, MPP '00) is a recruitment analyst for the City of Santa Clarita. She and her husband Chris, who is the Creative Director of *FLEX* magazine, reside in Stevenson Ranch, California with their new baby girl, Callia Helen.

Jianhui Hu (MPP '04) returned to school this fall with a full fellowship in the PhD program at the Pardee RAND Graduate School.

Matthew Jewett (MPP '05) is working with Schmitz & Associates as an associate planner.

Jeff Jones (MPP '02) has been promoted to research fellow at the Hoover Institution.

Jessica Mendez (MPP '04) is working for the City of Santa Ana in their Development Agency for the Housing and Development Services Division. She is assigned to the neighborhood improvement program and works closely with neighborhood



associations and local boards. Mendez married boyfriend Mark Gonzales in August.

Thitu Mwaniki (MPP '02) received a position as the Budget Information Programme Officer for Networks Support in the Republic of Kenya. She researches budget policy issues and disseminates research to civil society organizations and to the public at large.

Aaron Pankratz (Seaver '97, MPP '99) and his wife Jeanette (Porter) Pankratz (Seaver '97) had their first child in July. The couple moved to Fresno, California, where Pankratz is carrying out forensic economic work for Vavoulis & Weiner.

Joseph Pohlot (Seaver '97, MPP '99) and his wife, Andrea (Nelson) Pohlot (Seaver '99) had their first son, J.J., on August 19, 2004. Pohlot is working as a managing consultant at Navigant Consulting in downtown Los Angeles.

Richard Power (MPP/MBA '04) is working in Sacramento with the California Bureau of State Audits. He does federal compliance audits and is auditing the California Department of Education's Special Education Program.

Brian Roth (MPP '04) is currently working for 141 Worldwide as a marketing representative on their American Express account. He provides training and education for small business owners on fraud prevention and identity theft. He is starting a company, VR Events, an event production company that will host a youth actors expo.

Kristyn (Kodie) Ruzicka (MPP '03) is the executive director at National Safe Haven Alliance, an organization dedicated to education and awareness of state safe haven laws. Safe haven laws permit mothers to leave their unharmed newborn baby at a hospital, fire station, or police station without fear of criminal prosecution for abandonment.

Matthew See (MPP '03) is senior auditor evaluator for the California Bureau of State Audits. He is currently deployed in Iraq.

Geoffrey Segal (MPP '00) has recently advised governors on reform initiatives. For Governor Mark Sanford of South Carolina, he has helped the state identify and implement a competitive sourcing plan and with Indiana Governor Mitch Daniels, he assisted the Government Efficiency and Financial Planning group within the Office of Management and Budget. Segal has been published in a number of publications including the *Atlanta Journal-Constitution*, *Indianapolis Star*, and the Associated Press wire, and delivered speeches at both the annual meetings of the American Legislative Exchange Council and the National Conference of State Legislators. In addition, an academic article on government efficiency was recently accepted for publication in *Urban Affairs Review*.

Hanna Skandera (MPP '00) is working as deputy commissioner of education for the State of Florida.

Kelley Smith (MPP '04) is the north Florida regional field director for the Office of External Affairs for the Department of Education. As a field director, Smith is responsible for establishing relationships with parents, teachers, students, superintendents/districts/public information officers, school boards, local elected officials, chambers of commerce, trade associations, businesses, and civic groups. She proactively delivers the Department of Education's messages directly to stakeholders through speaking engagements to political clubs, parent groups, leadership groups, and other communications forums. Smith is serving 16 counties.

Karen Stinton (Seaver '99, MPP '02) has been promoted to FBI investigative specialist and resides in San Francisco.

Dinesa Thomas (MPP '02) is the assistant vice president at New Century Financial Corporation in the government affairs department.

Bennie Tinson (MPP '02) began a new job in July at the Altura Federal Credit Union as the government affairs officer.

Almis Udry (MPP '01) is working for the California Bureau of State Audits and has recently been promoted to senior auditor evaluator. He is now serving exclusively in a supervisory capacity. His current report on the Public Utilities Commission was completed in mid July.

Corinne Verzoni (MPP '05) is a PhD candidate with an emphasis in counterterrorism and law enforcement at George Mason University.



Verzoni pictured with First Lady Laura Bush at a Republican National Committee reception

The program enables Verzoni to examine the challenges that senior policy makers face when confronted with a

bioterrorist attack and the classes have increased her awareness of the ability of rogue nations and/or terrorist organizations to acquire, manufacture, and use weapons of mass destruction.

