

Connect

SCHOOL OF URBAN AFFAIRS & PUBLIC POLICY

UNIVERSITY OF
DELAWARE

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Addressing the Economic Nightmare A European Perspective

THE INTERNATIONAL LEGISLATOR SURVEY PROJECT TRACKS
EUROPEAN LAWMAKERS' OPINIONS ON THE ROLE OF GOVERNMENT AND
THE GLOBAL ECONOMIC DOWNTURN.

PLUS:

*Economic Rewards
of Healthy Communities*

Leadership for Sustainability

*Can Sprawl Be
Reversed?*



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From the Director

Welcome to our second annual news magazine! We hope that you enjoy our series of updates on the accomplishments of the School of Urban Affairs and Public Policy (SUAPP) and its affiliated centers. I would like to bring your attention to new additions to the School. First, we welcome the return of Dr. Dan Rich to the faculty after eight years as Provost and Chief Academic Officer. Second, we are proud to announce several new programs: a bachelor of arts in public policy, and a master of science and PhD in disaster science and management. In keeping with our educational model, the two graduate degree programs are affiliated with the Disaster Research Center at the University of Delaware.

Our magazine includes research activities that serve as the cornerstone of our integrated model of *academic excellence with professional experience*. Many of our students and faculty participate with center staff on projects making a difference to our local, national, and global communities. Our featured article this year describes the International Legislator Survey Project and the role of government in Europe during the economic crisis. This work was conducted in the Center for Applied Demography and Survey Research by Dr. Tibor Tóth. Other articles this year highlight our work toward healthy communities, sustainability, child poverty, planning, leadership, and education. We hope that you will find these informative and interesting to read.

Please take time to read the accomplishments of some of our outstanding alumni who are making a difference in the field, their communities, and the world. Alumni and students may now join our Facebook network — a wonderful way to stay in touch!

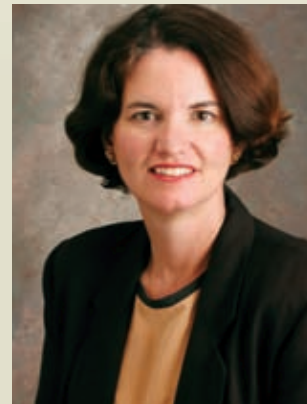
A special thanks to our numerous friends who continue to make it possible for us to offer an exceptional experience to our students through their contributions to the School. Without your support, the wealth of opportunities would not be possible.

In closing, I would like to congratulate Dr. Jeff Raffel on assuming the position of president of the National Association of Schools of Public Affairs and Administration (NASPAA). Jeff played a key role in making changes to the accreditation standards and has been a significant contributor to NASPAA for many years. NASPAA is the membership association of graduate programs in public administration, public policy, and public affairs. NASPAA's Commission on Peer Review and Accreditation is the specialized accreditor of masters degree programs nationwide. Jeff embodies this organization's twofold mission — to ensure excellence in education and training for public service and to promote the ideal of public service — and we will all be well served by his leadership.

With all best wishes,

Maria P. Aristigueta

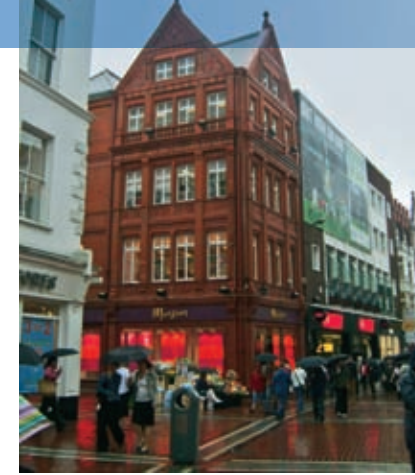
Maria P. Aristigueta



COVER STORY



About 76% of legislators from the Netherlands believe that it definitely should be the role of the government to impose strict laws to make industry do less damage to the environment.



In light of the current economic crisis, 91% of Irish legislators favor government engagement in large-scale investment projects.



Only 15 of Belgium's legislators support decreasing the government regulation of business.



Tibor Tóth

ADDRESSING THE Economic Nightmare

TIBOR TÓTH

A EUROPEAN PERSPECTIVE

In the increasingly interconnected global community of nations, it is becoming more and more important for policy makers in one country to be aware of what their counterparts in other countries are thinking and doing. Policies enacted in one nation are ever more likely to have a ripple effect around the world.

Thus, with the goal of contributing to global awareness, the Center for Applied Demography and Survey Research (CADSR) in the School of Urban Affairs and Public Policy launched the International Legislator Survey Project (ILSP) in the spring of 2009.

The pilot study in the program, conducted between March 9 and May 15, asked legislators' opinions on the role of government and the current economic downturn. Over 1,400 legislators in six European countries — Belgium, the Czech Republic, Hungary, Ireland, the Netherlands, and Slovakia — were contacted by

e-mail. One quarter of the legislators responded and completed the survey. The results have been compiled in a report entitled "Role of Government 2009."

The six countries were chosen because they provided a diverse mix of locations throughout Western and Central Europe. In order to accommodate language differences among the legislators, surveys were sent in languages native to or commonly used in each nation. Legislators in Belgium, Ireland, and the Netherlands received an English version of the survey, while those from Hungary received the survey in Hungarian, and those from the Czech Republic and Slovakia received it in Slovak. The author, a native of Slovakia, is fluent in all three languages.

Questions for the legislators were developed from a recent study conducted by the International Social Survey Program, which asked citizens

of various countries their opinions about their governments. Using these questions allows the legislators' responses to be compared to those of the general public in each country. Additional questions related to the current economic situation were also included. Legislators' beliefs about the global economy are important because those beliefs will affect their decisions and their votes.

On average, findings revealed that legislators in the six European countries believe that the economic slowdown will last for roughly 20 months beyond when they answered the survey. Estimates varied from country to country — legislators from Ireland estimated 28 more months, while legislators from the Netherlands estimated only 13 more months.

The legislators in aggregate were most likely to support cutting government expenditures or government engagement in large-



Can Sprawl Be Reversed?

MARCIA SCOTT

RETHINKING “THE AMERICAN DREAM”

Before the era of suburbanization, America’s towns were pedestrian-oriented and characterized by a strong sense of place and community. Traditional towns comprised thriving urban centers and diverse residential neighborhoods surrounded by scenic, rural countryside. Built on a human scale, traditional towns were dense and compact—people could easily walk from their homes to stores, schools, places of business, and jobs.

Walkable urbanism all but ended with the advent of post-World War II suburbia. Construction of superhighways promoted sprawling land-use patterns created with automobile travel in mind. Drivable suburbia symbolized the new American Dream. The new, suburban utopia promised a car in every driveway, spacious yards enclosed by white picket fences, and the security of self-contained neighborhoods.

Stereotypical suburbia still evokes warm memories of an idealized

Ozzie-and-Harriet lifestyle. Yet the legacy of suburbia is a dispersed environment that is costly and unsustainable. Many Americans now live in communities that are unwalkable, lack connectivity, and are inaccessible by public transportation. In today’s car-dominated culture, there is traffic congestion, diminishing open space, increasing dependence on foreign oil, and dangerously high levels of greenhouse gas emissions.

Delaware’s demographic and development patterns, unfortunately, have mirrored national trends over the last several decades. In the postwar era, the state’s population growth exceeded national averages, while Delaware’s largest city, Wilmington, experienced a steady population decline as people moved to the suburbs. New Castle County, Delaware, exemplified sprawl as the fastest growing suburb in the nation during the 1950s and eventually merged with the amorphous northeast BosWash megalopolis.

One dire consequence of suburban sprawl is America’s expanding waistline. A neglect of community-design principles, lack of walkable infrastructure, and compartmentalized built environments have led to less active lifestyles and a greater incidence of chronic obesity and related diseases.

Research shows that suburbanites weigh, on average, at least six pounds more than their urban counterparts. The June 2009 issue of the *American Journal of Preventive Medicine* indicates that “people who live in city neighborhoods close to stores, transit stops, sidewalks, bicycle and low-cost recreational facilities are twice as likely to get enough exercise as people who have no access to these amenities.”

Researchers at SUAPP’s Institute for Public Administration (IPA) have witnessed firsthand how the built environment impacts the walkability and overall health of a community. IPA policy scientist Edward

We’re literally stuck up a cul-de-sac in a cement SUV without a fill-up.

