

# Connect

SCHOOL OF PUBLIC POLICY AND ADMINISTRATION

UNIVERSITY OF  
DELAWARE

VOL. 5, NO 1 • 2013

POTENTIAL NATIONAL  
MODEL FOR

## *Helping At-Risk Youth Transition Out of Foster Care*

**PLUS:**

Dr. Audrey Helfman Receives  
Teaching Award

Dr. Maria Aristigueta Elected  
ASPA Vice President

Policy Solutions Challenge  
Held at UD

FOR HALF A CENTURY, THE SCHOOL OF PUBLIC POLICY AND ADMINISTRATION HAS TRANSLATED RESEARCH AND SCHOLARSHIP INTO PRACTICES AND POLICIES THAT ADDRESS THE CRITICAL NEEDS OF COMMUNITIES, FROM NEIGHBORHOODS TO NATIONS.

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# From the Interim Director

Welcome! This is the fifth year of the publication of *Connect*, the School of Public Policy and Administration's (SPPA) annual news magazine. It has been my pleasure to serve as the SPPA's Interim Director for the 2012–2013 academic year during Dr. Maria Aristigueta's sabbatical leave. She traveled to Italy as Fulbright Scholar, was elected Vice President of the American Society of Public Administration and presented her inaugural lecture as the Messick Professor of Public Administration.

SPPA had a very active and productive year, which included our maintenance of our longstanding international presence. Several students and faculty participated in study abroad trips, while another group spent a month in Washington, D.C. in January 2013 learning about the activities of the federal government and organizations that interact with agencies and departments.

A new issue of *New Visions of Public Affairs* (NVPA) — a student-edited, scholarly journal — was produced this year and is on NVPA's website ([nvpajournal.wordpress.com](http://nvpajournal.wordpress.com)). The students who staffed NVPA convened a symposium in March of 2013, which honored Professor Robert Warren who is retiring after 38 years of teaching at the university. He was the mainstay of our PhD program where he supervised more than 90 dissertations. An interview of Dr. Warren is in the current issue of NVPA.

“SPPA had a very active and productive year, which included our maintenance of our longstanding international presence.”

This issue of *Connect* contains articles that highlight the activities of our academic programs and the research centers affiliated with our school. These include the Center for Applied Demography and Survey Research, the Center for Community Research and Service, the Center for Disability Studies, the Delaware Education Research and Development Center, the Disaster Research Center and the Institute for Public Administration. These centers provide research assistantships and other opportunities for our students. They are an integral component of our educational model, which combines classroom teaching with hands-on experience working on real-world projects.

During the upcoming academic year, SPPA will organize activities including, among others, Homecoming, the alumni fundraiser and the annual Messick lecture. We would like to thank the many friends whose contributions make it possible for us to continue to offer our students an exceptional academic experience. Without your support the many opportunities we provide for our students would not be possible.



*Leland Ware*

Leland Ware  
Louis L. Redding Chair and Professor of Law & Public Policy  
and Interim Director  
School of Public Policy and Administration

# POTENTIAL NATIONAL MODEL FOR *Helping At-Risk Youth Transition Out of Foster Care*

JULIA O'HANLON, ASSOCIATE POLICY SCIENTIST, INSTITUTE FOR PUBLIC ADMINISTRATION

**F**oster-care children and youth, particularly those who spend years in multiple foster families, are at high risk for emotional, behavioral, and academic challenges. When home support and care is insufficient, it is extremely important for fostered youth to access appropriate services and programs to ease their transition into adulthood—well before they reach the age of majority.

Each year, approximately 100 youth “age out” of the foster care system in Delaware. The hardships they face, compared to their peers, often make the transition to adulthood very difficult. Delaware Youth Opportunities Initiative (DYOI), developed by the Delaware Center for Justice (DCJ) in cooperation with the Delaware Department of Services for Children, Youth, and Their Families (DSCYF), brings together the people, systems, and resources necessary to assist young people leaving the state’s foster care system and must begin to manage life as an adult.

Working directly with DCJ and DSCYF, the School of Public Policy & Administration’s Institute for Public Administration (IPA) assists local nonprofits and state policymakers to identify age-appropriate services for Delaware’s foster care youth.

Beginning in 2010, Associate Policy Scientists Jim Flynn and Julia O’Hanlon led IPA staff in an environmental scan of current services for Delaware’s “aging out” youth—individuals who are reaching the age of “majority” and/or are no longer eligible to remain in foster care, based upon the policy of the child-welfare system. This scan was the first step in DCJ’s DYOI—a program supported and administered through the Jim Casey Youth Opportunities Initiative. The *Delaware Environmental Scan* provided baseline information to a stakeholder-

based Community Partnership Board (led by Lieutenant Governor Matt Denn) that was charged with overseeing the direction, strategies, and outcomes of the DYOI’s formal implementation plan. It addressed and analyzed five core areas including *youth engagement; partnerships and resources; research, evaluation, and communications; public will and policy; and increased opportunities.*

The *Delaware Environmental Scan* showed that Delaware has made significant efforts in addressing many of the issues and challenges experienced by the state’s youth who have experienced foster care through various resources and means of support. The state’s size and composition provide natural advantages to creating and maintaining partnerships necessary for a systematic approach to serving the state’s youth. Noteworthy areas of strength include youth involvement and leadership through Delaware’s Youth Advisory Council (YAC), the state’s interagency coordination, and the legal permanence through the extension of Family Court jurisdiction until age 21.

Given the importance and potential impact of this work, IPA was honored to be involved in the scan development, and gladly participated in other research that has helped shape the DYOI efforts over the past several years. IPA staff members Kelly Sherretz and Lisa Moreland, as

well as several IPA-affiliated students, were also involved in data organizing efforts for the DYOI.

More recently, IPA staffer Julia O’Hanlon was appointed to co-chair the DYOI’s Community Partnership Board Policy Working Group. In this role, she worked directly with Delaware youth who have experienced foster care, as well as state agency leaders, family court judges, and other community stakeholders to develop policy recommendations that might improve Delaware’s youth services.

O’Hanlon was also appointed by Governor Jack Markell as co-chair of the House Joint Resolution (HJR) 18 Committee—a group charged with researching options and providing detailed recommendations for formal and developmentally appropriate extended-care services aimed at supporting Delaware’s youth once they age out of traditional foster care.

Based on recommendations of this committee, the *Ready by 21* bill was passed by the Delaware General Assembly in Spring 2013. In addition to extending independent-living options for Delaware’s aging out youth, this legislation also provides stipends to youth who undergo financial literacy training and other programs designed to help promote successful transition into



*continued on page 4*

*At-Risk Youth Transition Out of Foster Care, continued from page 3*

adulthood. The bill signing took place on September 18, 2013, in Dover.

Delaware's achievements thus far, state size, and composition put it in a position to serve as a national model for

other states that want to improve the services provided to aging out youth. The Jim Casey Youth Opportunities Initiative finds that "Delaware is on the right path," and applauds the state, and its partners, for their efforts and aggressiveness in addressing the needs of aging out foster youth.

The *Ready by 21* bill represents a significant stride forward in efforts to support at-risk youth who are aging out of Delaware's foster care system. IPA is pleased with the progress, and hopes to see continued growth in the support resources available for youth who are coming of age out of the foster system.

## *Pivotal Public Policies in Modern Delaware: From Desegregation to Deregulation*

WILLIAM W. BOYER AND EDWARD C. RATLEDGE

**H**istoric events often have direct, lasting impacts on present-day life—much more so than many people stop to consider. *Pivotal Policies in Delaware* is the latest examination of Delaware's public affairs from William Boyer and Edward Ratledge—two of the foremost experts in the field. In their book, the authors scrutinize 10 pivotal Delaware events since the mid-twentieth century that have had significant, lasting and systemic effects on the evolution of modern public policy in this small state.

Hindsight, as it is said, is often much clearer than the understanding of events at the time when they occur. While the events recounted by Dr. Boyer and Dr. Ratledge often directly prompted the design and implementation of public policies, the effects of these policies were often not clearly understood or able to be accurately predicted at the time they were implemented. Looking back, they are able to show results that were counter to what was anticipated, undesirable side effects that were realized and instances when the policies inadequately addressed the problems at hand. The critical events and policies Boyer and Ratledge examine include:

- 1954 – racially segregated Delaware was confronted with the necessity to desegregate its public schools "with all deliberate speed" according to the U.S. Supreme Court
- 1964 – the Supreme Court ordained—by virtue of its "one-

person-one-vote" decision—that Delaware, and other states, end the over-representation of rural voters in the state legislature

- 1968 – the assassination of Reverend Martin Luther King Jr. led to an unmatched imposition of the state's National Guard for over nine months in Wilmington
- 1970 – the cabinet system was established in the state government, followed by the beginning of a modern civil service system
- 1971 – the Coastal Zone Act was enacted, and the aftermath exemplified the advent of activist governors
- 1977 – the state legislature, in response to increasing crime, opted for more punishment in place of rehabilitation of prisoners
- 1978 – the General Assembly overrode the Governor's budget, which ushered in the phenomena of consensus and bipartisan politics into the state's public affairs
- 1981 – the enactment of the Financial Center Development Act brought a surge of deregulated credit card banking to Delaware in a newly ensconced pro-business climate
- 1990 – the Governor's advisory council report sought to confront Delaware's very high cancer incidence and mortality

### PIVOTAL POLICIES *in* DELAWARE



*From Desegregation  
to Deregulation*

WILLIAM W. BOYER *and*  
EDWARD C. RATLEDGE

- 1999 – the General Assembly passed legislation which deregulated electric power as part of on-going, troubled efforts to develop energy policies in the wake of a major electric power confrontation between consumers and providers

By examining these events in Delaware's public affairs, this research illuminates the existing ramifications of past policy choices and also allow the reader to thoughtfully look to the future of Delaware political landscape. The identified policy developments have effected systematic institutional changes in the ways that Delaware is governed, and those changes will continue to impact the lives of Delawareans for years to come.