Pauletta Walsh (MPP '04), a Presidential Management Fellow, began working at the



U.S. Department of State, Bureau of Public Affairs in March. She is the public affairs specialist and reports to Secretary of State Condoleezza Rice. At the beginning of the year, Walsh attended the presidential inauguration and the Democracy Ball.

Alicia (Sherman) Weintraub (MPP '02) has been promoted to senior management analyst for the City of Culver City, California.

Eryn Witcher (Seaver '97, MPP '99) is press secretary to the U.S. Environmental Protection Agency. Before beginning the new position, she flew to Heidelberg for her 10-year Seaver international program reunion.

Class of 2000 Reunion



For the second year, the School of Public Policy hosted a five-year reunion for its graduates. On March 3, 2005, 11 members of the Class of 2000 joined Dean Wilburn, faculty, and staff for a celebratory dinner at Beau Rivage restaurant in Malibu.

Assistant Dean for Advancement Jon Kemp noted, "It is clear that our graduates feel a special connection to the program. We are proud not only that so many are willing to return for this event, but that our alumni are so willing to stay involved, especially in helping recent grads find job opportunities."

Alumni and current students gathered in the Braun Center for Public Policy before dinner to socialize and discuss careers and internship strategies. Each returning member of the Class of 2000 took some time to speak to the current students on how they found their current position and how their graduate work contributed to their current success.

Plans are underway to continue this tradition for the Class of 2001 reunion in the spring of 2006. For more information, contact Jon Kemp at (310) 506-4494.

STUDENT SCHOLARS

Under the leadership of Assistant Professor Angela Hawken, School of Public Policy students traveled to Armenia and the Republic of Georgia during the summer. Students lived with local families and conducted research for various organizations to assist in policy reform. In addition, students visited orphanages in each country and distributed provisions which they collectively raised money to purchase. Students, all 2006 MPP candidates, discuss their internship experiences below.

LEISEL BOGAN

Working in Armenia at Save the Children, I edited documents on projects concerning children in Yerevan and in the outlying regional villages. I also traveled to the



Briley and Jensky pictured with Armenian orphans

regions to assist in assessment of many building and renovation projects. In the Republic of Georgia, I worked at World Vision and conducted research for an analysis article on elderly poor throughout the Caucasus for an online newspaper, *Civil Georgia*. I also worked on projects that dealt with street children, the

deinstitutionalization of children, and infant-abandonment which included a woman's shelter where I did interviews and research.

NATHAN BRILEY

Spending three months in Tbilisi helped me to shape my future and the experience was invaluable. I worked with American Councils for International Education, the Georgian Foundation for Strategic and International Studies, and the United Nations Development Programme in areas ranging from education reform to corruption to economic reform.

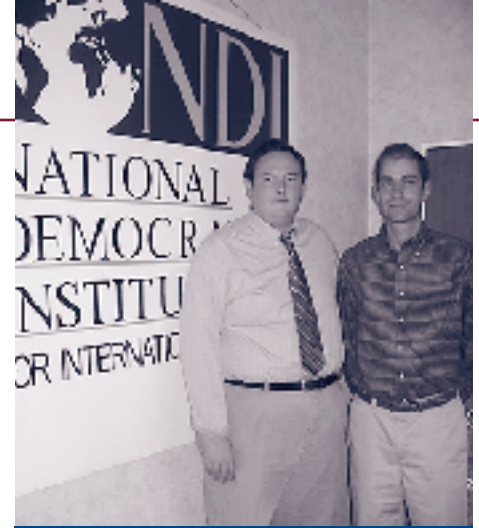
JAMES "TODD" DUNHAM

At National Democratic Institute (NDI) Armenia, I created a database of voting results for the 2003 parliamentary and presidential elections and I attended and chronicled a voter identification workshop held by NDI for the Armenian Republic Party and wrote a guidebook following the workshop. While at NDI Georgia, I worked on their five-year report, and summarizing the major project accomplishments and providing a final analysis for the country director.

BRITTANY JENSKY

My internship in Armenia was with the U.S. Agency for International Development in Yerevan. I functioned as a re-

search assistant and prepared an analytical study on the effectiveness of the slow but positive transformation of their judicial system. In Georgia, I worked as a program assistant for the United Nations Development Programme, and I helped with the program delivery of various portfolios including support to the prime minister's office and



Dunham pictured with National Democratic Institute Country Director Chad Rogers

selected line ministries for strategic sustainable economic development initiatives.