—James Howard Kunstler, *The End of Suburbia*

O’Donnell notes, “Communities are more than bricks and mortar; they have a soul. The well-being of that soul is related to the livability of that community. Walkability and healthy lifestyles are important indicators of a community’s livability.”

IPA helps local governments manage growth by developing comprehensive plans and land-use regulations. Recent IPA studies and policy forums have focused on the need to design pedestrian- and transit-friendly communities. Policy changes, both at the local and state level, have been recommended to foster active community environments, smarter growth (including social, economic, and environmental sustainability), and pedestrian-friendly infrastructure and design.

To provide comprehensive solutions to improve the built

environment and catalyze changes in policies, plans, and public behavior, IPA has partnered with the Delaware Division of Public Health and UD’s Department of Health, Nutrition, and Exercise Sciences on a Healthy/Walkable Communities Initiative. In cooperation with officials and volunteer committees, IPA staff and students are working with individual towns to conduct assessments, generate recommendations, and help administer mini-grants to implement changes.

Associate policy scientist Marcia Scott, research assistants Michelle Boyle (MS’08) and Jason Eckley (MPA’09), and public service fellow Kaitlin Wolfert (BS’09) recently produced an online publication, *Healthy Communities: A Resource Guide for Delaware Municipalities*. The guide offers tools for developing policies and plans for a pedestrian-friendly

community and provides tips for writing a funding proposal, seeking funding resources, and developing recreational programming/social marketing to promote use of walkable infrastructure. Outreach has also included a course, “Mobility-Friendly Design: The Benefits of a Healthy, Walkable Community and How to Achieve It,” presented by Scott, IPA policy specialist William DeCoursey (MPA’05), and IPA planning consultant Linda Raab.

Changing patterns of development, the built environment, and public policies can positively impact behavior and thus the health of a community. IPA’s efforts will help local governments grow smarter, develop multimodal transportation plans, and encourage more efficient, compact, walkable, and sustainable community design.

Reaping the Economic Rewards of Healthy Communities

During an April 2009 *Downtown Delaware* presentation sponsored by the Delaware Economic Development Office, staff from the Institute for Public Administration (IPA) explained to representatives of Delaware’s Main Street programs that there’s really no better time for municipalities to integrate walkable and healthy community concepts into local design plans or Main Street projects.

As indicated by the *Journal of the American Medical Society* last February, the nation’s current economic environment provides important opportunities for aligning public health and economic policies, bolstering a comprehensive health-promotion and obesity strategy while also helping state and local economies.

Recent research indicates a clear connection between healthy, walkable environments and a community’s economic vitality. Pedestrian-friendly neighborhoods with downtown streetscapes, recreation facilities,

trails, and shared-use paths not only promote healthier living, but also support the development of a good local business climate. Walkable design can increase property values, reduce commuting costs, promote tourism, and capture emerging “lifestyle” retail markets.

A 1999 study showed that homebuyers are willing to pay almost \$20,000 more for homes in walkable communities, compared to similar homes in surrounding areas. Research also suggests that residents living in communities with mixed land use, connected streets, and local services tend to drive 20–35 percent less than residents in automobile-dependent areas. With less time in the car, residents can decrease commuting costs while spending more time in local stores and restaurants!

Consumers value a positive pedestrian experience, and commercial activity gravitates toward walkable places. Therefore, visually attractive streetscapes, interesting light fixtures, and traffic-calming measures can

JULIA O’HANLON

all kick-start a town’s economic development. A more comprehensive approach to planning and designing healthy and economically vibrant communities includes eco-, agri-, and heritage tourism strategies.

Although economic downturns often lead consumers to make poor health choices (e.g., high-calorie foods typically cost less and are easier to access, while fitness center memberships are often dropped to save money), a great opportunity exists to invest stimulus funds in state and local projects designed to provide better nutritional and recreational options (e.g., farmers’ markets, sidewalks, bike paths, trails). In turn, such projects could provide immediate economic stimulus and longer-term obesity- and disease-prevention strategies—a very healthy combination.

INSTITUTE FOR PUBLIC
ADMINISTRATION

Shaping Public Health Practice and Policy in Delaware

For 20 years the Center for Applied Demography and Survey Research (CADSR) has contributed significantly to the understanding of disease prevalence, health risk behaviors, and preventative health care practices among Delawareans 18 years of age or older. Through the administration of the Centers for Disease Control and Prevention's (CDC) Behavioral Risk Factor Surveillance System survey (BRFSS) on behalf of the Delaware Division of Public Health, CADSR has provided the primary source of health-related data for the state.

CADSR currently conducts the BRFSS via telephone to a random sample of households throughout Delaware from its in-house calling center. Since 1989, CADSR has completed approximately 50,000 interviews on this project alone and

is currently interviewing over 4,000 persons annually to assure that the Delaware Division of Public Health is able to

- measure the occurrence and prevalence of disease and other health conditions;
- identify emerging health problems;
- determine priority health issues and populations at highest risk for illness, disability, and death;
- support the development of strategic plans and programs for reducing disease and health risk behaviors;
- monitor the effectiveness of interventions and progress in meeting disease prevention goals;
- educate the public, the health community, and policy makers about disease prevention; and
- support community policies

LISA M. GILMAN

that promote health and prevent disease.

In sum, the scope of the data collection involves information on health conditions and disease, demographics, and known risk factors. These data are used by policy makers to make evidence-based decisions about health policies, funding, and activities that are beneficial to the public. To this end, CADSR has proved itself an invaluable resource for improving the quality of life of all Delawareans.

CENTER FOR APPLIED
DEMOGRAPHY AND
SURVEY RESEARCH

New and Reorganized Programs Extend SUAPP's Reach

Disaster Science and Management

SUE McNEIL

In September 2010, SUAPP will launch a new graduate program in disaster science and management. This interdisciplinary program will award MS (both thesis and nonthesis) and Ph.D. degrees. The program builds on the strengths and experience of the Disaster Research Center at UD to offer a program that complements existing graduate programs in sociology and energy and environmental policy.

Megatrends such as increasing globalization, global warming, and heightened public awareness of the frequency, extent, and impact of disasters suggest the need for a scholarly approach to mitigation, preparedness, and response. Our program will train the next generation of leaders in the field to work in academia, government, NGOs, and consulting.

Drawing from faculty across campus, the team-taught core courses will address theories, research

methodologies, and policies related to emergency preparedness, mitigation, management, and response. Courses will address the history and anatomy of disasters, governmental and nongovernmental actors, policy and regulation, and comparative analyses of how different countries respond to disasters.

The Ph.D. program focuses on six thematic areas: organization, management, and leadership; built and natural environments and society; vulnerability and resilience; policy and planning, including continuity of operations; simulation and modeling; and health sciences and services.



Reducing Growing Waistlines in Delaware

MARCIA SCOTT

It's no surprise that the proportion of overweight adults and children in America has been growing steadily over the past several decades. Presently, about 60 million adults, or 30 percent of the U.S. adult population, are now obese (as defined by body mass index), which represents a doubling of the rate since 1980. Delaware is not immune to the nationwide obesity epidemic. Adult obesity in Delaware has increased 65 percent in the past 12 years.

Delaware Division of Public Health (DPH) physical activity program administrator Michelle Eichinger (MS '03 and current MPA student) says, "While many people would like to blame their weight gain on genetics or a propensity to be big-boned, the true cause is simply an energy imbalance—eating too much and not getting enough physical activity."

Behavior and environment are both contributing factors to the growing obesity rate. Supersized food portions, the cost and convenience of fast food, the popularity of junk food, an increase in prepackaged foods, and the lack of access to healthy foods are among the factors that have increased America's consumptive behavior—in this case, as it relates to calories.

At the same time, the built environment has presented barriers to physical activity and promoted a sedentary lifestyle. Many communities lack sidewalks or trails, transportation systems that provide nonmotorized options, and public policies that foster livability.

The Institute for Public Administration (IPA), DPH, and UD's Department of Health, Nutrition, and Exercise Science (DHNES) are partnering to address behavioral and environmental factors

that have contributed to obesity in Delaware.

IPA policy scientist and SUAPP professor Eric Jacobson (MPA'81) says, "The goal is for every jurisdiction in Delaware to have the resources necessary to support a healthier community that fosters chronic-disease prevention."

Michael Peterson, DHNES professor and director of UD's Graduate Health Promotion Program, is heading up DPH's health promotion campaign to promote physical activity in Delaware. Peterson adds, "Youth rates of obesity, overweight, inactivity, and unhealthy eating are increasing in Delaware. However, youth provide the greatest opportunity for behavior change and adoption, and, if health behaviors are adopted, the greatest cost-savings potential."