## Dr. Audrey Helfman Honored with Teaching Award

In May of 2013, SPPA faculty member Dr. Audrey Helfman was selected as one of the recipients of the College of Arts and Sciences' Outstanding Teaching Award. Dr. Helfman has taught a range of courses in the Organizational and Community Leadership (OCL) undergraduate curriculum, including the first leadership courses offered at UD. Her excellence in teaching in those initial years drove the demand for leadership courses and served as the basis for the development of the current OCL curriculums.

Each spring and fall, some 70 students enroll in the popular class LEAD 101: Global Contexts for Leadership. Dr. Helfman's reputation as a challenging and innovative instructor has been a key factor for the course's popularity among students. The creative, problem-based class has students work in teams to develop an in-depth coverage of concepts covered in the course materials. Projects are presented and



critiqued by external judges in a formal event setting at the end of each term.

Aside from her involvement with her teaching responsibilities, Dr. Helfman possesses a passion for international and women issues. She offers a multi-session Women's Leadership Development Program through the Institute for Public Administration. Highly regarded for her study abroad programs during UD's winter sessions, Dr. Helfman embarks

on ambitious "Around-the-World" trips and has traveled extensively to Africa and Asia with her students. In January 2011, Dr. Helfman witnessed first-hand the early stages of the Egyptian revolution and played a crucial role in the safe evacuation of her students from the region. For the past eight years, she was the leadership professor at UD's Institute for Global Studies Middle East Partnership Initiative (MEPI) program, sponsored by the U.S. State Department.

Dr. Helfman is a remarkable advisor with over 100 advisees seen each year, and an engaging faculty member. Mentoring students to realize their full potential is certainly one of her many areas of strength. Her approachability with students in the classroom, during trips abroad, and as an advisor has earned Dr. Helfman the admiration of her students and respect of her peers.

The School congratulates Dr. Audrey Helfman for the prestigious honor as a recipient of the College of Arts and Sciences' Outstanding Teaching Award.

## Leland Ware Presents Annual UD Faculty Lecture

On May 17, 2013, Leland Ware, the Louis L. Redding Professor of Law and Public Policy, presented the annual Faculty Lecture sponsored by the University of Delaware Library Associates. Ware's presentation, "The 1960s and Civil Rights: A Decade of Unprecedented Progress," was given to an audience of more than 130 attendees,



Dr. Leland Ware presents his faculty lecture, "The 1960s and Civil Rights: A Decade of Unprecedented Progress" in the Reading Room of the Morris Library.

including many students, in the Reading Room of the Morris Library.

During his lecture, Professor Ware explained that the 1960s were a time unlike any other in the 20th century. Images ranging from police dogs attacking peaceful Civil Rights protesters to cities burning during urban riots were staples of nightly newscasts. Malcolm X and Martin Luther King were assassinated. Prior to those years efforts to secure civil rights for African Americans were carried out by organizations including, most prominently, the NAACP. These organizations used a gradualist approach consisting of lobbying, public education and filing "test" cases in courts.

From the late 1950s and throughout the 1960s, demands for equal treatment were made by thousands of ordinary individuals who participated in

meetings, boycotts, sit-ins, marches and other forms of mass demonstration. A strategy that used peaceful, non-violent protests gave the demonstrations a moral foundation while at the same time exposing the violence and brutality to which African Americans were subjected by government officials and hate groups.

The 1960s began with Jim Crow laws in place and massive resistance to school desegregation in the south. By the decade's end, federal legislation outlawed the practices that had been used to reduce African Americans to a second class status. By the end of the decade, the Civil Rights Movement had achieved its goal of eliminating the legal barriers to racial equality. The Civil Rights Act of 1964, the Voting Rights

*continued on page 6*

*Leland Ware, continued from page 5*

of 1965 and the Fair Housing Act of 1968 ended the age of state-sanctioned segregation. Professor Ware concluded his remarks by observing that, while there are many lingering vestiges of segregation, especially in the low-income, racially isolated communities, conditions are now different and considerably better than they were a generation ago.

After Professor Ware wrapped up his presentation, the Library announced the opening of a new research collection: the Littleton and Jane Mitchell papers. Several members of the Mitchell extended family were present at the opening. The Hon. Charles Toliver IV, judge of the Superior Court of Delaware, and Professor Ware arranged the gift of the Littleton and Jane

Mitchell papers to the University of Delaware's Library.

"I met Littleton when I was actually still interviewing for this position," Ware said. "We almost immediately took to each other, and Lit told me all I needed to know about Delaware. He and his wife, who was really a pioneer, did a number of tremendous things before I got here. He came to speak to one of my classes not long before he died."

Susan Brynteson, vice provost and May Morris University Librarian, commented that in Ware's book *Choosing Equality: Essays and Narratives on the Desegregation Experience*, which he co-edited with Robert L. Hayman, the foreword written by then-Senator Joseph R. Biden, Jr. stated:

"Perhaps no one demonstrated more personal courage in that struggle than

Littleton Mitchell. Lit Mitchell was an extraordinary crusader — he still is — and I was and remain inspired by his example. In the face of seemingly insurmountable obstacles, he led the charge to secure fair housing, equal access to public accommodations, and equal educational and employment opportunities in our state."

Mitchell died at the age of 90 in 2009. A group of Delaware residents decided to raise funds for an endowment to establish the Littleton and Jane Mitchell Fellows Program for Civil Rights and Social Justice. The endowment will support graduate students and related program activities at the University of Delaware's School of Public Policy and Administration. Visit [www.sppa.udel.edu/mitchellfellows](http://www.sppa.udel.edu/mitchellfellows) for more details.

*Alumni Highlights, continued from page 27*

His other credentials include being a consultant for the Metropolitan

Wilmington Urban League, United Way of Delaware, and the City of Wilmington Department of Children, Youth and Families. Dr. Rudder has served on numerous boards, including

the Eastside Charter School, Marion T. Academy, the Denmark School, and the YMCA Resource Center of Delaware, all located in Wilmington, Delaware.

## Herbert M. Turner III

**D**r. Herbert M. Turner III (MPA '85), has over 25 years of quantitative research experience in the private, public, and education sectors. Dr. Turner holds a Ph.D. in Policy Research, Evaluation, and Measurement from the University of Pennsylvania where he also lectures on research methods, statistical programming, and statistical analysis as an Adjunct Assistant Professor.

Recently, Dr. Turner decided to help students in the Graduate School of Education at the University of Pennsylvania earn a SAS Certification credential that will make them more marketable to future employers. SAS (Statistical Analysis System) is a global leader in integrated software products widely used by computer programmers and provides large-scale business solutions for many industries worldwide.

By changing the focus to more SAS based skills in his graduate Data Processing and Analysis course, Dr. Turner developed an innovative curriculum to best prepare his students for the challenging certification exam. It was after careful evaluation of resources and course materials that the new curriculum proved to be a resounding success, with the majority of students who took that exam passed with favorable scores.

Dr. Turner's primary professional role is as founder, president, and principal research scientist of ANALYTICA, a for-profit, minority-owned and -operated company that provides high-quality research analytics in the social, behavioral, educational, and health-care sectors. ANALYTICA is a founding partner in the Regional Education Laboratory (REL)-Mid-Atlantic and lends its primary expertise in the

systematic design, implementation, analysis, and reporting of randomized controlled trials (RCTs) and in the conduct of research synthesis (or meta-analysis) and secondary data analysis.

Prior to his role with ANALYTICA, Dr. Turner served as the Scientific Research Director for the Campbell Collaboration (C2) and also served as the C2/AIR Project Coordinator of the Middle School Math review team for the What Works Clearinghouse — a joint venture between C2 and the American Institutes of Research — to produce systematic reviews on education intervention in the United States.

Periodically, Dr. Turner serves as critical commentator on school-based interventions for students with disabilities. He has also published in numerous academic journals regarding his research work in the field.

## SPPA Director's Sabbatical

Professor Maria Aristigueta, Director of the School of Public Policy and Administration, had sabbatical leave during the 2012–2013 academic year that consisted of many scholarly and professional endeavors.

In the fall of 2012, Dr. Aristigueta served as a Fulbright Specialist at the

and Research is renowned for its expertise in management surrounding public administration and non-profit organizations. Dr. Aristigueta worked with the University to widen its international network, explore new fields and research methodologies and to assist in curriculum development.