ROBERT KHATCHADOURIAN

I worked with the Armenia Legislative Strengthening Program, a U.S. Agency for International Development project implemented by Development Associates, Inc. I helped the organization by streamlining survey questions and analyzing responses sent out to National Assembly members, their staff, and citizens to find out how knowledgeable they were about their roles in government, their goals, and to answer questions about strengths and weaknesses in government.

TIMOTHY "PRESTON" LINDLER

In Armenia, I interned for the Armenian Atlantic Association (Armenian affiliate of the Atlantic Council) writing a curriculum which will be used to teach high school and college-aged students about NATO. While in Georgia, I worked with Transparency International Georgia doing research on Millennium Challenge Corporation Compacts as well as writing material for their Web site.

JENNIFER STEPHENSON

I interned for the United Nations Development Programme in Georgia and in Armenia. In Armenia, I wrote a proposal for an upcoming plan to integrate knowledge acquired by all United Nations (UN) agencies and format the knowledge for

access by UN employees as well as other development organizations. In Georgia, I was able to work as a liaison in the office of the prime minister, researching current industry development projects.

LAUREN YANG

At the United Methodist Committee on Relief in Armenia, I analyzed and edited program and policy papers for the Nutrition Department. In the Republic of Georgia, I researched and cowrote the Area Development Project Assessment Report for World Vision Georgia in order to start a country-child sponsorship program, wrote a project proposal for education programs, produced a policy memorandum comparing two community currency programs, and provided research on chemical-plant



Bogan interviewing the elderly in Georgia

poisoning, vaccinations, and the increased incidence of childhood disabilities.

The School of Public Policy plans to continue to explore international student research opportunities in transitional countries. Currently, the Dresher Graduate Campus Library is being stocked with materials for the regions of Armenia and the Republic of Georgia. The goal is to become one of the top libraries in the country in these areas.

A special thanks for making these studies possible is extended to Theodore J. Forstmann, Walter Karabian, and School of Public Policy Board Members Martha Reed and Margaret Sheppard.

2005 Student Internships

As a requirement for graduation, public policy students pursue internships in such environments as local, state, or federal government; a nonprofit agency; or an international experience in a non-U.S. setting. Students gain perspective on how the methods and theories studied in the classroom find practical expression in complex real-life settings. The scope of work completed during the internship determined the agency's classification.

AMERICAN POLITICS

Americans for Limited Government
 Childrens Hospital Los Angeles
 Dance/USA
 Institute for Defense and Disarmament Studies
 The Media Project
 MTV
 National Safe Haven Alliance
 Naval Criminal Investigative Service
 Reason Foundation

ECONOMICS

American Enterprise Institute
 California Energy Commission
 U.S. Agency for International Development

INTERNATIONAL RELATIONS

American Councils for International Education
 Amnesty International/Rhino Films
 Armenia Legislative Strengthening Program (connected with U.S. Agency for International Development)
 CARE
 Center for Security Policy
 Department of State, Moscow
 Georgian Foundation for Strategic and International Studies
 The Heritage Foundation
 Marshall Foundation

Member Parliament Campaign, United Kingdom
 David Davis

National Democratic Institute
 Save the Children
 Transparency International
 United Methodist Committee on Relief
 United Nations Development Programme
 World Affairs Council
 World Health Organization, United Nations

REGIONAL AND LOCAL POLICY

California Film Commission
 Cause Communications
 Cerrell & Associates
 City of Philadelphia, Pennsylvania
 Department of Public Properties
 Family Law Center
 Hope Street Group
 International Institute of Los Angeles
 Los Angeles City Attorney's Office
 Neighborhood Prosecutor Program
 Malibu Coastal Vision
 Republican National Committee, West Virginia
 State Senator
 Jim Sebesta, Florida
 State Assembly
 Curtis Thomas, Pennsylvania
 U.S. Representative
 Robert Menendez, New Jersey
 Western Justice Center

Public Policy Research Seminar

The Public Policy Research Seminar project develops and presents a major policy program design and implementation plan using a real situation in an actual global, state, or local agency. Students develop a clearly focused mission, a strategy, and an implementation plan. The following topics were presented by student groups at the end of the spring 2005 semester.

STATE/REGIONAL TOPICS

Panelists: Dr. David Leveille, former deputy director, California Postsecondary Education Commission; Dr. George M. Prather, chief of the office, Office of Institutional Research, Los Angeles Community College District; Nancy Solomon, Esq.