BA in Public Policy

AUDREY J. NOBLE

The School of Urban Affairs and Public Policy is proud to extend its acclaimed approach to graduate education to undergraduates through a new bachelor's degree program in public policy. Our mission of integrating academic excellence with professional practice continues to be central to the new BA program.

Public policy undergraduates will develop the capacity to engage in policy formation and analysis, gaining knowledge and skills through direct interaction with challenging, real-world issues and with individuals who are responsible for addressing them. A required internship provides majors with hands-on experience in the policy arena.

A partnership has been established with the National Urban Fellows (NUF), an organization "committed to developing the leaders who represent our changing America with confidence and competence," that is led by UD graduate Paula L. Gavin. NUF will provide mid-career mentors to the public policy majors to facilitate their growth as leaders and change agents in the public and nonprofit sectors with a strong commitment to social justice and equity.

Leadership Major Renamed

AUDREY HELFMAN

The undergraduate leadership major has been renamed: it is now the major in organizational and community leadership. Along with the name change, the curriculum has been revised to provide a stronger focus on helping students to understand the complexities of the leadership process in solving organizational and community problems.

To support this focus, we have created three new courses: The Leadership Challenge (LEAD 200); Leadership, Innovation, and Creativity (LEAD 300); and Leadership for the Common Good (LEAD 400). These courses are also pertinent to the existing leadership minor.

The new curriculum provides an opportunity for our majors to focus their coursework on an area of interest specific to their career goals or to take an appropriate minor. The current areas of interest include public policy, environmental sustainability, intercultural dynamics, and global perspectives.

Leadership for Sustainability

The notion of sustainability is steadily spreading across organizations and communities, yet many individuals rely on their experience and best guess in understanding and applying sustainability in their personal and professional lives.

the *common vision* of leadership, specifically a vision of sustainability at multiple levels. We ask, “Can one as a leader envision an organization, or a world, that meets the needs of the present without compromising the ability of future generations (or organizations) to meet their own needs?” And, if sustainability is the vision, how does one inspire others to change their mindset and behavior? In simple terms, how does a leader best ensure future success — for self, followers, organization, community, society, and world?

The characteristics that define a sustainability leader have not been systematically researched. Our conception of sustainability leadership begins with the characteristics of the individual and extends those characteristics out to broader levels of analysis, namely organization and community. We assert that the following characterize *sustainability leadership*: (a) the ability to *see* organizational culture, particularly through the informed lens of the triple bottom line of sustainability, (b) the knowledge and awareness of the various balances and interconnections between bottom lines in the pursuit of sustainable ends, (c) the desire to make a positive difference — big picture, long term, (d) the ability to influence in a socially just manner, and (e) the ability to manage behavioral and systems change.

Anthony Middlebrooks

From an organizational perspective, sustainability commonly means growth and success over time, i.e., profitability. In the nonprofit and public policy worlds, sustainable communities equate to healthy communities, focusing more on social or environmental rather than fiscal facets. A more integrated perspective of sustainability comprises all three. This perspective fundamentally changes how any kind of organization measures sustainable success.

A conceptual shift is required to understand and successfully *lead* organizations within this increasingly accepted paradigm. The following excerpt from “Developing a Sustainability Ethic in Leaders” (Middlebrooks, et. al.), currently in press with the *Journal of Leadership Studies*, describes a University of Delaware instructional grant-funded project to create a course focusing on the leadership of sustainability efforts:

The course of study moves beyond the leader and process to explore

influence and inform others about sustainability.

Results of the course show evidence of increased awareness, importance, and commitment to sustainability as well as changes in how students conceptualize sustainability leadership. As one student put it, “Influencing people to change isn’t easy, but a good leader can make it happen.”

Magazine Features Women’s Leadership Development Program in Special Issue

The Women’s Leadership Development Program of the Institute for Public Administration (IPA) received *Leadership Excellence* magazine’s annual award, which entitled the program to publish a special electronic edition of the magazine.

The 24-page edition includes its own cover photo, two original articles by SUAPP faculty Myrna Bair and Audrey Helfman, a full-page program ad that also appeared in a regular edition of the magazine, and Bair’s choice of 18 articles from past issues.

The cover features Bair, her two graduate students, and program supporters representing the state of Delaware, New Castle County, and the city of Wilmington.

This magazine can be viewed or downloaded from WLDP’s resources page at www.ipa.udel.edu/wldp/resources.html.



Trees and Water: Two Keys to Sustainable Neighborhoods

Trees and water are both critical resources for human survival. Preserving and enhancing their quality and quantity is vital to developing a more sustainable society, and how to do that is an important public policy issue.

Trees and water have something else in common: They are the subjects of analytic papers by Mandy Tolino and Erika Farris, 2009 graduates of the MA program in urban affairs and public policy. The analytic paper is a capstone requirement for both the MA in urban affairs and public policy and the master’s in public administration. The purpose of the analytic paper is for students to take a topic through the policy and planning process from defining the problem, to evaluating its significance, framing alternative ways to solve it, and making final recommendations for its solution.

Tolino, a graduate of UD in plant and soil sciences, looked at issues of environmental justice in the urban forest of Wilmington. Trees provide many benefits. In addition to being aesthetically pleasing and providing shade, trees filter pollutants from the air, reduce runoff, and improve

water quality while providing habitat for wildlife. But trees and their environmental benefits are unevenly distributed within the city, with some neighborhoods getting fewer benefits than others. Tolino argues that affluent neighborhoods have more trees than poorer neighborhoods, creating a problem of environmental injustice — inequitable environmental burdens borne by groups such as racial minorities and residents of economically disadvantaged areas.

To test her thesis, Tolino layered computer-based GIS maps of tree cover with maps of racial and income characteristics of neighborhoods and ran a statistical analysis of the information. She confirmed that poorer areas do indeed have less tree cover. Her paper recommends a forestry plan for Wilmington to help correct this imbalance.

In contrast to Tolino’s focus on the city, Farris was concerned with the suburbs. Specifically, Farris looked at how suburban sprawl or dispersed development is effecting water quality and supply in southern New Castle County, where the population is anticipated to grow by two-thirds

from 1990 to 2020. Because suburban development is fragmented and spread among political units, Farris also turned to computer mapping to get a handle on how the overall pattern of development might be undermining water supply and quality. As a planner, she also wanted to project future land use and water issues in the area.

Farris found that because residential development uses 10 times as much fertilizer as agriculture, sprawl greatly increases the pollution of water supplies while at the same time withdrawing huge volumes of water. Farris recommends that water resource planning conform more to watershed boundaries. She also sees a long-term solution in creating greater public awareness of water issues among new suburban residents.

Beyond their conclusions about public policy, what these papers demonstrate are the highly developed analytic and policy skills of the graduates of SUAPP and their great promise for the future. The quality of our future public policy will be better for Tolino’s and Farris’s skills and energy.



Leadership Seniors Create a National Model for Youth Leadership Training

KAREN STEIN

A one-day leadership training workshop for high school students first planned and carried out by the leadership majors in Karen Stein's LEAD 490 Senior Capstone course

in the fall of 2008 and repeated in 2009 has been adopted as a national model by the Jefferson Awards for Public Service.

The Jefferson Awards-Deloitte Youth Service Initiative is active in 80 high schools in four communities: San Francisco, Chicago, central Florida, and Delaware. Its mission is to build life-long habits around its core values of service, leadership, and ethics. The 2008 conference in



Delaware marked the first time the Youth Service Initiative had partnered with a university to provide youth leadership training.

Michele Fidance, national director of the Jefferson Awards for Public Service, had high words of praise for the LEAD capstone students: "The high school students will remember their experiences with the capstone students both at the conference and in the coaching done at their school. I am so proud of what we have accomplished here in Delaware. As I share these events and experiences with my colleagues in California and Chicago, they tell me they wish they had the same partnership with a university in their region. We are piloting a model that I hope will grow in other regions."

SUAPP Grad Students Create Online Public Affairs Journal

TODD FRANZEN

Graduate students in the University of Delaware's School of Urban Affairs and Public Policy (SUAPP) have produced the first volume of *New Visions for Public Affairs*, an online journal that features exceptional student writing and professional-level research. The journal can be found at www.suapp.udel.edu/nvpa/home.

Five SUAPP graduate students initiated the project in November 2007 with the goal of publishing an annual online journal for the public affairs community that highlights excellent student work from within the school.

