

La Follette Notes

News for Alumni & Friends of The Robert M. LaFollette School of Public Affairs at the University of Wisconsin-Madison

Future looks strong – if the university’s budget survives

Greetings.

This past year, the La Follette School joined many of its alumni who work in government in tightening our budgets.

The public may not be fully aware of the difficulties of cutting a budget where the major cost is salaries, and where civil service, union, faculty and staff agreements complicate personnel practices. In our case, an added factor is the implied commitment we make to our students by outlining a curriculum in the course catalog we use when recruiting them, and the even greater implied commitment we make to continuing students in the timetable that is published each semester.

Working around these many constraints in the university environment of "shared governance" has been a challenge. Shared governance means

that the dean controls the budget, but the faculty serves as my board of directors and makes the academic decisions. The faculty decides who we will hire and which courses must be taught, but the dean decides which courses and faculty he will pay for.



From the Director
Donald Nichols

Many good things happened amid this turmoil.

Students attended conferences and shared their research findings with their real-world clients. Their spring 2004 projects include crafting suggestions to help the Mexico City police department reduce corruption, examining the effects of the South Asia free trade agreement, and recommending incentives for local government collaboration in Wisconsin.

Faculty served communities around Wisconsin and the world with their research and conferences. John Witte organized a conference in August that examined charter schools in Wisconsin. Clark Miller received a National Science Foundation grant to examine the social effects of nanotechnology.

See **From the Director** on page 4



Dan Leopold, 2003
La Follette School graduate, speaks to the Board of Visitors for the University of Wisconsin-Madison’s La Follette School and the Department of Political Science in Washington, D.C., on Oct. 18. **For a related story, see page 6.**

Board of Visitors hears from alum who served on 9/11 Commission staff

Dan Leopold says he was surprised the day a La Follette School policy analysis class turned into a major stepping stone in his career.

The Ohio native, who graduated with a master’s degree in international public policy in 2003, told the La Follette School Board of Visitors at its October meeting in Washington, D.C., that his work with real clients helped further his career in federal service, including a stint with the 9/11 Commission on terrorist attacks.

Leopold says a project for a class in international policy analysis with Associate Director Melanie Manion helped him get work in Washington, D.C. The project looked at the impact of a municipal amalgamation in Montreal and was commissioned by the Organisation for Economic Cooperation and Development. Leopold credits his classmates and close oversight by Manion for the tight writing and strategic findings that made the project successful.

See **Leopold** on page 8

The strong relationship between the Board of Visitors and La Follette students “will further solidify La Follette’s reputation as one of the premier public policy schools in the nation.”

— **Dan Leopold**
2003 La Follette School graduate and intelligence analyst with the U.S. Department of Homeland Security

Poverty expert honored with national award



La Follette School faculty member **David Weimer** was elected president-elect of the Association for Public Policy Analysis and Management at its October conference in Atlanta.

Weimer is one of several La Follette School faculty members who provide leadership to the association, which brings together policy practitioners and researchers to address substantive public policy problems. **Maria Cancian** is secretary. **Carolyn Heinrich** serves on the Policy Council, which is APPAM's board of directors. **Barbara Wolfe** just completed her term on the Policy Council.

Several University of Wisconsin-Madison alumni are among APPAM's leaders, including **Rebecca Maynard** of the University of Pennsylvania, who has been elected president.

Carolyn Heinrich of the La Follette School has been recognized with a major award for her research that advances the empirical study of public management and performance evaluation, particularly as applied to social welfare and labor market policies.

Heinrich received the David N. Kershaw Award on Oct. 27, from the Association for Public Policy Analysis and Management at its fall conference.

Heinrich is an associate professor with the La Follette School, and associate director of research



Carolyn Heinrich

and training at the Institute for Research on Poverty at the University of Wisconsin-Madison. The \$10,000 Kershaw award honors people younger than 40 who have made a distinguished contribution to public policy analysis and management.

"Carolyn builds on the La Follette School's tradition of being one of the top-ranked institutions for research and scholarship in public affairs," says Donald Nichols, La Follette School director.

Heinrich is working with the state of Wisconsin on a child-support demonstration program, with the U.S. Department of Labor on its performance management system, and with the governments of Argentina and Brazil on their social and human capital development programs. ♦

Conference examines charter schools; papers available online

Charter school performance, competition with traditional schools and Wisconsin educational laws were examined in August at a conference at the University of Wisconsin-Madison.

Led by Professor John Witte, the conference convened more than 80 educators, administrators, regulators and academics to review the findings of his three-year study of Wisconsin charter schools. The U.S. Department of Education funded the research.