Higher Ed in the Red: Preserving Access to California's Community Colleges

This presentation examined the challenges facing California in funding demand for

Jeannie Jun speaks on Title IX



the state's community colleges. The policy team provided a series of options and recommendations to address expected shortfalls in state support for these critical institutions. Student team: Whitney Benzian, Herbert Cortez, Anjuli Fieldler, Annie Lam, Karin Lane, Paul Moradkhan, and Andrew Smith

Title IX: Reenvisioning Equality and Equity in Collegiate Athletics

Addressing the inequities and, in many cases, unintended consequences of the current application of Title IX on opportunities for both men and women in intercollegiate athletics, the team provided specific recommendations for revisions in the law that would make it more consistent with original intent. Student team: Lori Eropkin, Lindsay Espinosa, Iram Hasan, Adeoluwa Ifelayo, Jeannie Jun, Charles Moran, and Talayeh Yasseri

The Past, Present, and Future of Malibu Housing

The current trends in Malibu housing were examined by students with consideration of the implications of those tendencies on the future of the community. The team provided specific recommendations of priorities to an ongoing visioning process in the Malibu community. Student team: Nathanael Adams, Travis Bunch, Daniel Hoang, Christa Hudson, Matthew Jewett, Christina White, and Sara Woolfenden

INTERNATIONAL TOPICS

Panelists: Ren Stelloh, president, PhaseOne Communications; Robert Bamban, adjunct professor, Pepperdine University; Muazzam Gill, president, American Leadership Institute

National Security Strategy for Asia

With the confluence of terrorism in Afghanistan, border unrest between India and Pakistan, and the emergence of the Chinese economy, this team provided recommendations for a U.S. solution to the region that meets American national security goals. Student team: Stephanie Danner, James "Todd" Dunham, Edyta-Christina Grzybowska,

Higher Ed student team (l to r): Benzian, Lane, Cortez, Moradkhan, Lam, Fiedler, and Smith



Nicolas Haegeli, Xenia Tihomirova, Corinne Verzoni, and Palmer "Casey" Zimmerman

National Security Strategy for Eurasia

The former republics of the Soviet Union continue to provide both challenges and opportunities to U.S. national security interests around the globe. Students provided direction for the overall U.S. national security strategy in the region. Student team: Jessica Butorac, Sone Davayan, David Gentilli, Steven Reyes, Amy Shmulevich Shalev, Robert Stalzer, and Amber Tsujioka

National Security Strategy for Europe

This presentation used a national security framework to assess the current U.S. policy posture toward Europe and provided detailed recommendations regarding American policy priorities in the region. Student team: Jeongwoo Hahn, Jonathan Hessling, Keith Jenkins, Rebekah Kasule, William "Zach" Klein, and Callie Le Renard

William D. Eggers Discusses the Changing Nature of Public Policy

by Gregory H. Pejic (MPP candidate '06)

Students in Dr. Steve Whitaker's seminar class Political, Organizational, and Strategic Aspects of Public Policy Analysis hosted an appearance from William D. Eggers, coauthor of the recently published book, *Governing by Networks: The New Shape of the Public Sector*.

Eggers' presentation focused on the transformation that the U.S. government is currently undergoing from a hierarchical and bureaucratic model to a more flexible and network-driven association of government, private, and nonprofit sectors. He argued that the trend of government outsourcing will significantly grow in the coming years, citing Social Security privatization, Medicare reform, and faith-based initiatives on the Bush Administration's agenda. This new emphasis on networking is not contained to any one segment of the government according to Eggers. His book cites numerous case studies from health care and the Department of Energy to NASA and homeland security where this pattern has already emerged.

This growth in government privatization, he suggests, will cause a need for public managers who will lead and supervise provider networks instead of simply overseeing public employees. These managers will have to perform the traditional duties of budgeting and planning along with new skills such as mediation, negotiation, risk analysis, project and contract management, and data collection abilities in order to solve unconventional



problems. Having these skills will dramatically bolster a student in the future job market according to Eggers. He listed many advantages to the network model such as its flexibility, accountability, and speediness.

Under this new model, Eggers states that public policy managers are and will continue to be more focused on "generating public value" instead of the traditional role of providing direct services. One of the major causes of this transformation has been technology, namely the Internet, which Eggers accredits for making communication and contracts easier to conduct as well as making government transactions more transparent.