The journal showcases professional research, book reviews, and innovative public policy recommendations produced by SUAPP students for the community outside of SUAPP. A principal goal is to stimulate

discussion on pressing public policy issues within the campus community and beyond.

The journal was financially supported by a Graduate Improvement and Innovation Grant through the Office of Graduate and Professional Education and by the Center for Applied Demography and Survey Research in the College of Education and Public Policy.

In the inaugural volume are two articles from SUAPP students. Hilary Mead, a 2008 MPA graduate, authored an article titled, "A Critical Analysis of *Bringing Equity Back: Research for a New Era in American Educational Policy*, Edited by Janice Petrovich and Amy Stuart Wells." The other article by Matthias Wendt is titled, "The Importance of *Death and Life of Great American Cities* (1961) by Jane Jacobs to the Profession of Urban

Planning." Wendt, a German exchange student, received his M.A. in urban affairs and public policy in 2008.

Student work can be submitted for consideration either directly by the student or on the recommendation of SUAPP faculty. Submissions are graded with a double-blind review process on a competitive basis. Work has begun on the second issue of the journal, which will be published during the 2009-2010 academic year.

The editorial board for the journal was chosen from candidates of the School of Urban Affairs and Public Policy's MPA, M.A. and Ph.D. programs based on a competitive application and selection process. In addition to the student editorial board, three SUAPP faculty members serve as an advisory committee for the journal.



Vice President Joe Biden (far left) paid tribute to Littleton Mitchell (near left) at UD. Seated behind him were Leland Ware, Louis L. Redding Chair for the Study of Law and Public Policy at UD, (l) and Charles H. Toliver IV, judge of the Superior Court of Delaware. UD photo by Kathy F. Atkinson; photo of Littleton Mitchell courtesy of the Wilmington News Journal archive

LELAND WARE

UD Remembers Civil Rights Leader Littleton Mitchell

A memorial service was convened on Tuesday, July 14, 2009, on the University of Delaware's Newark campus to honor the memory of Littleton Mitchell, a civil rights pioneer who died July 6 at age 90.

Vice President Joseph R. Biden Jr., University of Delaware President Patrick Harker, Governor Jack Markell, and other prominent Delaware leaders presented tributes during the service. The event was organized by Professor Leland Ware, a faculty member in the School of Urban Affairs and Public Policy.

Littleton Mitchell was born and raised in Milford, Delaware. When Mitchell was growing up in Delaware, segregation was cradle-to-grave. Blacks and whites were born in separate hospitals, they attended segregated schools, lived in different neighborhoods, and were buried in segregated cemeteries. Blacks were limited to the lowest paying, least

desirable occupations. Mitchell devoted his life to ending these arrangements.

Mitchell met his wife, the late Jane Mitchell, at Howard High School in Wilmington, where they both attended. At the time, Howard was the only black high school in Delaware. Mitchell boarded with a black family in Wilmington during the week and hitchhiked home to Milford on the weekends.

Mitchell served as one of the famed "Tuskegee Airmen" during World War II. After his discharge, Mitchell attended and graduated from what is now West Chester University. From 1948 until his retirement, Mitchell worked at the Governor Bacon Health Center in Delaware City.

Mitchell was best known for his leadership as president of Delaware's NAACP during the height of the civil rights movement. During those tumultuous years, Mitchell organized

protests and led demonstrations that resulted in the desegregation of restaurants, theaters, and other places of public accommodation. Mitchell's efforts ended discriminatory practices in Delaware's criminal justice system. His activities opened the doors to employment opportunities that were previously closed to African Americans and helped to eliminate laws that enforced segregated housing.

Mitchell worked to restore peace and order after the 1968 Wilmington riots while at the same time pushing forcefully to promote racial equality. Throughout his career, Mitchell worked closely with his friend and confidant, civil rights lawyer Louis L. Redding. Mitchell organized protests; Redding filed lawsuits challenging discriminatory practices. Delaware is a different and far better place than it was a generation ago largely as a result of Littleton Mitchell's courage and leadership.

Scholarships and Awards Available to SUAPP Students

Henry R. Folsom Award

Peter A. Larson Prize

Pauline E. Loessner Memorial Award

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

Career Enhancement Option Scholarship Program

Milton & Mary Edelstein Scholarship for Public & Community Service

Mark A. Haskell Award

Helfman Collaboration Award

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

Middlebrooks Global Insight Award

Morrison Innovation Award

James H. Sills, Jr. Scholarship

School of Urban Affairs & Public Policy Excellence in Water Resources Scholarship

Stein Social Responsibility Award

Vernon C. Svatos Memorial Award for Excellence in GIS

United Alumni of Urban Affairs Student Award

George & Renee Raffel Endowed Fund for Academic Excellence & Opportunity

SUAPP Students Experience Ubuntu in South Africa

In January 2009, Professors Kathryn Denhardt and Raheemah Jabbar-Bey led a group of 12 graduate students on a study trip to Cape Town, South Africa. The purpose was to examine how civil society is developing and functioning in the 18-year-old democracy, with a particular focus on policies and

practices of nongovernmental and community-based organizations.

Nearly everyone we met, from presenters at briefings to taxi drivers, emphasized the importance of “Ubuntu,” a term for a philosophy best translated as “I am what I am because of who we all are.” Understanding the interplay of the varied and shared cultures of South Africa became the theme for our trip.

The trip included a stay in the Lynedoch EcoVillage, outside of Cape Town. This community is the result of a partnership between the Sustainability Institute, affiliated with the School of Public Management and Planning at Stellenbosch University, and local residents. It has become a model for study due to its organization and governance and use of sustainable energy, organic farming, and ecologically sound building materials and systems, coupled with an effort to create community among the three main segments of South African society.

We also visited social entrepreneur and community activist Thope Lekau in Khayelitsha, a predominantly black township, to learn about her approach to helping black South Africans discover and take advantage of community assets. In Hanover Park, a “colored” suburb of Cape Town, we spent the day with Lane Benjamin, the founder of Community Action toward a Safer Environment (CASE), which addresses community violence and trauma by training community members to help children cope with domestic and substance abuse.

Our itinerary also included visits and briefings at Robben Island, where Nelson Mandela was imprisoned; exploring the District Six Museum to learn about the displacement of 60,000 people when their community was declared “whites only” in 1966; and weighing the pros and cons of building the Green Point Stadium in Cape Town, which will host the 2010 World Cup soccer matches.



SUAPP study group in the courtyard between their hotel, the Breakwater Lodge, and the University of Cape Town, buildings built in 1859 as a prison. Powerful and symbolic reuse of architecture!

Urban Planning in Nuremberg, Germany

I led 12 SUAPP students on a spring study trip focusing on urban planning to Nuremberg, Germany, a city that is perhaps most famous as the site of Nazi war crimes trials following World War II. The trip was hosted by visiting professor Dr. Lueder Bach, a former member of the faculty at the University of Bayreuth.

We met with officials of the city government to learn about their “Agenda 21” project for a greener and more environmentally conscious city and with housing officials to learn about “Social City,” a neighborhood revitalization project. We toured an area where private development has converted abandoned industrial buildings to housing, schools, and retail space. We were then introduced to the Nuremberg Metropolitan Region and its efforts in global competitiveness and regional governance.

Trips to neighboring cities enabled us to see first-hand the very efficient public transportation systems that exist in Germany. In Bayreuth, Dr. Hubert Popp, a colleague of Bach’s, led us on a walking tour of shopping centers in the downtown area. In Munich, we were met by Dr. Monika Popp (no relation), an urban planning specialist in the Geography Department at the University of Munich, and former SUAPP student Anja Weng.

Our students with an interest in city planning saw what a remarkable job cities in the Bavarian region have done to recover from the massive destruction of World War II and how they are planning for the future. Students interested in historic preservation had an opportunity to see some remarkable architecture. Bombing during the war took its toll, but the rebuilding of important

MYRNA L. BAIR

structures such as churches followed the original structures closely. Seeing photos of the bombed buildings versus the magnificent reconstruction made us reflect on the needless destruction that humans can inflict as well as our ability to restore that lost beauty.



JIM FLYNN

Romanian Children Benefit from UD Exchange

In spring 2009, I was privileged to participate in the U.S. Department of State’s Fulbright Senior Specialist Program and spent several weeks instructing graduate students in the Department of Political, Administrative, and Communication Sciences at Babes-Bolyai University in Cluj-Napoca, Romania.