Public Administration in Newark. The Messick Chair was established by the University to honor Charles Messick, a 1907 graduate who, for more than 40 years, devoted his talents to addressing the problems of governmental administration in the state of New Jersey and the nation. Dr. Aristigueta's

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Dr. Aristigueta served as a Fulbright Specialist at the University of Salerno in Italy, where she spent six weeks teaching graduate coursework in organizational behavior and performance management.

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University of Salerno in Italy, where she spent six weeks teaching graduate coursework in organizational behavior and performance management. The Fulbright Specialist Program promotes linkages between U.S. academics and



Dr. Maria Aristigueta presents her inaugural lecture as the Charles P. Messick Professor of Public Administration.

professionals and their counterparts at host institutions abroad. As one of the most prestigious awards programs worldwide, recipients engage in short-term collaborative projects at host institutions in over 100 countries.

The University of Salerno's Department of Business Studies

In January of 2013, Dr. Aristigueta was elected vice president of the American Society for Public Administration (ASPA). This is the largest and most prominent professional association in the field. It distributes three publications to members, advances ethics and integrity in public service and governance, and promotes dialogue on social equity issues. As vice president, Dr. Aristigueta will also be a member of ASPA's National Council and of the council's executive committee. She assumed the position at ASPA's national conference in March of 2013 and will become president-elect in 2014 and will begin serving as president in 2015.

On March 21, 2013, Dr. Aristigueta presented her inaugural lecture as the Charles P. Messick Professor of

talk was titled "The Civil Service after Two Decades of Reinvention: Enduring Challenges and Big Questions." Past Messick Chairs Dr. Robert Denhardt, Dr. William Boyer and Dr. Jeffrey Raffel responded to Dr. Aristigueta's presentation.



Previous Messick chairs: Dr. Robert Denhardt, Dr. William Boyer and Dr. Jeffrey Raffel

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In January of 2013, Dr. Aristigueta was elected vice president of the American Society for Public Administration (ASPA).

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Aristigueta is the author of *Managing for Results in State Government and Civil Society in Cuba* and coauthor of *Organizational Behavior in the Public and Non-Profit Sectors and Practice-Based Performance Management: An International Handbook*.

# 2013 New Visions for Public Affairs Symposium

JENNIFER FUQUA

The fourth annual New Visions for Public Affairs (NVPA) symposium was held on April 18, 2013 on the UD campus. The NVPA symposium serves as a platform for select graduate students to discuss their research work on a diverse range



NVPA Executive Director and SPPA doctoral student Jennifer Fuqua addresses the symposium attendees.

of public policy topics. SPPA faculty member, Dr. Robert Warren, who has retired after 38 years at the School, made the keynote speech at the event. New Visions for Public Affairs is a student-led and peer-reviewed public policy journal at the University's School of Public Policy and Administration. For the first time ever, a printed edition featuring the full articles from the presenters was distributed at the symposium.

Also for the first time, NVPA hosted a public policy student outside of the University community in order to expand collaborations with peers at other institutions. Daniel P. Smith from the Department of Public Policy at University of North Carolina at Chapel Hill presented his research and article, "Characteristics of Innovative Entrepreneurs: An Analysis at the Level of the Individual, the Firm, and the Business Environment."

Other presenters included Natasha R. Nau (MPA '13), and doctoral student with UD's Dept. of Sociology and Criminal Justice, M. Kristen Hefner. As

the Finance Director for London Grove Township in West Grove, PA, Nau delivered her speech on a policy brief entitled, "Pay For Spray Fire Protection Policy: A Case Study of Obion County, Tennessee" by video conference. Hefner, whose work focuses on gender, law and

society, presented a persuasive analysis in "Intersectional Disadvantages in the Emergence and Transformation of Legal Disputes."

In his keynote address, Dr. Robert Warren challenged the audience to critically examine the nature of governance systems and their effects on people's behaviors and policies, and

how, as he eloquently stated, they "rarely accept the world as it appears to be."

His speech covered a wide range of issues including immigration, national security, and the role of citizenship. It was a lecture that personified his decades of research in urban governance and planning, globalization, information technologies, environmental policy and transportation.

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Dr. Robert Warren

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A special interview with Dr. Robert Warren, "Fabian Socialists and Red Light Traffic Cameras," by Associate Editor Philip Barnes (PhD '14), along with presenters' articles from the 2013 symposium, can be found online in volume 5 of the *New Visions in Public Affairs* journal at [nvpajournal.wordpress.com](http://nvpajournal.wordpress.com).



Dr. Robert Warren gives his NVPA keynote address.



# Graduate Students Respond to Oklahoma Tornadoes

ALEX GREER AND DANIELLE NAGELE

**O**n May 19 and 20, 2013, an EF-5 tornado created a 17-mile-long pathway of destruction that struck the town of Moore, Oklahoma's epicenter and resulted in the deaths of 24 people while 387 others were injured. The devastation caused over \$2 billion dollars in damages.

Moore is not a stranger to natural disasters. The area endured an EF-5 tornado in 1999 that produced the highest surface wind speed ever recorded. A classification of an EF-5 indicates that a tornado produces wind speed estimated at over 200 mph (320 km/h).

Under the guidance from faculty at the Disaster Research Center (DRC), graduate students from the School's Disaster Science and Management program traveled to Moore just days following the incident. Regarded as a pioneering institution in the area of disaster research, DRC first started in 1963 and is an affiliated center of the School of Public Policy and Administration. In the wake of the Moore, Oklahoma tornadoes, DRC organized for three research teams to conduct fieldwork, each one examining different aspects of the catastrophe.

Lauren Clay and Alex Greer, doctoral students and research assistants in DRC was the first team on the ground. They conducted research focused primarily on the mental health response efforts in addition to other areas of interest such as looting concerns, material convergence, and volunteer coordination. Dr. James Kendra, SPPA Associate Professor and DRC Director, supervised their work on the project.

The fieldwork of the second team extended research already underway as part of an ongoing National Science Foundation (NSF) grant focused on material convergence and the motivations behind donations drives in disaster areas. Samantha Penta and Maggie Nelan, graduate students from UD's sociology program, conducted the fieldwork.

SPPA doctoral students Lucia Velotti and Danielle Nagele worked together as part of the final team deployed to Moore. Working under the direction of SPPA Assistant Professor Dr. Joe Trainor, Velotti and Nagele's research in

and Clay are using their initial trip to set the groundwork for a series of future research projects. Forthcoming visits to the Moore region will examine and compare a replication of a DRC study of the 1974 Xenia, Ohio tornado to gain an understanding of the changes in the mental health response in relation to tornadoes. The team will also investigate and analyze the community functions prior to the disaster.

The sociology graduate students are incorporating data from their fieldwork into an existing project examining disaster donations. Penta and Nelan

will do follow-up research in addition to conducting interviews with relief organizers involved in other catastrophic events to better comprehend disaster donations drives and the social construction of post-disaster assistance.

Velotti and Nagele are using the data collected during their Moore

trip to expand their research work on several continuing CASA studies as it relates to emotions and risk perception, the understanding of weather alerts and protective actions when tornadoes strike.

The valuable data gathered by the DRC research teams during their time in Oklahoma will contribute to their research projects in significant ways. Each team studied varied aspects of dealing with an event that results in loss on many levels, both human and material. A common thread among them is the research aims to improve efforts in managing the devastating consequences that individuals and communities experience in the aftermath of a disaster.



The Oklahoma tornado destroyed a huge number of homes and families' property.

Oklahoma was also part of an ongoing NSF funded project, "Collaborative Adaptive Sensing of the Atmosphere (CASA)." The project focuses on the public decision-making process at various stages during the tornado warnings, as well as the perception and understanding of weather alerts. Preliminary findings of Velotti and Nagele's fieldwork suggest survivors have deep-rooted beliefs about tornadoes derived from a mixture of education, experience, and local folklore.

Data generated from the Moore experience will be used to create new projects and support current research in progress. Doctoral students Greer

# Professor Robert Warren Retires After 38 Years

LELAND WARE

Professor Robert Warren retired from the School of Public Policy and Administration's (SPPA) faculty on June 30, 2013. This concludes a long and distinguished career. Dr. Warren joined the SPPA's faculty in 1975. From 1971–1975, he was a



Doctoral student Ying Ying Zeng presents findings from her research with Dr. Warren.

Professor of Urban Affairs and Urban and Regional Planning at the University of Southern California. From 1960–1971, Dr. Warren was an Assistant and later an Associate Professor of Political Science at the University of Washington. He has been a visiting Professor at the University of California, Santa Barbara, New York University and the University of Glasgow. Dr. Warren received PhD in Political Science from the University of California, Los Angeles, in 1964, an MA in Political Science University of California, Los Angeles, in 1957, and a BA in Political Science, University of California, Los Angeles, in 1954.