Eggers also spoke about the need to prepare for this change in current public policy curriculum. He stated, "Government is looking for people skilled in business relations, management, and networking." He concedes that the government-by-network structure faces several challenges, such as risk sharing, reducing corruption, linking dissimilar organizations together, and fostering accountability. In order to achieve such ends, he advocates for a greater interaction between schools of public policy, public administration, and business.

*William Eggers is a senior fellow at the New York-based Manhattan Institute for Policy Research and a global director at Deloitte Research-Public Sector. In addition to coauthoring *Governing by Networks* with Stephen Goldsmith, he also wrote another new book, *Government 2.0: Using Technology to Improve Education, Cut Red Tape, Reduce Gridlock, and Enhance Democracy*.*

Forstmann Recipients:

continued from page 1

CARRIE AKEMANN (MPP candidate '07)
BS, Sociology, Azusa Pacific University, 2002

TINATIN BAUM (MPP candidate '07)
MA, International Relations and Regional Conflict, Georgian Technical University, 2005
BS, International Relations and Regional Conflict, Georgian Technical University, 2002

MARY-FRANCES BOARDMAN (MPP candidate '06)
BS, International Business, University of Oklahoma, 2003

CARLA BOCK (MPP candidate '07)
BS, French, Tulane University, 2005

COREY BOOTH (MPP candidate '06)
BS, Political Science, California State University, Long Beach, 2002

NAMRITA CHAWLA (MPP/MDR candidate '06)
BS, English, University of Pennsylvania, 2001

ROBERT CHAPMAN (MPP candidate '06)
BA, Liberal Arts, Pepperdine University, 1991

BRIAN DILLE (MPP candidate '07)
JD, University of Georgia, 2003
BA, German and Sociology, University of Georgia, 2000

JOE DREZEK (MPP candidate '07)
BS, Psychology, Southwestern University (Georgetown, Texas), 1999

JAMES "TODD" DUNHAM (MPP candidate '06)
BS, Political Science, University of Massachusetts, 2004

JOSHUA HUNTER (MPP/MBA candidate '07)
BS, Business Administration, George Fox University, 2004

JARED IDE (MPP/MBA candidate '08)
BS, Political Science, Brigham Young University, 2004

WILLIAM "ZACH" KLEIN (MPP/MBA candidate '06)
BS, Economics, Vanderbilt University, 2003

NICOLE KUROKAWA (MPP candidate '06)
BS, Political Science, University of Illinois, 2002

TIMOTHY "PRESTON" LINDER (MPP candidate '06)
BS, Political Science and History, King College, 2004

KEINO McWHINNEY (MPP candidate '07)
BS, Political Science, Lipscomb University, 2004

VIKTORIYA MURAVLENKO (MPP candidate '07)
BS, International Studies and Information Systems, Lees-McRae College, 2004

OLGA NACALABAN (MPP candidate '07)
BS, Political Science, Pennsylvania State University, 2004

GREGORY PEJIC (MPP candidate '06)
BS, International Relations, Tulane University, 2003

LARISSA ROMANECKO (MPP candidate '07)
BS, Public Administration, Georgian Technical University, 2003

TODD SILVERSTEIN (MPP/MDR candidate '06)
BS, Entrepreneurial Studies, Babson College, 1999

JOSEPH SMITH (MPP candidate '07)
BS, Political Science, University of Washington, 2005

JENNIFER STEPHENSON (MPP candidate '06)
BS, Psychology, University of Iowa, 1999

JOSHUA TIETSORT (MPP candidate '07)
BS, Finance, Oral Roberts University, 1998

LAUREN YANG (MPP candidate '06)
BS, Urban Studies, University of California, San Diego, 2001

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Thomas P. Kemp	Margaret Sheppard
Glen McDaniel	Robert Virtue
Douglas Morrison	Edward V. Yang
Nancy Mortensen	

PEPPERDINE UNIVERSITY

School of Public Policy **Dean's Report**

James R. Wilburn, Dean

Upcoming Events

November 15, 2005

**“The State and Federal
Fiscal Relationship:
Balance of Payment”**

12:00–1:00 p.m.

**Tim Ransdell, Executive Director,
CA Institute for Federal Policy**

*School of Public Policy Classroom 150
Drescher Campus
Malibu, California*

April 21, 2006

Graduation

10:30 a.m.

*Alumni Park
Malibu, California*

April 24, 2006

**School of Public Policy Board
of Visitors meeting**

10:00 a.m.–2:00 p.m.