I also had the opportunity to visit three community centers with a former SUAPP student, Paula Beudean, who now works for an organization serving some of the most vulnerable children in urban areas of western Romania.

During 2007-2008, Paula took MPA core courses and specialization classes in community development and nonprofit leadership at SUAPP. She had already completed her MPA degree at Babes-Bolyai University and pursued her postgraduate work at UD through a cooperative exchange program initiated several years earlier

by Professor G. Arno Loessner.

Now at home in Cluj-Napoca, Paula is a program manager and human resources coordinator with the Romanian Foundation for Children, Communities, and Their Families (RFCCF). The foundation addresses the needs of some of the poorest, at-risk children through after-school education and nutritional programs, individual counseling, and family services. Many of the children served by RFCCF are ethnic Roma (Gypsies) and have the added challenge of dealing with prejudice that is centuries old.

At the community centers I saw Paula Beudean and her colleagues as competent professionals and caring citizens. For many Roma children, the RFCCF after-school program is the only source of a balanced meal and a structured environment in which to strengthen academic competencies. The kids learn socialization, anger



management, and study skills. Staff members visit with parents, if possible, to encourage more involvement in their child’s development and to serve as a first line of defense in protecting youngsters from physical or psychological abuse.

With almost 60 percent of the population now living in urban areas, Romania is challenged as never before to address the needs of its 22 million. There is little tradition of philanthropy, church-based assistance, or local nonprofit groups providing social services in Eastern Europe. Organizations like the RFCCF must often rely on international NGOs such as ChildFund International for the lion’s share of their operating budget.

Leadership by Design through Europe

Skilled leaders look to many perspectives for insight. Knowledge of the field of design can help build a leader’s capacity to think creatively and see more than meets the eye. In January 2009, we brought together students from leadership and design to examine how each field could inform the other.

We chose three hotspots of design for this exploration: Stockholm, Paris, and Barcelona. Each is recognized as a capital of innovation, design, and creativity; each has a long, rich history of how those creative endeavors have influenced culture, politics, commerce, and organizations.

We began in Sweden, where we introduced students to the fundamentals of design. Stockholm in particular has long been recognized as a unique locus of design that integrates the natural environment and human experience when crafting objects, spaces, landscapes,

communities, and other media. The city is home to numerous organizations that create and lead creatively.

Our instructional format was highly experiential, involving activities, challenges, and explorations followed by critical discussion. Four intensive multiday competitive challenges highlighted facets of design while illustrating leadership lessons as small groups struggled to collaborate in a foreign culture.

One such challenge took place in Paris, where we explored design across various media from landscape to city planning and formal art. The students designed multisensory, user-centered walking tours of a Parisian arrondissement (section of the city), complete with visual artifacts and brief “commercials” advertising their tours.

Barcelona bursts with extraordinary creativity, from

ANTHONY MIDDLEBROOKS AND JULES BRUCK

Gaudi’s modernist architecture to works by Picasso, Dali, and Miro to the brilliant designs of the Parc de Montjuic, built for the 1992 Olympics. The students examined this unconventional thinking to gain insight into the knowledge, skills, and dispositions of those individuals.

This final leg of the journey integrated the process and product facets of design with the personal facets of innovation, creativity, and leadership. The final challenge required the students to apply all the lessons and insights from the trip to design a room for a Design Hotel, a select group of hotels that meet key design criteria in every facet of their operation. The final presentations included a full-scale restaurant with canal-delivered food, an elements-inspired club, and a closet that epitomized creative design thinking.

School to Be Rich-er: Teaching Award Winner and Former Provost Rejoins Faculty

After eight years as provost and chief academic officer of the University of Delaware, Dan Rich has returned to the School of Urban Affairs and Public Policy faculty as University Professor of Public Policy. Rich is a recipient of the University's excellence-in-teaching award, a rare honor for a faculty member who has taught primarily graduate students.

Before becoming provost, Rich served 10 years as dean of the College of Human Services, Education and Public Policy (now the College of Education and Public Policy) and the former College of Urban Affairs and Public Policy. Rich is the author of 13 books and edited volumes and more than 100 articles, monographs, and professional papers on topics ranging from energy policy to privatism and urban policy in the U.S. and Britain.

Rich's public service contributions include work with Vision 2015 education reform and service on the boards of the Delaware Public Policy Institute and Nemours Health and Prevention Services. He has held an honorary appointment as visiting professor at the University of Strathclyde in Scotland, has been a senior research associate in the University's Center for Energy and Environmental Policy, and is an elected fellow of the American Association for the Advancement of Science.

Upon completing his work as provost, he was honored by the establishment of the Dan Rich Chair in Energy, funded by a \$3-million endowment from the Unidel Foundation, and with the Dan Rich Dissertation Prize to be awarded to a student for doctoral research that has the potential to make a valuable difference in the lives of Delawareans.

In a resolution honoring Rich with the University's Medal of Distinction, the University's Board of Trustees



Dan and Nancy Rich at a reception in May honoring his service to the University.

noted Rich's accomplishments as provost:

"Dan Rich has shown exemplary leadership in enhancing the University's academic programs, including the expansion of undergraduate research, service-learning, and study-abroad programs; the introduction of a new first-year experience for undergraduates; the implementation of a redesign of general education requirements; the development of new interdisciplinary degree programs; and the strengthening of partnerships with government, business, nonprofit and educational institutions."

Under Rich's leadership, the University experienced a 50 percent rise in external funding from grants and contracts, improvement in academic qualifications and diversity of its student body, and increases in the number of full-time graduate students, in funding for graduate students, and in the number of doctoral degrees awarded each year.

"I am delighted to have the opportunity to work with Dan Rich,"

said Maria Aristigueta, director of SUAPP. "He joins the faculty as a wonderful, creative, and energetic colleague making many contributions to the school."

Rich will be on sabbatical from July 1, 2009, to June 30, 2010, but he plans to teach a graduate course in public policy in 2010-11.

"I feel fortunate to be rejoining the School of Urban Affairs and Public Policy at such an exciting time in its development," Rich said. "I look forward to working with faculty, staff, and students in pursuing the many opportunities available to enrich our programs and enhance our support and recognition."

Rich received his bachelor's degree in political science from Brooklyn College, a master's degree in public administration and international affairs from the University of Pittsburgh, and a doctorate in political science from the Massachusetts Institute of Technology.

IPA Helps Middletown "Manage for Results"

Officials in Middletown, Delaware, are in the second year of implementing a three-year plan for upgrading their management systems, and so far they are pleased with the results. The town is relying upon a plan developed in consultation with a team from SUAPP and the Institute for Public Administration (IPA).

The IPA team worked with key officials in 2006 and 2007 to document existing practices and recommend enhancements the town could make to its management systems as it grows rapidly from a small town to one of the four largest municipalities in the state. The result was a management report and strategy comprising 81 specific recommendations and identifying a three-year sequence of activities designed to accomplish the recommendations.

In a good example of SUAPP's "Delaware Model" of integrating public-management practice, pedagogy, and scholarship, the project was co-managed by IPA staff person Troy Mix, graduate assistant D. Barrett Edwards, and assistant professor Jonathan Justice. At Middletown's request, the team worked to identify ways in which the town could take advantage of cutting-edge thinking about managing local administrative functions most efficiently. Using frameworks and findings from the Government Performance Project—an initiative responsible for the "Grading the States" report cards—the IPA team conducted a comprehensive

management analysis and formulated a management strategy.

The project team began by collecting information about the town's existing management systems and practices, using interviews, questionnaires, and a review of the town's available documentation. Town officials then worked with the project managers to review preliminary findings and recommendations in each of the four areas of management capacity—finances, human resources, capital resources, and information. The interactive process helped the project team refine their recommendations, conduct additional research as needed, and improve the presentation of their findings, so that the final strategy could be best tailored to the town's needs.