Witte and co-researchers, including Professor David Weimer, prepared papers that looked at test scores, the emergence of non-metropolitan charter schools areas and case studies of specialty schools.

"The Performance of Charter Schools in Wisconsin" compares charter schools to traditional schools on several categories.

"Going Charter? A Study of School District Competition in Wisconsin" tries to answer questions about entrepreneurial initiatives, structural expectations and spatial competition.

"The Political Economy of School Choice" focuses on how a set of Wisconsin decisions have pushed charter schools beyond inner city and urban areas to include mid-sized cities and smaller towns.

All the papers are available online at: <http://www.lafollette.wisc.edu/wcss/papers.html>. ♦

Legislators program celebrates 10th year

In a remarkable partnership between the University of Wisconsin-Madison and private business, the Bowhay Institute for Legislative Leadership Development has completed 10 years of growth and refinement — not to mention graduating more than 300 alumni from 12 Midwestern states and three Canadian provinces.

The weeklong, intensive leadership and policy training brings together selected legislators to get them up to speed on issues they will face in leadership positions.

Professor Dennis Dresang has been the intellectual powerhouse behind the La Follette School's involvement with the BILLD program — also known as Bowhay for short. Dresang moderates

The Robert M. La Follette School of Public Affairs

University of Wisconsin-Madison
1225 Observatory Drive
Madison, WI 53706
(608) 262-3581
Fax: (608) 265-3233
alumni@lafollette.wisc.edu
www.lafollette.wisc.edu

Donald A. Nichols, Director
Melanie Manion, Associate Director
Karen FASTER, Publications Director

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Professor, international conference to study environmental regulation, application in Wisconsin

To set the stage for a study of public-private agreements regarding environmental regulation, Graham Wilson, a professor with the La Follette School of Public Affairs, traveled in Bavaria, Germany, in October as part of a delegation of representatives from Wisconsin industry, government and environmental organizations.

Wilson and the others examined collaborations by businesses and regulators to further economic and environmental objectives. The goal is to find ideas to implement in Wisconsin under its Green Tier law that Gov. Jim Doyle signed into law on April 16.

Green Tier seeks to achieve environmental and economic gain by allowing responsible companies to improve their environmental performance while boosting productivity and cutting costs. Wilson is beginning a three-year study of innovative and entrepreneurial forms of environmental governance that engage all parts of civil society in protecting the environment, not just government regulators and targeted businesses.

Wisconsin's Green Tier law is based on policy established in the German Free State of Bavaria, a world leader in identifying and implementing

innovative public-private agreements.

Wilson said the trip to Bavaria was a valuable opportunity to see how public-private partnerships achieve the best results. "In Bavaria we saw examples of how a governance system can work," Wilson says.

"They are achieving real environmental results through the cooperation of government, business and environmental groups — a practice I hope we can import," Wilson adds.

Wilson will be part of an international conference that will bring together environmentalists, policy-makers and business representatives in a rare three-way exchange to explore best environmental policy practices in a conference on Monday, Jan. 31, in Madison, Wisconsin.

The conference, Environmental Policy: International Possibilities and Opportunities in Law, will kick off Wilson's three-year study of environmental regulatory innovations in Wisconsin, and examine how experiments in one region can be transferred to other parts of the world.

For more information about the conference, including online registration, see www.lafollette.wisc.edu/research/environmentalpolicy/. ♦



Bavarian public-private partnerships for sound environmental regulation may work in Wisconsin.

— **Graham Wilson**
La Follette School
professor studying civic
environmentalism

Initiative explores nanotechnology's societal effects

Clark Miller, assistant professor with the La Follette School, will lead a new \$1.25 million interdisciplinary initiative exploring the social, economic, and political dimensions of nanotechnology — emerging technologies that enable the control and manipulation of matter at molecular and quantum scales.

The funding is part of a new, five-year, \$13.4 million Nanoscale Science and Engineering Center grant awarded by the National Science Foundation to establish a Center for Templated Synthesis and Assembly at the Nanoscale at the University of Wisconsin-Madison.

"This initiative demonstrates UW-Madison's commitment to playing a leadership role not only in scientific and technological research but also in promoting research and public engagement on the opportunities and challenges of moving science and technology out of the laboratory and into society," Miller says.

"As it becomes an integral element in our daily lives, nanotechnology will create new means for people to act and interact with one another and with the world around us," Miller says. "The

results are likely to call into question notions of fundamental cultural importance, such as human agency, identity, rights, responsibilities, and values. Already, for example, the manufacture of nanoparticles has prompted complex regulatory dilemmas regarding the possibility of new threats to human health and environmental sustainability."