Professor Warren's research initially dealt with, and continues to be concerned with, the organization of democratic and efficient governmental

arrangements in metropolitan areas. Over time, he has also been involved in projects related to urban coastal zone management, the role and effectiveness of non-profit organizations in communities and transportation planning — especially in the Northeast

Corridor. Much of his recent research has focused on the interrelationships of information and communications technologies and the forces of globalization with urban governance, democratic practice, and the rights of citizens. This has included work on control technologies, such as video surveillance, and on citizen use of social media to increase their influence in socio-cultural and policy making processes.

Dr. Warren has directed approximately 90 PhD dissertations while serving on the faculties of the Universities of Washington and Southern California as well as at the University of Delaware. He taught courses in Planning Theory and Urban Policy, Contemporary Issues in Urban Affairs and Public Policy and Governance, Planning, and Management.

Dr Warren has published two books: *Coastal Resource Use* (Seattle: University of Washington Press, 1975) Joint author with Robert Bish, Louis F. Weschler, James A. Crutchfield, and Peter Harrison, and *Government in Metropolitan Regions: A Reconsideration*



Dr. Robert Warren with his daughter, Stacy Warren.

*of Fragmented Political Organization* (Davis, CA: Institute of Governmental Affairs, University of California, 1966; 2nd ed. 1970), pp. 327. He has authored dozens of scholarly articles in academic journals, is frequently cited by other scholars and

is internationally renowned as a leader in the field of Urban Affairs and Public Policy.

Dr. Warren was honored at an April 18, 2013 symposium organized by the staff of a student-edited publication, *New Visions for Public Administration*. In addition to his many academic accomplishments, Dr. Warren served as mentor to a generation of PhD



Dr. Robert Warren giving a lecture.

candidates and to junior faculty. He is well-liked and highly regarded by his students and colleagues. He was the heart and soul of SPPA's PhD program. We will miss his presence and his sage advice and counsel.

# 2013 Scholarship Fundraiser

NICOLE QUINN

The School of Public Policy and Administration partnered with its alumni organization to provide friends of the school an opportunity to “Invest in Public Service.” Approximately 100 alumni, friends, and supporters took part in the biannual fundraising event that was held at the Marriott Courtyard in Newark on April 4, 2013.

Congressman John Carney (MPA '87) attended the event along with many other distinguished guests. The auction

was led by Jonathan Kirch (MPA '07), and items up for bid included lunches with Congressman John Carney and Senator Tom Carper in Washington D.C., vacation homes rentals, sporting and cultural events, gift certificates, art prints, gift baskets and private tours.

“Invest in Public Service” raised over \$15,000 due to the generosity of donors. The school is grateful for the

enduring support and work of the many volunteers, sponsors and donors that made the fundraiser a success.

The next fundraiser is being planned for 2015, and the school looks forward to providing even more opportunities for future generations of public service leaders.



SPPA alumni in attendance at the fundraiser event.

## The Power of Giving — One Student's Narrative

NATHAN ROBY

Nathan Roby (MPA '13) spoke candidly at the SPPA fundraiser about his personal struggles to be able to attend graduate school and expressed his gratitude for the support from the SPPA community. He was the president of the School's Student

Association of Policy and Administration (SAPA) and a Legislative Fellow recipient.

“I am not a native Delawarean. I hail from Columbus, Ohio and would not have been able to attend this program

without the assistance granted from the school and my affiliated center. I do not come from a wealthy family, nor do I have the type of parents that planned financially for their children's college educations. After years in the private sector, my savings were barely enough to cover my associate's degree and the

debt burden from my undergraduate program put severe limitations on the amount I could realistically expect to repay with a career in public service. I do not deserve funding for these reasons; however, these circumstances are what drive me every day to gain all I can from this program.

On a personal note, as some of you know, I lost my father to cancer over the holidays. He was diagnosed at the beginning of August, and passed away in mid-December. My father was a simple man who did not always understand the world around him. For example, he never understood exactly what it is I am studying in college. For the longest time he thought I was studying to be an accountant. When he finally realized that finance was something different, he wanted to know why I wasn't studying to be an accountant because they get paid more. In all seriousness, one of the few things my father did understand was value. When I withdrew from classes in November to help with his care, my father wept. He was afraid that I would not return to finish my studies and all my hard work would be for nothing and that the value of my degree would be lost. Truthfully, so was I.



SPPA students support the scholarship fundraiser.

What neither one of us realized at the time is that it was value that brought me back. The outpouring and support for me from this program was unexpected, overwhelming and truly appreciated. I will forever be indebted to this school for allowing me the opportunity to form such wonderful relationships with outstanding and capable people. The value of this degree goes well beyond the theories of the classroom and the applications of our research assistantships. That is the reason I am here today. That is the reason you are all here today. That is the reason I will continue to give back to this school every chance I get. In fact, I would like to start today by making a donation on behalf of my father, Paul Roby.”



Nathan Roby, MPA '13, shares a heartfelt account of his experience as a student in SPPA and the support he received.

## Moroccan Ambassador Engaged with SPPA Study Abroad

Associate Professor Audrey Helfman has instructed numerous study abroad programs around the world, teaching leadership dynamics, direct action organization and coalition building in countries like Vietnam, Laos, Egypt and Morocco.

Dr. Helfman's most recent study abroad excursion to Morocco in January 2013 was like nothing she or her students had experienced before.

Bouhlal arranged for formal VIP meetings with two walis — provincial governors nominated by the king — as well as briefings by members of their executive staffs. The students asked questions about the governance systems in each province to better understand the process of leadership within urban areas in Morocco.

Helfman also met with the vice chancellor of the University of Marrakesh, which enrolls nearly 63,000



Embassador Bouhlal speaks to the study abroad student group.



Students visit with Moroccan Ambassador to the U.S., Rachad Bouhlal, in his Washington, D.C. home.

Distinguishing this trip from others were numerous opportunities provided to the group by Rachad Bouhlal, Moroccan ambassador to the U.S.

students, during her time in Morocco.

Last fall, the Institute for Global Studies and the office of U.S. Senator Chris Coons set up a meeting between

Bouhlal, Helfman and a few other UD faculty members. Bouhlal became “an immediate friend to the University,” Helfman said. “He really cared about us and our experience,” she said, adding that the ambassador personally contacted hotel owners and speakers to insure that Helfman and her students were well looked after and had an enjoyable experience in Morocco.

Upon their return, Bouhlal invited Helfman and her students to a lunch at his Washington, D.C. home, allowing students to discuss the trip with him in addition to everything from the lavish meal to the artwork and paintings that adorn his walls.

“He was delightful in his interest in the students,” said Helfman. “And we had a very different — a better, far more interesting experience — in Morocco because he was involved.”



The students celebrate their visit to the Sahara desert.

## Students Present Findings at International Conference

DAVID KARAS

Caitlin Del Collo and David Karas, students in the MA in Urban Affairs and Public Policy program, participated in the annual Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee) conference held in May 2013 in Belgrade, Serbia. The graduate students presented their findings from research conducted on a study abroad program in Romania during the 2013 winter session.

Del Collo researched the availability and coordination of services for victims of domestic violence in Romania and compared her data with domestic violence services in New Castle County, Delaware. Karas studied the Romanian news media, focusing on the ability of journalists to conduct impartial investigative reports within the context of the country's emerging democracy.

At the conference in Belgrade, Del Collo and Karas met with members of their original research teams — graduate students from Babes-Bolyai University in Cluj-Napoca, Romania. The groups provided insight on their shared experiences with NISPAcee participants regarding the collaborative efforts of the research and writing processes.

“On a professional level I gained crucial experience in public speaking, fielding questions as part of a panel, and in networking,” expressed Del Collo.

Karas also reflected on his collective experiences with Romania and the Serbian conference. “Whether it was

dimensions of the field of public policy and administration.”

SPPA Professor Emeritus Arno Loessner, who led the 2013 winter session Romania study abroad program, emphasized that the international conference in Serbia was productive

for numerous reasons and explained its significance on a global scale.

“NISPAcee is the public administration education advocate and proponent in a part of the world where civil society is emerging after forty-plus years of being subservient, and democratic government is developing and becoming more transparent. Role models are important,” added Loessner. “Work there by U.S. university faculty and students is mutually reinforcing. We can be compass and rudder, and we are reminded of what we need to do at home. We can help give CEE faculty and students a sounding board and we can reinforce their natural inclination for competent and transparent governance.”

Financial support from the School of Public Policy and Administration, UD Office of Graduate and Professional Education, and the University's Alumni Association assisted in covering the travel expenses of the students.



Caitlin Del Collo (front row, center) and David Karas (second row, left) pose with their research team from Babes-Bolyai University.

“Whether it was public speaking or research, working in a cross-cultural environment or serving as professional consultants, our experiences have opened our eyes to new dimensions of the field of public policy and administration.”

— SPPA Graduate Student David Karas

public speaking or research, working in a cross-cultural environment or serving as professional consultants, our experiences have opened our eyes to new

# Leadership by Design in Sweden and Barcelona

ANTHONY MIDDLEBROOKS

A group of thirty undergraduate students participated in the Leadership by Design study abroad program and explored design and leadership processes with professionals in Sweden and Barcelona. Two faculty directors — Dr. Anthony Middlebrooks with the Organizational and Community Leadership program in the SPPA and Dr. Jules Bruck of the Landscape Design program at the College of Agriculture and Natural Resources — led the program over four weeks in January 2013.