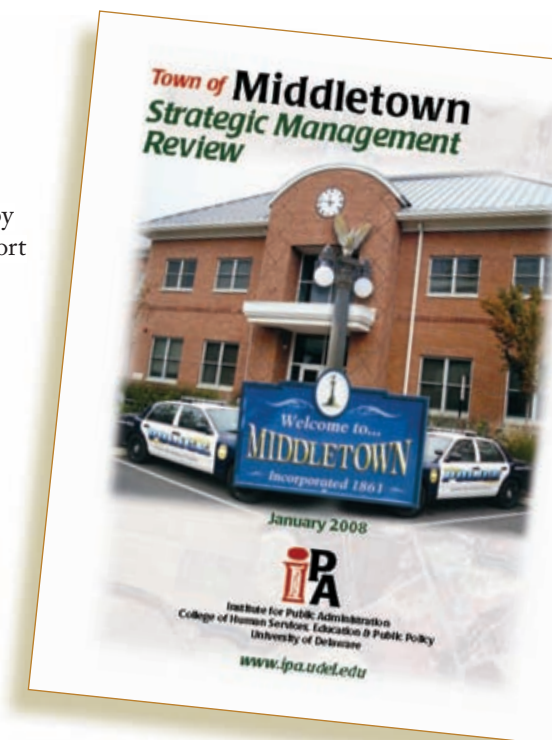
While this process was time-consuming, it paid off, since the town has found the report and its recommendations useful and is in fact following them. Some of the recommendations were adopted by town officials even before the report was finished. Examples include revisions to the town's budget and performing the make-or-buy analysis for providing police services that led to the creation of the new Middletown Police Department.

This project has helped Middletown stay ahead of the curve by scaling up its management systems and practices in a structured and planned fashion. It has also continued a long and mutually productive relationship

between IPA and Middletown, which has provided valuable learning experiences for students in SUAPP as well as high-quality technical services for the town.

Further, because IPA had the opportunity to demonstrate the effectiveness of the approach while working with Middletown, it is now in a position to offer similar services to other local governments in the area. A copy of the report and strategy may be viewed on IPA's Web site, www.ipa.udel.edu/localgovt/municipalities/middletown.

The Middletown Strategic Management Review has helped town leaders enhance management systems while weathering the economic recession.



www.suapp.udel.edu

Living in the Greenhouse

The timing for basic change could hardly be more difficult. Rising unemployment has eaten away at the American economy and its role as the world's largest consumer. The financial condition of the global economy is, in a word, awful.

At the same time, the need for basic change could not be more urgent. Growing economic inequality worldwide has created doubt about modernity's claims of progress. The engine of growth — the urban industrial society — has an appetite for carbon so large that it threatens climate change on a scale causing normally staid institutions like the National Academy of Science in the U.S. and Britain's Royal Society to sound the alarm. Echoing the Chinese proverb, we live in interesting times.

We are linked globally in ways that are difficult to fathom. The annual greenhouse gases emitted by the U.S. to enjoy electric lighting *alone* are nine times greater than all emissions from Bangladesh and nearly equal to all releases by sub-Saharan Africa (excluding South Africa). The saturation of the atmosphere with these gases is forecasted to lead to a mid-century toll of 17 million Bangladeshi refugees due to climate change-induced sea-level rise and an equal or larger number of African farmers unable to farm because of the weather vagaries of the modernized atmosphere.

When the world community gathered in Copenhagen this past December, it pondered the costs of averting climate change in



terrible economic circumstances. It also weighed the costs of inaction. The Center for Energy and Environmental Policy (CEEP) joined the debate as an official observer organization of the international climate change treaty. Faculty and graduate students in SUAPP assisted CEEP in preparing its position paper on the problem of climate and economic justice.

Statewide Poll on Education in Delaware Reveals Above-Average Ratings

The Delaware Education Research and Development Center (DERDC) has released the results of its 2009 Statewide Public Poll on Education in Delaware. The poll is conducted annually to provide feedback on public opinion about the status of education in Delaware. This year's poll focused specifically on school quality, leadership, finance, and various education policy topics. A report summarizing the results is available at www.rdc.udel.edu/wp-content/uploads/2009/06/2009-de-educ-poll3.pdf.

Delaware residents generally gave their schools higher grades than national ratings. In particular, Delaware parents described their children's schools as more welcoming and caring and having a greater sense of community than parents polled nationwide.

The poll found that Delawareans are attuned to the current economic climate and its potential impact on education, as 80 percent of those polled were at least somewhat concerned that the state's budget gap will cause significant spending cuts in K-12 public education. When residents were asked where education funds should be protected and where cuts should be made if needed, the respondents indicated that they were most interested in preserving funds for teacher salaries, classroom instructional materials and resources, and tutoring for low-performing students.

This year's poll also asked citizens' opinions on an aspect of schools that is gaining attention in policy discussions: school leadership. In general, most people see principals' primary responsibilities to be maintaining discipline, along with

having the authority to make decisions about school safety and hiring and firing staff. This contrasts sharply with recent research findings that show principals to be most effective when focusing on instructional issues.

The poll also sought Delawareans' opinions on a number of policy issues facing the state, including whether or not the number of charter schools should be limited in Delaware and whether low-interest loans should be made available to charter schools for real estate purchases and construction costs. On both questions, 59 percent responded in support of charter schools.

The survey was conducted with the assistance of the Center for Applied Demography and Survey Research (CADSR).

Delaware's Summit on Child Poverty and Economic Opportunity

Growing up in poverty affects every aspect of our children's lives—their health, safety, education, and future earning potential. Further, child poverty weakens our communities, our state, and our nation by robbing us of productive potential.

In August 2007, Delaware's Child Poverty Task Force was created by executive order and was tasked with creating recommendations for how to reduce child poverty in Delaware by 50 percent in 10 years. Composed

Terry Schooley with Governor Jack Markell



of 24 individuals from across the state representing both public and private agencies, the task force spent 18 months collecting information from experts, hearing from local communities, and crafting an initial set of recommendations for child poverty reduction.

Nearly 500 people packed the Dover Downs Hotel on April 22, 2009, to hear initial child poverty reduction recommendations from the task force, to learn from national and local experts on housing, hunger, transportation, early care and education, health, building wealth and assets, education, and employability, and to provide input into "next steps" for reducing child poverty in the state.

The Center for Community Research and Service, through its KIDS COUNT in Delaware project, was a leader in this collaborative effort, which culminated in the summit. One of 10 states awarded a grant through the

JANICE BARLOW

National Governor's Association to host a poverty summit, Delaware successfully engaged the leaders of the new Markell administration, with stakeholders in the human services sector, communities, nonprofits, businesses, and higher education, around the central issue of poverty.

Results from the summit are currently under analysis, and a period of public input is being held. Information garnered from both will feed into a final plan of action for reducing child poverty in Delaware. Specifically, this plan will set goals, build stakeholders, and define outcomes with key indicators and benchmarks for success, focusing on the types of policy actions needed and those that can be reasonably taken.

More information on child poverty reduction efforts in Delaware can be found on the KIDS COUNT in Delaware Web site at www.dekidscount.org or on the Child Poverty Task Force Web site at www.kids.delaware.gov/cptf.

Public Participates in Conflict Resolution Program's Basic Mediation Course

KATHY WIAN

In an effort to promote alternative dispute resolution (ADR) methods in the state of Delaware, UD's Institute for Public Administration (IPA) commenced its *Basic Mediation* course for the first time in Sussex County this past June.

Policy scientist and mediator, Kathy Wian, helped design and lead the course as part of IPA's Conflict Resolution Program (CRP), emphasizing ADR's "win-win" focus, which has been recognized by diverse communities and fields of practice as a useful tool in the fostering of healthy social relationships.

The four-day course, conducted at the Felix DuPont Memorial Hall in Rehoboth Beach, was open to the public and brought together a diverse cohort of professionals working

in human resources, elementary education, health care, higher education, elder care, psychology, and crisis management. Trainers and experienced mediators led the group through a six-step facilitative mediation process, discussed the role and responsibilities of a mediator, described conflict resolution techniques, and taught skills for dealing with difficult dynamics and emotions.

After some initial feelings of self-doubt and anxiety, participants were encouraged by trainers to open up and become more comfortable with the training's role-play methodology. By day four, the effectiveness of the approach was apparent in the trainees' increased confidence. At the course's conclusion, participants expressed

high levels of satisfaction with the practical nature of the skills they acquired as well as the professionalism of the program organizers and trainers.

CRP has a 14-year reputation for providing Delawareans with critical services such as mediation, facilitation, strategic planning, and institutional consensus building. CRP staff have worked extensively throughout the state in the mediation of public- and private-sector disputes, especially within the public school environment.

For more information about CRP, including services, trainings, and resources, visit www.ipa.udel.edu/crp/.

Local Television News Media Project Plays Vital Role in Media Research and Reform

The Local Television News Media (LTMN) Project focuses on the relationships among the media, citizens, and public policy with the goal of understanding what information citizens get from televised news that supports their role as citizens rather than consumers.