Working in partnership with the Robert and Jean Holtz Center for Science and Technology Studies, Miller will lead UW-Madison researchers in economics, sociology, history, bioethics, communication, public affairs, and engineering to explore these issues. The initiative also includes partners at Harvard and Oxford universities.

The findings and recommendations will be shared with leaders in business, policy, and civil society, notes Miller. The project is a model for bridging the natural and social sciences in other research areas at UW-Madison and other campuses.

"As we enter the 21st century, modern societies face hard choices about how to construct their technological futures," Miller says. "I believe universities have the capacity and the responsibility to help people make those choices wisely." ♦



"Nanotechnology will create new means for people to act and interact with one another."

— **Clark Miller**
La Follette School
professor studying effects
of technology on society

Course expands professional development for students



Certified management consultant **Michael Ley** spoke to first-year La Follette School students in October as part of the Professional Practitioners Series. He is the partner-in-charge of Virchow Krause's public sector management consulting services.

Students select spring speakers

A team of students will organize eight speakers to present the spring practitioner perspectives series. The team members earn two credits to acknowledge their work and the educational experience. All La Follette School students can attend the presentations, and those who register earn one credit. ♦

Professional development for first-year La Follette School students has been enhanced and formalized with the introduction of a required one-credit course.

First offered in fall 2004, the course gives students opportunities to improve their skills in writing, public speaking, interviewing, and using Excel and PowerPoint. The course brings policy practitioners to class to talk with students about their jobs, and how students should prepare for careers in the public, non-profit and private sectors.



Melanie Manion

"The professional development series formalizes many of the services our students already were taking advantage of," says La Follette School Associate Director Melanie Manion.

Faculty and staff work with students to improve their résumés, job-application cover letters and professional writing skills. Individual interviews let Manion and career development coordinators Mary Woodward and Mara Warner learn about each student.

The fall practitioner series includes Jeffrey Schneider, a senior economist for South Asia at the Office of Near Eastern and South Asian Analysis in the Directorate of Intelligence; Deedra Atkinson, senior vice president of community impact for United Way; Kirsten Nelson, a 2003 La Follette School alum, former analyst at the Government Accountability Office, now with the Wisconsin Department of Revenue; Michael Ley, a partner at Virchow Krause's public sector management consulting services; and James Pingel, a 1993 La Follette School alum who is a deputy director with the Wisconsin Sentencing Commission. ♦

From the Director / from page 1

Graham Wilson continued his study of methods of collaborative environmental regulation, methods that protect the environment and aid economic development.

Many of these activities would be more difficult to conduct without support from alumni and friends of the La Follette School who donate funds to sustain our work. For information on how to give, see page 7 of this newsletter. This support is essential for the school to maintain the quality of its programs and services, especially since we likely will be asked to continue to tighten our budgets.

In terms of faculty, while we sacrificed positions in our basic budget, our small faculty grew through the internal transfer of slots to La Follette from

other departments, at the request of the faculty being transferred. Our biggest loss was Don Kettl, who accepted an offer from Penn with a huge increase in pay and more attractive working conditions. This year we are recruiting for three positions, one of them to fill the void in our management program caused by Don's departure.

Several new faculty, hired in 2003, arrived last fall and have strengthened La Follette in many ways. Carolyn Heinrich, hired as part of a cluster of positions awarded to the Institute for Research on Poverty, is an effective and popular instructor of statistics and advanced management. She received the 2004 Kershaw award from the Association for

Public Policy Analysis and Management. (See story on page 2.) Menzie Chinn, an international economist who has worked for the International Monetary Fund and the Council of Economic Advisers, quickly became a mainstay in our international program. And Joe Soss, another poverty cluster hire, joined us as an expert in the politics of the low-income population.

Public policy programs around the nation — our competition — are growing as the need for policy expertise expands. The cuts the La Follette School has made in our faculty and staff compromise our ability to respond to the many requests we receive. We hope soon to be able to share in the growth in well-being of the population we serve. ♦

Alumni news

Sarah Davis, a December 2002 La Follette School graduate, is an associate attorney with the Madison law firm Wheeler, Van Sickle & Anderson, S.C., a position she has held since February 2003. Her area of expertise include public utilities, land use and housing, environmental and water law, non-profit corporations and litigation. She is a member of the city of Madison's Plan Commission, which considers issues related to land use, zoning and conditional uses. She says the knowledge she gained through the public affairs and law double-degree program informs every area of her work, from advising non-profit boards about governance issues to understanding the economics of the dairy industry.