Emulating real-world leadership and design, the program was highly experiential and challenge-based. It was comprised of small-group and individual activities designed to elicit specific ideas and create a culture of inquiry and individualized pursuit of learning. Students were required to tackle major design challenges in small teams with projects including the design of an amusement park ride, a garden near



A group of students get a lesson in flamenco dancing.

Barcelona's tourist area, and a product that would appeal to Swedes. Another main assignment consisted of students keeping field books along the way that were used for notes, sketches, artifacts, insights, anecdotes and reflections.

The group first traveled to Stockholm, Malmo, and Gothenburg in Sweden where the month-long study abroad began with an informative



Students work diligently on one of their design challenges — to design an urban garden in the middle of Barcelona's historic Las Ramblas Boulevard.

historical overview of Sweden from Dr. Fred Hocker, Research Director at the Vasa Museet. The group met with other Swedish professionals including Design Torget CEO Pål Kårfalk; Bjorn Borg COO Henrik Fischer, and Design Manager James Lee; and CEO and President Magnus Welander of Thule Group, who inspired students with his innovative vision for the already market-dominating bike rack maker.

As one student explained, "We met with leaders in all different kinds of industries to see what their leadership styles and the dynamics of their teams were. We ourselves also had to work with each other in teams frequently, but always a different team. So, of course we got to experience changing dynamics because not only were we working with other people but also living with them."

Students were able to advance their knowledge on cutting edge research and practice in design processes. They learned about user-experience methods

at the Swedish Interactive Institute and idea-generating techniques with the global consulting firm, Smart Design. A visit to Salvador Dali's remarkable museum in Figueras, Spain proved to be an excursion that captivated the senses.

Throughout the experience of the Leadership by Design study abroad, students engaged in many cultural activities and took in various local sights throughout Sweden and Barcelona. They visited

the Modern Art Museum, took a tour of the Royal Dramatic Theater, spent a day exploring Copenhagen, surveyed



The medieval coastal city of Girona, Spain is the setting for a unique learning experience.

the distinctive Gaudi architecture including the Sagrada Familia, attended a Barcelona soccer match and had lessons in flamenco.

# Students Explore Poland's Rich Heritage

ALLISON RICE AND JASON BOURKE

In March 2013, a group of eight Planning, Policy, and Historic Preservation students attended a spring break study abroad program that took them to Warsaw and Krakow in Poland. The students and SPPA Professor David Ames studied Poland's incorporation of its rich historic resources and cultural traditions into its urban landscape. Students explored

of replicated medieval buildings, 1920s modernist architecture, post-War Soviet Social Realist architecture and contemporary structures within the same vicinity. In stark contrast,

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Historic Preservation students drew comparisons between the architecture of Warsaw and Krakow to understand several important eras of architectural influence, and how they relate to one another, within a tight geographical area.

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Dr. Ames and several students participating in a panel discussion of Polish and American planning traditions and history at the Warsaw History Meeting House.

the country's social, architectural and cultural history.

Students traveled to Warsaw, where, during World War II, the city was decimated

and subsequently rebuilt. In contrast, Krakow was occupied during the war, but not destroyed to the devastating degree of Warsaw.

Historic Preservation students drew comparisons between the architecture of these two cities to understand several

important eras of architectural influence, and how they relate to one another, within a tight geographical area. In Warsaw, students found a mixture

of replicated medieval buildings, 1920s modernist architecture, post-War Soviet Social Realist architecture and contemporary structures within the same vicinity. In stark contrast, the former Judaic enclave of Kazimierz in Krakow and the famed Warsaw Ghetto Uprising of 1943. Their travels took them synagogues in Krakow and

central Krakow is the same as it was back in the 13th century — with the exception of relatively minor renovations.

Several students focused on exploring the rich Jewish history in Poland and visited

to many. The Jewish influence can still be felt in Krakow's historic Jewish Quarter of Kazimierz and the Ghetto in Podgorze. Students compared these historical urban landscapes to Warsaw's former Jewish Ghetto, which was leveled during the Nazi occupation.

Part of the study abroad program focused on the way in which Poland has retained its distinct culture despite multiple wars, invasions and physical partitions. Polish tradition and folklore have endured since the founding of the nation around 960 A.D., and students witnessed this throughout the city's architecture, urban layout and memorials.

Dr. Ames and several students also participated in a panel discussion of Polish and American planning traditions and history at the Warsaw History Meeting House. During the course of the Poland study abroad program, students gained

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During the course of the Poland study abroad program, students gained valuable insights about preserving historical heritage, recovering from human conflict disasters and embracing the evolution of a cultural legacy.

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the Auschwitz death camp. Memorials of Judaism and to the Polish Jews, many of whom perished or left the country during WWII, was of particular interest

valuable insights about preserving historical heritage, recovering from human conflict disasters and embracing the evolution of a cultural legacy.

## Building Research Partnerships in Romania

DAVID KARAS

A group of eight graduate students from the School of Public Policy and Administration spent part of the 2013 winter session with eighteen graduate students from Babes-Bolyai University (BBU) in Cluj-Napoca, Romania. The SPPA has an established partnership with BBU, which first began in 2002.

Contributing to an enriching academic experience, students from both universities enrolled in a dual course on comparative public administration and public policy. Interactive communications between the UD students and their Romanian counterparts went on for months before they convened at Babes-Bolyai University in January of 2013.

University of Delaware's Professor Emeritus Dr. Arno Loessner

accompanied the UD graduate students to Cluj-Napoca. Dr. Loessner is also a member of the faculty at Babes-Bolyai University, where he chairs the international advisory board for the public administration program and occasionally teaches.

Both the SPPA and BBU research teams met with elected officials, government employees, private-sector leaders and nongovernmental organization (NGO) organizers to conduct research on topics of interest.



A birds-eye view of the city of Cluj-Napoca in Romania.

One research topic on which the student teams focused was the state of economic development in Cluj, using the

Nokia plant as a case study. Another group examined the reliability of the media and the integrity of the journalism, while a different group investigated the strength of the educational system across the country. Other topics studied included the health care industry, tactics on the treatment of domestic violence victims and the future of sustainable energy initiatives.

"Some of the benefits of my time in Romania will stay with me for the rest of my life," wrote Kathryn Lonczewski (MPA '13) in an academic paper about the course. "Reflecting on my time in Romania, I took so much more from this experience than I had expected."



SPPA's Winter 2013 study abroad students meet with the mayor of Cluj-Napoca, Romania (center) as well as several Romanian public administration students and professors.

### 2012–2013 Publications, continued from page 25

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Sarzynski, A. (2012). "Carbon Footprint." In Fogel, D., Fredericks, S., Harrington, L. & Spellerberg, I. (Eds.), *Measurements, Indicators, and Research Methods for Sustainability* (Vol. 6), *Berkshire Encyclopedia of Sustainability* (pp.42–45). Great Barrington, MA: Berkshire Publishing.

Van Dongen, Kees. Joseph E Trainor. Liesel Ritchie. 2012. Managing the response to large scale floods. *Flood Preparedness in the Netherlands: A US Perspective*.

Velotti, Lucia. Joseph Trainor. Manuel Torres. Bas Kolen. Karen Engel. 2012. "Vertical Evacuation: rethinking urban, rural and social space. *Flood Preparedness in the Netherlands: A US Perspective*.

Wachtendorf, T. and Kendra, J. 2012. The Making of a Mega-Crisis: 9/11 As a Case for the Concept. In Helsloot, I., Boin, A., Jacobs, B., and Comfort, L.K. (Eds.) *MEGA-CRISES: Understanding the Prospects, Nature, Characteristics, and the Effects of Cataclysmic Events*. (143–157). Springfield, IL: CC Thomas Publishers.



# Policy Competition Comes to UD

ANDREA SARZYNSKI

In February 2013, the University of Delaware and the School of Public Policy and Administration hosted the Mid-Atlantic Regional Competition of the first annual Policy Solutions Challenge USA. Held in a series of regional events leading to the national competition, Policy Solutions Challenge USA highlights the creativity and analytical skills of students in programs nationwide accredited with the National Association of Schools of Public Affairs and Administration. It is a competition designed for the next generation of public service leaders and provides them with the opportunity to develop innovative approaches and solutions on issues faced by governments at all levels.

This year's topic focused on childhood obesity, with each student



SPPA's team of undergraduate and graduate students pose with Dr. Andrea Sarzynski at the Policy Solutions Challenge USA, hosted at UD.

students represented the SPPA in the regional competition, including Allison Becker (BA '13, MA '14), Allison Rosenberg (BA '13, MA '14), Brinda Shah (BA '13), Saran Singh (BA '13), and Ben Wallace (MA '14).

The competition was judged by Sonya Davis and George Meldrum of the Nemours Foundation, Richard Killingsworth at the Delaware Division of Public Health, Erin

Knight with the University of Delaware, and Lynn Sha of the Office of U.S. Senator Tom Carper. In addition to

the student teams, George Meldrum presented Nemours' policy efforts to address childhood obesity, and Senator Tom Carper stopped by with remarks.