Initiated in 1992 by Associate Professor Danilo Yanich, the project has conducted content analysis on over 25,000 local television news stories to examine the coverage of such issues as crime (adult and juvenile), health, the environment, and the death penalty.

More than 10,600 of those stories are available on the project's Web site at www.localtvnews.org. Users can search the database and view stories in their entirety. It is the only general TV news site available on the Internet and has had over one million hits. The Web site has been recognized by the Library of Congress.

Since 2004, LTMN has been a major participant in the media

reform movement in its response to increasing media consolidation. This has occurred in two ways. First, LTMN has provided the Federal Communications Commission (FCC) with crucial local news content for its examination of media consolidation and local content. LTMN had the only database large enough to accomplish the research.

Second, LTMN has conducted research projects looking at duopolies

that, along with other research, effectively forced the FCC to abandon the duopoly aspect of media consolidation. In June 2009, LTMN's most recent study regarding cross-ownership and content was sent to the FCC. It represents a major challenge to the FCC's cross-ownership rules, and the new acting chair of the FCC awaited its publication.

LTMN has received funding from the Soros Foundation, the Jessie Ball du Pont Fund, and the Social Science Research Council (SSRC). The newest research, funded by the National Science Foundation in cooperation with ScienCentral and Michigan State University, will compare citizens' learning from YouTube and newscasts. LTMN has entered into an agreement with Google (YouTube's owner) to insert a viewer survey after specific YouTube videos. The agreement represents a first for Google, which is excited to have a systematic examination of its users.



spending. Legislators responding from Western Europe were more likely to indicate that they are in favor of the government providing "safety net" services such as health care, jobs, and adequate living conditions for those in need.

A plurality of the lawmakers who responded indicated that they expect increased levels of competition between nations because of the economic situation. The rest of the respondents were almost evenly split between the expectations that the economic slowdown would result in more cooperation and that it would have no impact on the level of collaboration between nations.

It was also interesting to find that even though the countries in Central Europe have undergone 20 years of economic reform and democratization, legislators from those nations are still more likely to support security measures such as wire tapping or random street searches.

Legislative actions in Hungary have already reflected well on the accuracy of the survey. In the survey, 81 percent of legislators responding from Hungary thought taxes for the middle income bracket were too high, while 74 percent said taxes for the low income bracket were too high. Consequently, the Hungarian legislature passed a resolution to

Summer Institute Brings Civics to Life for Delaware Teachers

Delaware Governor Jack Markell with program participants

The 11th annual Democracy Project Summer Institute for Teachers took place over the course of the summer, sponsored by the University of Delaware's Institute for Public Administration (IPA) and the Delaware Department of State, with support from the Delaware Heritage Commission.

Program director Ed Freel, former secretary of state under Gov. Tom Carper and currently a policy scientist at the IPA, first partnered with the IPA to offer the Summer Institute in 1999. The program works with educators to improve the teaching of civics and democracy in Delaware classrooms. Since then, over 150 teachers have had the opportunity to take the three-credit UD graduate course.

This summer, 20 Delaware teachers met with elected and appointed government officials, academics, jurists, lobbyists, and members of the press, who recounted their experiences and challenges and engaged the teachers over two sessions. This year's program was developed by Fran O'Malley,



Democracy Project curriculum director and policy scientist at the IPA; Lisa Moreland, associate policy scientist at the IPA; and Freel.

Highlights of the first session of the institute, which took place June 22–26, included group trips to Dover, Washington, D.C., and the Port of Wilmington. More than 25 speakers met with the group over the course of the week.

In Dover, the group met Gov. Jack Markell, who led a discussion entitled "Challenges of Leadership." They also had lunch with lobbyists who shared their experiences and met members of the Delaware General Assembly.

In Washington, D.C., the group met with Congressman Michael Castle and Senators Tom Carper and Ted Kaufman and took tours of the U.S. Supreme Court and the Capitol Building.

At the Port of Wilmington, news anchor Allan Loudell from WDEL met the group to talk about media and government, and the group learned about the state's court system from Judge Mary Miller Johnston of the Delaware Superior Court and Judge William L. Chapman, Jr., of the Delaware Family Court.

The field trips were designed to allow the teachers to meet and interact with various elected and public officials in candid discussions about their responsibilities and the challenges they face.

Also, throughout the summer, the teachers developed innovative lesson plans to take back to their classrooms in the fall and to share with their colleagues. During the second session, which took place August 10–12, the teachers met at the Virden Center at UD's Lewes campus to present their lesson plans in front of their peers. Selected lesson plans have been posted on the Democracy Project Web site for the public to access.

The Democracy Project began in 1999 in response to a bipartisan national study, *The New Millennium Project*, funded by the National Association of Secretaries of State. The study reported that "young Americans have only a limited, vague understanding of what it means to be a citizen in a democratic society." It also indicated that media, parents, political parties, and schools all play a role in connecting young people to the democratic process.

Economic Nightmare Continued from page 3

scale investment or building projects in response to the crisis. However, preference for government actions to combat the slowdown varied significantly from country to country.

Overall, legislators from Central European countries were more likely to advocate decreasing government involvement in the economy than their counterparts from Western Europe. For example, legislators from Central Europe were more likely to support decreasing regulation of businesses and cutting government

lower taxes for the middle and lower income brackets.

The International Legislature Survey Project is jointly sponsored by the Center for Applied Demography and Survey Research, the School of Urban Affairs and Public Policy, the College of Education and Public Policy, and the Center for International Studies at the University of Delaware.

For more information about survey methodology, to see full results of the survey, to suggest a topic for the next round, or to become a member of ILSP's advisory board, please visit the project's Web site at www.udel.edu/ilsp.

Kyle Sonnenberg

City Manager Newark, Delaware

When the Newark, Del., city manager retired from his position after 21 years of service, it presented a challenge and an opportunity, not only for the city but also for Kyle Sonnenberg, who was chosen as the clear favorite from three final candidates to succeed Carl Luft as city manager. He began in his new post on Nov. 1, 2008.

Since receiving his master of public administration degree from the University of Delaware, Sonnenberg had served for 28 years in a variety of municipal settings—from a large metropolitan city (Dallas, Tex.) to suburban (McKinney, Tex.) to more of a small retirement community (Southern Pines, N.C.) to a city largely comprising military families (Fayetteville, N.C.).

What excites him most about being

a city manager are the possibilities to make a difference for people.

“I’ve always had an interest in public issues,” he says. “My father worked for a private corporation his whole career. That would not interest me at all! I value things that governments do. We’re impacting people’s daily lives, and that’s why I’m in this line of work.”

Not that being a city manager these days is a picnic—far from it. Like most other communities in this current recession, Newark faces huge fiscal challenges. But the biggest challenge he sees is more philosophical.

“In general, I believe the biggest challenge is the disconnect [in the public’s mind] between the cost to provide services and the services they [the public] receive,” he says.

Balancing resources and expenditures is becoming paramount. Sonnenberg insists that Newark’s



resources are not keeping pace with the services the city is providing its residents. So, from his perspective as Newark’s city manager, he will be looking to place more emphasis on economic development and building up the tax base and less emphasis on the utility systems paying the bills.

Reflecting on his master’s program at Delaware, in which his concentration was urban management and personnel management, Sonnenberg

said the most valuable course he took while here was a land-use law course.

“Little did I know at the time that I’d be so involved in land use,” he says.

Grateful for the fellowship he received to attend UD for his graduate degree, he credits several of his professors, including Jeff Raffel, Jerome Lewis, and then–adjunct faculty Henry Folsom for the quality education.

Raffel says of Sonnenberg, “He was always a great student. He and another student were instrumental in helping us shape the management decision-making course [in the MPA curriculum].”

Sonnenberg, who has been continually supporting the MPA program since the early ’80s, received the college’s Outstanding Alumni Award in 2003. He has also received three awards from the International City/County

Management Association (ICMA). He is a 1979 Phi Beta Kappa graduate of The College of William and Mary, and graduated from the MPA program at the University of Delaware with a 4.0 GPA.

He is a member of ICMA, the Delaware Association for Public Administration, and the Congress for the New Urbanism, among others.

When not on the job, Sonnenberg has a variety of hobbies, including mountain biking, stone sculpting, gardening, raising exotic birds, and traveling. His wife Mary, who’s been involved in education, is now on the faculty at UD’s Institute for Excellence in Early Childhood. They have one son, Eric, who recently graduated *summa cum laude* from William and Mary and is bound for medical school at the University of North Carolina at Chapel Hill.