The 2013 Mid-Atlantic Regional Competition for the Policy Solutions Challenge USA concluded with the UD team in third place. The all-graduate student teams from Brown University's Taubman Center for Public Policy and American Institutions placed first followed by American University's School of Public Affairs. The doctoral student team from the School of Public Policy at George Mason University was a runner-up.

Teams were evaluated on a written policy analysis and a short oral presentation in front of practitioner judges. The ranking was based on the explanation of the problem, the expected outcomes, economic efficiency, ease of implementation of the proposed solution and the effectiveness of their presentation.

The Policy Solutions Challenge USA national finals were held in Washington D.C. in March 2013. The graduate student team from the Robert M. La Follette School of Public Affairs at the University of Wisconsin-Madison won the competition.

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Policy Solutions Challenge USA highlights the creativity and analytical skills of students in NASPA-accredited programs nationwide.

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team tasked with identifying workable policy solutions to tackle this issue. A team of undergraduate and graduate

## Conference Proceedings

Li, Qiang, Leslie Mills, Sue McNeil, and Nii Attoh-Okine. (2012). "Exploring The Impact Of Climate Change On Pavement Performance And Design," presented at the 91st Annual Meeting of the Transportation Research Board, Washington DC, January (CD ROM).

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Medical Facilities," Proceedings New Zealand Society of Earthquake Engineers Annual Conference, Christchurch, New Zealand, April.

## Other

Reedy, Chandra L. (2012). Image analysis-aided thin-section petrography of archaeological ceramics. In L. Wang, J. Zhou, and S. Chen (Eds.). *Proceedings from ISAC'12: International Symposium on Ancient Ceramics* (pp. 203–205). Jingdezhen: Shanghai Institute of Ceramics, Chinese Academy of Sciences.

# SPPA Introduces 4+1 Programs

ANDREA SARZYNSKI

Students interested in earning dual degrees from SPPA now have this opportunity with the recently introduced 4+1 accelerated program. Motivated public policy majors will be able to receive a Bachelor of Arts in Public Policy and one of the following graduate degrees when enrolled in 4+1: Master of Public Administration (BA/MPA), a Master of Arts in Urban Affairs and Public Policy (BA/MA UAPP), or a Master of Arts in Historic Preservation (BA/MA HP). The BA/MPA degree prepares students for

careers in public service, while the BA/MA UAPP program is geared toward careers in policy analyses, advocacy, and planning with a focus on urban affairs. The BA/MA HP is for those individuals interested in the planning, design, and advocacy aspects of historic preservation.

These joint degrees allow students majoring in public policy to complete an undergraduate and graduate degree in five years on a full time basis instead of the standard six years. The accelerated schedule is achieved when students take some of their undergraduate courses at

the graduate level to satisfy requirements in both programs.

Public policy majors may apply to the 4+1 during the fall semester in their junior year after the completion of select coursework and credit hours. Potential candidates are subjected to the admissions standards required by the graduate school.

Additional information about the 4+1 programs and admissions requirements is available in the Undergraduate Programs section of the SPPA website ([www.sppa.udel.edu](http://www.sppa.udel.edu)).

# IPA and UD Participate in National Disabilities Summit

JULIA O' HANLON

The school's Institute for Public Administration (IPA) assisted in the planning, and provided staff for, "Building a More Inclusive Workforce: A National Summit to Boost Education and Employment Outcomes for Americans with Disabilities," on May 31, 2013 at Bank of America in Wilmington, Delaware. The summit was

attended by 125 leaders from across the nation, and it was co-hosted by Delaware Governor Jack Markell, the Council on Foundations and the United States Business Leadership Network.

The goal of this invitation-only event was to bring together leaders from foundations, philanthropic organizations, corporations and

Christopher Coons (D-DE) participated in the event.

University of Delaware President Patrick Harker attended the event's welcoming reception on May 30th at the Hotel du Pont, and College of Arts and Sciences Dean George Watson participated in summit sessions the following day.

government to identify new strategies and opportunities for youth and adults with disabilities. National leaders including U.S. Senators Thomas Harkin (D-IA), Thomas R. Carper (D-DE) and

Sessions focused on framing a national agenda for disability employment, including integrating veterans and youth in the workforce and building public-private partnerships. As current chair of the National Governors Association (NGA), Governor Markell and his staff discussed themes from NGA's disabilities initiative, "A Better Bottom Line: Employing People with Disabilities." Ideas generated from the event will be part of a continuing discussion on national policies around education and employment opportunities for Americans with disabilities.



UDA and IPA representatives proudly planned and supported "Building a More Inclusive Workforce: A National Summit to Boost Education and Employment Outcomes for Americans with Disabilities."

# IPA Gets Involved with Health Initiative Project

WILLIAM DECOURSEY

Since 2012, the Institute for Public Administration (IPA) has worked with a comprehensive group of state stakeholders, planners, and the non-profit organization Delaware Greenways to complete Delaware’s first Health Impact Assessment (HIA). A HIA is a methodical process that determines the possible negative and positive impact on the health of residents due to a prospective policy, project, or program. By examining an array of resources, including input from stakeholders and analytical data from a variety of sources, HIAs are used to make recommendations for managing potential outcomes.

To develop the framework for the HIA, IPA provided public service research to the Governor’s Council on Health Promotion and Disease Prevention and the state’s Healthy Eating and Active Living Coalition (HEAL), two organizations leading the HIA effort.



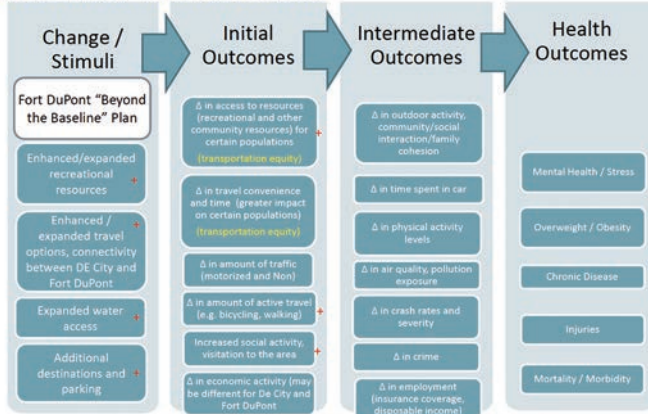
(Left to right) Heather Dunnigan (WILMAPCO), Constance Holland (OSPC), Kevin Coyle (DNREC), Debra Young (disabilities advocate), and Kendall Sommers (DNREC) were but a few of the volunteers who took part in the Delaware City Walkability Assessment lead by IPA Associate Policy Scientist William DeCoursey, AICP.

IPA’s work focused on a case involving residents of Delaware City—a small coastal community located in the northeast region of the state. In early 2012, the state began exploring the feasibility of the wholesale redevelopment of Fort DuPont State Park—the most underutilized park of its kind, due in part to the fact that it does not possess any desirable destinations for residents. The state park borders Delaware City, with a significant portion of the area inside designated as a floodplain, and situated less than a mile away from a major petrochemical refinery. These factors made it an ideal candidate for Delaware’s first Health Impact Assessment.

A stakeholder group, comprised of HEAL’s Built Environment and Public Policy committee, members of the community, state and local legislators and representatives from pertinent state agencies, worked together to provide recommendations on moving forward on the project.

Two scenarios were evaluated: the first one involved modest upgrades to the park and

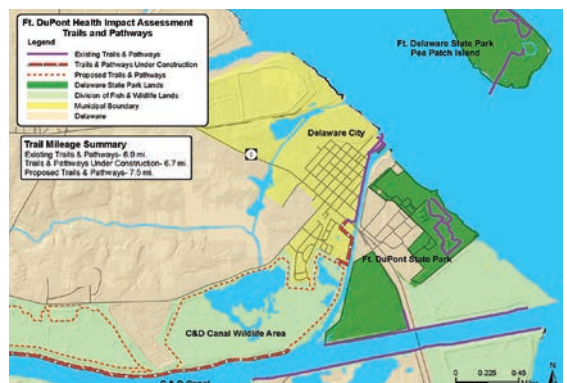
HEALTH IMPACT PATHWAY DIAGRAM



+ , - , and 0 symbols indicate anticipated net impact on health outcomes related to access to physical activity

work to preserve and enhance historic infrastructure, and the second was a far more extensive proposal calling for Delaware City to annex the park and zone portions so that it would be suitable for limited redevelopment and an ‘anchor tenant,’ such as a marina and an ancillary mixed-use development. A pedestrian bridge connecting the town to the core of the redevelopment zone was a featured key component of the plan. After assessing both plans, the team determined that both scenarios would benefit the area’s overall health impact, but the second more extensive scenario was preferred.

For the latest information on the HIA initiative at Fort DuPont State Park, visit [www.delawaregreenways.org](http://www.delawaregreenways.org).



Access to recreation and transportation based physical activity correlates with healthier communities. Recommended due to the findings of the HIA, the addition of a bridge connecting Delaware City and the Fort DuPont complex at 2nd Street will provide nearly all community members in the HIA study area with walking access to the Fort Dupont site’s recreation resources.

# IPA Develops Framework for an Integrated Planning Approach

MARCIA SCOTT

Delaware, like most of the nation, faces continued challenges in the housing market. With broadening preferences in consumer housing, skyrocketing obesity rates, changing demographics and an unevenly growing economy, communities will need to do more than just plan for

encourage economic development, sound transportation and housing choices, a healthy environment and strong communities, and is gaining momentum at the state and local government levels. The Institute for Public Administration (IPA) has been working to develop a framework to plan for Complete



IPA hosted a series of Spring 2013 workshops to address "State and Local Government

future land use and manage growth. They need to consider how to design attractive and walkable communities, reinvest in downtown cores, protect natural and environmental resources, plan for efficient land use and provide multimodal transportation and housing choices — while still maintaining the character and integral sense of place.

Complete Communities is a new integrated planning approach that supports astute land-use decisions and

Communities in Delaware in collaboration with the Delaware Department of Transportation (DelDOT) and the Office of State Planning Coordination (OSPC).

The goal of IPA's Complete Communities project is to support local Delaware governments as they plan and create high-quality places where people want to live, work and play. Aspects of the project currently underway include a *Planning for Complete Communities* interactive website, a series of workshops and a summit conference on November 4, 2013. IPA previously worked with two pilot communities in the state to develop a comprehensive outreach program and conducted extensive literature review to formulate the framework for Complete Communities.

Visit [www.completecommunitiesde.org](http://www.completecommunitiesde.org) for the latest on this IPA project.



Complete Communities is a new integrated planning approach that supports astute land-use decisions and encourage economic development, sound transportation and housing choices, a healthy environment and strong communities, and is gaining momentum at the state and local government levels.



A Complete Communities workshop engaged City of Milford stakeholders in facilitated mapping exercises.



Town of Elsmere, DE stakeholders provide input on community-specific planning issues at a Complete Communities workshop.

# Communities Working Together for Positive Change

SIGNE BELL

The Center for Community Research and Service (CCRS) is an integral part of Blueprint Communities — a revitalization program that identifies and supports highly motivated neighborhoods in plan development for projects and programs that effectively address their needs. Since 2008, CCRS faculty and staff have provided training, technical assistance and coaching services to teams of stakeholders in 11 Delaware communities.

Blueprint Communities is a collaborative effort, with projects as diverse as the communities who take part in the program, and CCRS plays a vital role to ensure that those projects are successfully implemented. Through sustained effort and growth, the capacity to create change is increasing over time.

The seven communities currently in the program have raised over \$700,000 in the past year, and these grant funds will help their initiatives move forward. The impact is increased by a commitment from another CCRS



Blueprint Communities, supported by CCRS, aided Neighbors Helping Hands and Habitat for Humanity in pursuing a grant to assist elders and individuals with disabilities in need of home repairs.

program — Public Allies Delaware. The additional energy and engagement of the Public Allies, a group of select talented young leaders with the aspirations to immerse themselves in community service, has added a dynamic element to the team service projects within the

designated Blueprint Communities.

Blueprint Communities is funded by the Federal Home Loan Bank of Pittsburgh and the Jessie Ball duPont Fund, and currently has program initiatives in Delaware, West Virginia, and Pennsylvania.

## Blueprint Communities and CCRS initiative outcomes in Delaware include:

- The Above the Rim youth basketball league was basketball league offers a healthy, teamwork-based activity for youths in the Browntown neighborhood in Wilmington. During spring 2013, the league enrolled over 80 youth members.
- The West Side Grows Together program offers 45 plots for local residents and added 16 plots for youth in the “Bright Spot Ventures” program to the Rodney Reservoir Community Garden — making it the largest urban agriculture project in the City of Wilmington. Participants will be able to grow vegetables to sell at local farmers’ markets.
- The Neighbors Helping Hands program in Simonds Gardens in New Castle assists elders and individuals with disabilities who are in need of home repairs. Neighbors Helping Hands partnered with Habitat for Humanity and received a \$56,000 grant to establish the program. In-kind donations from Habitat for Humanity, along with neighborhood volunteer recruits, have since doubled these funds.
- The Arts & Flowers program raises community pride and promoting the arts in Georgetown — a city in southern Delaware.

# Data Confirms “Place Matters” for Children

KIMBERLY LOWMAN

In May 2013, the KIDS COUNT project in Delaware — housed in the Center for Community Research and Service (CCRS) at UD — celebrated the release of its annual fact book. Governor Jack Markell was present, along with CCRS staff and 150 child advocates throughout the state, to mark the 18th edition of this publication. KIDS COUNT aims to positively influence the attitudes, legislative actions and advocacy on issues that impact children for a broad cross section of the state’s population.

KIDS COUNT uses highly credible research, data collection and

Delaware’s children has remained steady or shown improvement in multiple indicators. This includes a decrease in the state’s overall teen birth rate, as well as a reduction of youth in detention and rehabilitative facilities from 5.2 per 1,000 in 2000 to 2.3 per 1,000 in 2012.

The fact book also discloses areas of concern for children in Delaware, particularly those living in poverty, which is now up to 19.9% for the 2010–12 period.

Single family households and unemployment rates among parents also continued to increase during this time, along with a rise in the utilization of the Supplemental Nutrition Assistance Program. The information included in the

2013 KIDS COUNT fact book reveals that there are ongoing and growing needs for many children and families in Delaware. The 2013 fact book includes a special focus on how “Place Matters.” Data supports that the capacity of families and the welfare of



children are directly linked to the well-being of the communities in which they reside. Strong, capable, resourceful families are at the foundation for improving outcomes for children, and communities require adequate support and infrastructure to ensure that residents can live healthy and successful lives.

KIDS COUNT in Delaware is led by a board of dedicated family and children advocates from both the public and private sectors, and is one of fifty-three similar projects throughout the United States and the U.S. territories funded by the Annie E. Casey Foundation. Copies of the 2013 Fact Book are available on the website: [www.dekidscount.org](http://www.dekidscount.org).



Delaware Governor Jack Markell gives remarks during the release event for the 2013 Kids Count in Delaware fact book.

education to initiate change on behalf of children. Staff at CCRS compiles, analyzes and exchange information to publish the latest statistics and research on child well-being indicators statewide for both the public and policymakers.

The latest data trend on the welfare of

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Data supports that the capacity of families and the welfare of children are directly linked to the well-being of the communities in which they reside. Strong, capable, resourceful families are at the foundation for improving outcomes for children, and communities require adequate support and infrastructure to ensure that residents can live healthy and successful lives.

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# Rephotography Project Documents UD History

ARTIKA CASINI

The Center for Historic Architecture and Design (CHAD) is overseeing a historical preservation project that has graduate student and photographer Candice Myruski rephotographing images of various iconic UD buildings first taken nearly a century ago. The photographer of the original images is the late Roydon Hammond, noted mostly for his images of Delaware plants, agriculture and farm life.

Hammond frequently rephotographed images himself for reasons unknown. His collection of more than 2,000 glass plate negatives is now housed in the Delaware Public Archives, and about two dozen of them depict various University buildings from the 1920s and '30s.



Memorial Hall as photographed October 6, 1925 (called Memorial Library at the time) and April 4, 2013.

David Ames, professor of Urban Affairs and Public Policy, as well as Geography, and director of the Center for Historic and Architecture and Design, speculates that some images of the campus landscape that Hammond rephotographed might have been construction shots, while others may have been used for state tourism efforts.

“The pictures give us knowledge that we didn’t have before; they bring new information to interpret,” says Ames, who has been working on a larger three-year project at CHAD to “rephotograph” hundreds of the images from Hammond’s 2,000-plus collection.

In the interest of authenticity and precision, Candice Myruski has been

shooting the rephotographs with a large-format camera, similar to the one



Old College Hall as photographed on April 17, 1936 and April 4, 2013.

used by Hammond. She spent time last spring rephotographing nearly half of the 32 campus pictures Hammond took between 1925 and 1936 (of the 32



images, only 15 were distinct pictures, as each photo was shot multiple times).

Just as Hammond took duplicate images of the same building, Myruski often found herself standing where he stood nearly a century before, taking



Pearson Hall as photographed on March 12, 1926 (called Newark School Building at the time) and April 4, 2013.

extra photos with the precision of her predecessor.



She recreated his process down to vantage point lens coverage, lighting and weather conditions under which the original glass plates were taken. In order to process the rephotographs, she and Ames developed what they call a “figital” technique — film plus digital — in which they scan the large format film negatives and work with digital negatives.

“It’s interesting to recreate these pictures,” Myruski says. “They serve as historical documents for how campus has changed over the years . . . or hasn’t.”

In fact, in a project that aims to document a nearly 100-year history, perhaps most interesting is how most of these structures have remained virtually unchanged as the world around them has aged.

“A University is about study and meditation,” Ames explains. “Continuity is important, and stability,” he adds, “is often a testament of strength.”