Awista Ayub (center)



Awista Ayub

Founder of Afghan Youth Sports Exchange and Author

Unbeknownst to most of her professors and fellow students at the time, while Awista Ayub was working on her MPA at the University of Delaware, she was also writing a book in her spare time. That book, entitled *However Tall the Mountain*, was released in August 2009 to effusive praise from public figures around the globe, from Hillary Clinton to Khaled Hosseini, author of *The Kite Runner*.

Ayub’s book tells the story of how she brought eight Afghan girls to the United States in 2003 to learn to play soccer. She founded the Afghan Youth Sports Exchange, an organization dedicated to equipping Afghanistan’s youth with leadership skills to promote athletics in their communities.

She also traveled to Afghanistan, the country where she was born but fled with her family at age two, to follow up with the eight soccer players she sponsored. The book chronicles their experiences upon their return to Afghanistan and the barriers they faced and overcame in their desire to continue to play soccer.

“What I came to understand later was that by choosing soccer, a male-dominated sport in Afghanistan, the girls would be pushing the boundaries of the sports culture and would be thrust into a position that would challenge the gender barriers of the culture both on and off the field,” says Ayub, who graduated in May 2009.

Learn more about Ayub’s book at her Web site: www.awistaayub.com.

Linda Kurtz

Reporter and Morning Anchor, WMDT-47 News

Linda Kurtz graduated from the University of Delaware with a BS in leadership and consumer economics, and went on to earn a master’s degree in business administration from Goldey Beacom College.

She was honored to spend her senior year of college representing the state as Miss Delaware 2004. During her year of service, Kurtz made several appearances on television to promote her platform of Alzheimer’s disease awareness and advocacy. This experience sparked an interest in broadcast journalism. She then pursued an internship at CN8, the Comcast network, which eventually turned into a full-time position.

While at CN8, Kurtz was a host and producer for *Comcast*



Newsmakers, a five-minute interview program airing at the end of each half hour of CNN Headline News. She was afforded many opportunities to interview elected officials and representatives from nonprofit organizations across Pennsylvania, New Jersey, Delaware, and Maryland. Linda also served as the red carpet reporter, covering high-profile community events and interviewing celebrities, including Chaka Khan,

Patti Labelle, and Wayne Brady, to name a few.

Kurtz often took on extra assignments at CN8 and became the primary back-up news anchor for *Your Morning* as well as the host of Comcast’s Team TV. She recently accepted a position as a morning anchor and reporter at WMDT-47 News, an ABC affiliate covering the Delmarva area. As an award-winning journalist, Kurtz is excited to continue her career in communications.

In her spare time, Kurtz enjoys volunteering for several organizations, including the Alzheimer’s Association and the Miss Delaware Scholarship Program. She is also a board member for the Delaware Chapter of the Huntington’s Disease Society and a junior board member for the Delaware Theatre Company.

Amy Hall Director, Office of Legislation, Centers for Medicare and Medicaid Services (CMS)

As the director of the Office of Legislation, Amy Hall will develop the legislative agenda for the entire scope of CMS’s programs, working closely with staff and leadership in the agency, the Department of Health and Human Services, the Office of Management and Budget (OMB), and the White House.

Hall has over 11 years of experience working for the U.S. House of Representatives in various capacities, most recently as an advisor to the

Committee on Energy and Commerce. Hall was instrumental in all major health care financing legislation involving Medicaid, Medicare, the State Children’s Health Insurance Program (SCHIP), and the uninsured passed by the House of Representatives during the last 10 years. She developed health policy principles and drafted legislative proposals for Energy and Commerce Committee Chairman John D. Dingell and the Democratic Caucus on all major legislative initiatives such as SCHIP, health reform, and Medicare modernization.

Hall received her MPA in state and local government from the University of Delaware and holds a BA in political science from Wellesley College.



SUAPP Authors and Editors Contribute New Volumes to Public Policy Bookshelves

Choosing Equality: Essays and Narratives on the Desegregation Experience

Edited by Robert L. Hayman, Jr. and Leland Ware with a Foreword by Vice President Joe Biden

The Supreme Court's decision in *Brown v. Board of Education* in 1954 has long been heralded as a landmark in the progress of civil rights in the United States. But as the forces opposing affirmative action and supporting resegregation have gained ground in recent years, its legacy has been questioned. Some wonder if the decision did more harm than good, by fomenting a backlash, or whether the desegregation



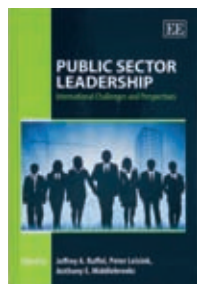
it brought about might not have been accomplished anyway through legislation. Others worry about the racial paternalism they see as inherent in the desegregation project and reflected in the *Brown* ruling.

Choosing Equality includes contributions that give voice to these concerns, yet it provides a strong challenge to the revisionist interpretations. It does so in a unique way, by positioning the issues in the overall national context but focusing on them in the experience of one state, Delaware, that stands as a microcosm of the larger conflict. This volume offers not only academic analyses of Delaware's experience with *Brown*, set in the broader framework of the debate over its significance at the national level, but also the personal voices of many of the leading participants, from judges and lawyers down to community activists and the students who lived through this important era of the civil rights movement and saw how it changed their future by giving them hope.

Public Sector Leadership: International Challenges and Perspectives

Edited by Jeffrey A. Raffel, Peter Leisink, and Anthony E. Middlebrooks

A truly international examination of public sector leadership, this book explores the ways leaders of developed nations are addressing current challenges. The overriding question explored by the authors is



how public leadership across the globe addresses new challenges (such as security, financial, demographic), new expectations of leaders, and what public sector leadership means in the new era. The book allows the reader to view a large number of situations across the globe to better understand the relationship between context and leadership. It integrates the two fields of leadership and public administration, providing a wide-ranging and complementary empirical context to the topic.

Design and Historic Preservation: The Challenge of Compatibility

Edited by David Ames and Richard Wagner

This book collects the papers from the Third National Forum on Preservation Practice: A Critical Look at Design in Historic Preservation held at Goucher College in March 2002. The forums are a series of ongoing critical discussions about issues central to the practice of historic preservation in the United States since the passage of the National Historic Preservation Act of 1966. This act created a preservation policy largely in reaction to the loss of thousands of irreplaceable historic properties. The Secretary of the Interior's Standards for the Treatment of Historical



Properties form a continuum of intervention into existing fabric, from preserving as much fabric as possible to reconstructing a property that no longer exists — between the two lie restoration and rehabilitation.

Delaware Politics and Government

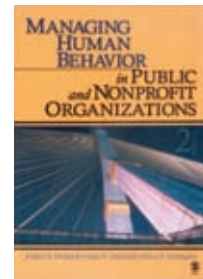
William W. Boyer and Edward C. Ratledge

This book offers a historical overview of Delaware because in order to understand contemporary Delaware, you need to understand its past, including its roles as one of the 13 original colonies and as a border state between the north and south. According to the authors, *Delaware Politics and Government* is an A-to-Z look at what goes on in the state and how we got to where we are in terms of the executive government, the courts, the General Assembly, policies, and political parties.



Managing Human Behavior in Public and Nonprofit Organizations, 2nd Edition

Robert B. Denhardt, Janet V. Denhardt, and Maria P. Aristigueta



The only text in management and organizational behavior to focus on public organizations, nonprofit organizations, and school systems, this book fosters competency in critical management and leadership

skills, including communication, motivation, teamwork, group dynamics, and decision making. Cases, self-assessment exercises, simulations, and evaluative instruments provide students with the opportunity to experience the applied side of theories and to learn both cognitively and experientially.

Study Abroad for Graduate Students: Combining Teaching and Research in a Cross-Cultural Course in Public Administration and Public Policy

Edited by Arno Loessner, Calin Hintea and Catalin Baba

This volume contains information on organizing and conducting study abroad for graduate students in public administration and public policy, examples of student papers prepared in conjunction with a study abroad trip to Romania, and assessments of the value of the experience to participants and hosts. Study abroad, an established teaching approach for American undergraduates, was extended to graduate students from two public administration programs in ways that proved especially useful. Participant hosts and visiting master's and Ph.D. graduate students from Romania and America studied together to learn and teach public administration and public policy in a new way by combining classroom instruction with study visits, research and writing by small teams from Babes-Bolyai University and the University of Delaware.



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**Tom Bainbridge (MPA '98) and
Sandra Millard (EdD '99)**

The School thanks our generous donors!

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