# 2013 School of Public Policy and Administration Scholarships, Awards and Recipients

## Undergraduate Awards

### Distinguished Leadership Award

Erica Dedufour

### Excellence in Public Policy Award

Neil Kirschling

### Leadership Collaboration Award

Samantha King

### Leadership Global Insight Award

Marissa Pennington

### Leadership Innovation Award

Kristen Marie Spirko

### Leadership Social Responsibility Award

Ally Turkheimer

## Graduate Awards

### Alumni of Public Policy and Administration Student Award

Eileen Collins

Dionna Sargent

### Milton & Mary Edelstein Scholarship for Public & Community Service

Kelly Smith

### Henry R. Folsom Award

Natasha Nau

### Marvin S. Gilman/National Housing Endowment Scholarship in U.S. Housing & Urban Policy

Amanda Brown

### Mark A. Haskell Award

Cimone Philpotts

### Peter A. Larson Prize

Sara Wilson

### Pauline E. Loessner Memorial Award

Rachel Beatty

### Barry R. Morstain M.P.A. Mid-Career Award

Laura Paller

### Nu Lambda Mu

Jessica Bunting

John Campion

### Pi Alpha Alpha

Tara Andrews

Jessica Bunting

John Campion

Rachel Linstead Goldsmith

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Allison Rice

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### James H. Sills, Jr. Scholarship

Jason Bourke

### Student Association of Policy and Administration (SAPA) Award

Stephen Ottinger

Kelly Smith

### Vern Svatos GIS Award (MA)

Steven Thorp

### Water Resources Scholarship (MS-WSP)

Kate Miller



SPPA honors awards recipients pose proudly with their plaques.



Rachel Beatty, recipient of the Pauline E. Loessner Memorial Award, with donors Arno and Mary Loessner.



## 2012–2013 Publications

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*continued on page 16*

## Dima Alashram

**D**ima Alashram (MPA '10) serves as the Regional Sustainability Leader for Aramex, the global provider of comprehensive logistics and transportation solutions. She works toward fulfilling Aramex's sustainability vision and outreach efforts strategically focused on education, entrepreneurship, community development, emergency relief, sports, and environment. Dima currently resides in the cosmopolitan city of Dubai in the United Arab Emirates.

After graduating in 2010, Dima spent two years in Jordan, working as the Chief Operations Officer at Ruwwad, a local nonprofit organization founded by Aramex and focused on partnering with marginalized communities in Jabal Al-Natheef in East Amman. Ruwwad focuses on empowering youth and children, and organizing the community to take ownership in order address its own challenges. Dima applied her graduate education along with her "Leadership,

Organizing and Change" certificate from the Harvard Kennedy School to her work with local communities.

Aside from her professional position with Aramex, Dima is currently developing her own business venture called DoBundle. DoBundle is a platform for social online shopping, which allows shoppers to bundle items and create a social community around shopping experiences. She hopes to launch it in the near future.

## Dená Brummer

**D**ená Brummer née McClurkin (MPA '05) is a partner in Yellow Brick Creative Studio, an integrated public relations and design collective specializing in marketing, logo, Web, print, and video. Dená is responsible for the development of integrated marketing, sales, and advertising strategies for retailers and business-to-business companies throughout the U.S. in addition to providing public relations support for a variety of consumer and business-to-business accounts.

Drawn to starting her own business after numerous years in mainstream employment, Dená decided to open Yellow Brick Creative Studio with a group of her colleagues and former associates. Previously, Dená served as a marketing coordinator for Valley Emergency Physicians in San Francisco, where

she managed a comprehensive public relations and marketing program. She provided strategic consulting and tactical implementation of successful marketing initiatives that included press conferences, analyst meetings, and media relations.

Dená's past professional experience includes a position as a public affairs officer at the Georgia Emergency Management Agency and as Deputy Director of Communications for the Georgia Department of Community Health. Before starting her MPA program, Dená had three years of experience in communications with the U.S. Army Corps of Engineers and National Capital Planning Commission.

"Working as a Legislative Fellow was one of the best experiences I have ever had in my professional career," she says. "The work assignments were always challenging and exciting, and there was

never a dull moment. Not only did this program provide me with excellent experience and understanding of state government, but it also provided me with skills that serve me well today in the private sector," reveals Dená about the Institute for Public Administration's seminal program with the Delaware General Assembly.

To be open-minded is a piece of advice that Dená likes to share with current students and encourages them to get exposure to as many things as possible because it can benefit them in the long term.

Dená currently resides in St. Louis, Missouri with her husband and daughter. She earned her BA degree from Clark Atlanta University in Mass Media Arts with a concentration in journalism.

## Eric Anthony Johnson

**E**ric Anthony Johnson's (Ph.D. '03) doctoral research focused on the impact of policies and economic development investment in Atlanta, Detroit, New Orleans, and Washington, D.C.

Today, in his job as executive director of Akron's University Park Alliance (UPA), Dr. Johnson is applying his expertise to an ambitious, multi-million-dollar transformation of a 50-block

core area of Akron, Ohio known as University Park, surrounding The University of Akron. This initiative, still in its early stages, could potentially provide employment and economic development to the community of University Park through possible funding from the John S. and James L. Knight Foundation.

"The nature of the Ph.D. program at UD set the stage for both the theory

and practical application applied to my work in Akron," said Dr. Johnson. "The educational experience was priceless."

Dr. Johnson's leadership at UPA has help shape the comprehensive business plan to attract new investment to the area. The strength of that plan led to a signed agreement with global real estate firm KUD International to manage and finance new construction in the 50-block area. Other UPA-initiated

improvements include a community garden, a revitalization of a nearby park, and a model block of rehabilitated housing. Making University Park a vibrant community to live, work, and thrive is UPA's mission, and residents' participation is crucial to making this possible.

According to Dr. Johnson, community engagement is too often the missing link in urban redevelopment

efforts. "The measure of success is what others do — the community members who participate in the action, rather than just watching the progress from the sidelines, and the investors who choose to bring new construction to Akron," he said. "The two pieces are coming together really well in Akron."

Dr. Johnson's role is to leverage UPA as a community development corporation. Created as nonprofit,

UPA essentially can act as a developer without the need for a profit margin, and it can catalyze new development in a way existing anchor institutions cannot do independently. The University Park Alliance initiative is currently engaged in preliminary development planning, which Dr. Johnson explains is the most difficult phase of the redevelopment process. That is why he continues to stay focus on the larger vision at hand.

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## Maggie Norris

**M**aggie Norris (MPA '10) is driven to help improve and promote health care in underserved communities. Maggie is currently Assistant Deputy Director at Westside Family Healthcare, Delaware's largest nonprofit community health system. In this capacity, she is responsible for the planning, coordinating, and implementing public affairs, community engagement, marketing, and funding development initiatives.

As a result of the Affordable Care Act, beginning in October 2013, families who have gone without health insurance for so long will have access to insurance. Keeping up with the shifts in healthcare policy is a big challenge for professionals in this field.

Maggie also coordinates and manages Westside's outreach activities within

New Castle County. This includes the Health Ambassador Program, a grassroots, community-education and -outreach program within Wilmington that serves to educate and connect city residents with a medical home and other resources within the community to help families live healthy and productive lives. In addition, Maggie co-manages Westside's public relations, print marketing, and social media strategies, and is even working towards a Graphic Design Certificate through the Delaware College of Art & Design.

After graduating from the MPA program in 2010, Maggie worked in Salzburg, Austria on a three-month internship at the Salzburg Global Seminar — an American-Austrian policy think tank. She was involved in the implementation of a seminar series on

topics that examined women's role in economic growth, global educational, and the social mobility disparity. She returned to briefly work at a public advocacy firm in Philadelphia and acquired the skill set of event planning and producing media relations materials.

Maggie emphasizes the importance of collaboration is vital for the success of initiatives. "During my time in IPA, I was exposed to many policy and community-based projects that were being designed and implemented by IPA professors and staff. What I learned is that program planning and policy development are just part of the equation for social change. It takes working closely with stakeholders and community leaders to develop an effective program and policy."

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## David I. Rudder

**D**avid I. Rudder (Ph.D. '03) was appointed Associate Dean of the Springfield College's School of Human Services in November of 2011. Dr. Rudder is a graduate of the Ph.D. program in Urban Affairs and Public Policy.

In his current role as Associate Dean, Dr. Rudder is responsible for curriculum development, academic and student services, online course development, and the Executive Master's Program. Founded in 1885, Springfield College located in Springfield, Massachusetts, is known for the guiding principles of its

Humanics philosophy and its mission of educating students with leadership skills that promotes service to the community. It is also notably regarded as the birthplace of the sport of basketball.

The academic programs of School of Human Services are designed to meet the needs of working adults who wish to earn a bachelor's and master's degree in human services. The College is ranked in the top tier of the Best Regional Universities — North Region, in the 2013 edition of *U.S. News & World Report*. The YMCA of the USA also designates it as a premier Leadership Development Center.

Dr. Rudder's previous professional experience includes providing academic advising, creating mentoring initiatives targeted to males, and expanding the development of community partnerships with high schools, nonprofits, detention centers and social service agencies. He is a former board member of the Northeast Region of the National Council on Black American Affairs, and was the 2011 recipient of Delaware's Department of Services for Children, Youth, and their Families Community Partners Award.

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