Ceri Jenkins, an officer with the Executive Office of Pew Charitable Trusts in Philadelphia, serves as a liaison between the CEO and the three policy areas of the public charity's grant-making: environmental policy, education and state-based policy, and health and human services policy. A December 2003 La Follette School alum, Jenkins started at Pew in March. She serves on the board of directors for Career Wardrobe, a nonprofit organization that provides free interview clothing and educational services to low-income women in Philadelphia. "I am managing their strategic planning process — something I learned to do in Leslie Howard's Nonprofit Management class," Jenkins says.

Daria Hall, a May 2003 graduate, has been a policy analyst with the Education Trust in Washington, D.C., since June 2003. She conducts research and analysis to support the trust's policy advocacy around teacher and curriculum quality, accountability for results, and resource equity. The national non-profit's analyses are used by congressional staff, legislators, superintendents of education, journalists and advocacy groups. "La Follette provided me with the flexibility to pursue my interest in education, through my mentorship with the superintendent of the Madison school



La Follette School student **Karyn Kriz**, left, chats with **Hilary Murrish**, center, and **Marnie Schaul** of the U.S. Government Accountability Office. Murrish and Schaul conducted informational interviews with La Follette School students in October. Murrish graduated from the La Follette School in 2003. Schaul is director for educational issues at the GAO's headquarters in Washington, D.C.

district and through other university programs," Hall says, who adds that "the nature of La Follette coursework prepared me well for a highly collaborative work environment."

Donna Wong, La Follette School class of 1994, returned to Madison from Washington, D.C., where she worked at the Congressional Budget Office. Wong says her policy analysis class prepared her for her first job out of La Follette, with the Legislative Fiscal Bureau. That experience prepared her for positions with the CBO and the University of Wisconsin System. Connections with other La Follette students also were important to her career. "I learned a lot from other students who brought different experiences and perspectives to class," she says. Since April, she has served in the Wisconsin governor's office as liaison to the Department of Health and Family Services, and the Department of Corrections. In January she married **Abe Rabinowitz**, also a La Follette School graduate.

Chad Ruppel, 2004 La Follette alum, is a presidential management fellow for the Department of Housing and Urban Development, a position he has held since August. He works in Washington, D.C., as a budget analyst for HUD's chief financial officer. His primary job is to manage budgets for the Rural Housing and Economic Development program and the Brownfields Economic Development Initiative. "My job requires me to apply concepts from public management, policy analysis and economics in analyzing HUD's programs and policies. Many of these concepts I learned at La Follette," Ruppel says. ♦

Alum describes work as fiscal analyst in Arizona

Tim Sweeney, who graduated from the La Follette School of Public Affairs in 2001, talked with La Follette students in October about his work as a fiscal analyst for Arizona's Joint Legislative Budget Committee.

Most of Sweeney's work is related to Medicaid and health policy. Sweeney says he enjoys the culture of his office, which is home to many younger analysts who have lots of responsibility.

Sweeney adds that his office would like to hire more La Follette School graduates — one of his co-workers is **Beth Kohler**, a 2000 alum. ♦

Send us your news

The La Follette School would like to share your activities and accomplishments with alumni and friends. Send news to alumni@lafollette.wisc.edu. Alumni can keep their contact information current at <http://home.uwalumni.com/Login.asp>. ♦

Board of Visitors connects alumni, students

Political advertising and campaign strategy for the 2004 U.S. presidential election were the key pieces of a rousing panel discussion in Washington, D.C., at the fall meeting of the Board of Visitors for the La Follette School and the Department of Political Science.

Academics, consultants and media experts shared their insights into the race with about 50 alumni, friends, and Board of Visitors members at the Capitol Conference Center overlooking the U.S. Capitol.

Professor Ken Goldstein outlined the work of his national watchdog Wisconsin Advertising Project, including tracking the costs of ads, their frequency and the targeted television audiences (e.g., "Judge Judy" for the John Kerry campaign and "JAG" for the President Bush campaign).

Other presenters included Board of Visitors members (and husband and wife) Robert Barnett and Rita Braver, both political science graduates of the University of Wisconsin-Madison. Barnett is a Washington lawyer and longtime Democratic insider. He has served as the practice debate foe for presidential and vice presidential candidates, and this year he played Dick Cheney in rehearsals with John Edwards. Braver, a correspondent for "CBS Sunday Morning," shared her observations about pack journalism and access.

Also commenting were Professor Graham Wilson, chair of the political science department, and Professor Don Nichols, director of the La Follette School of Public Affairs.

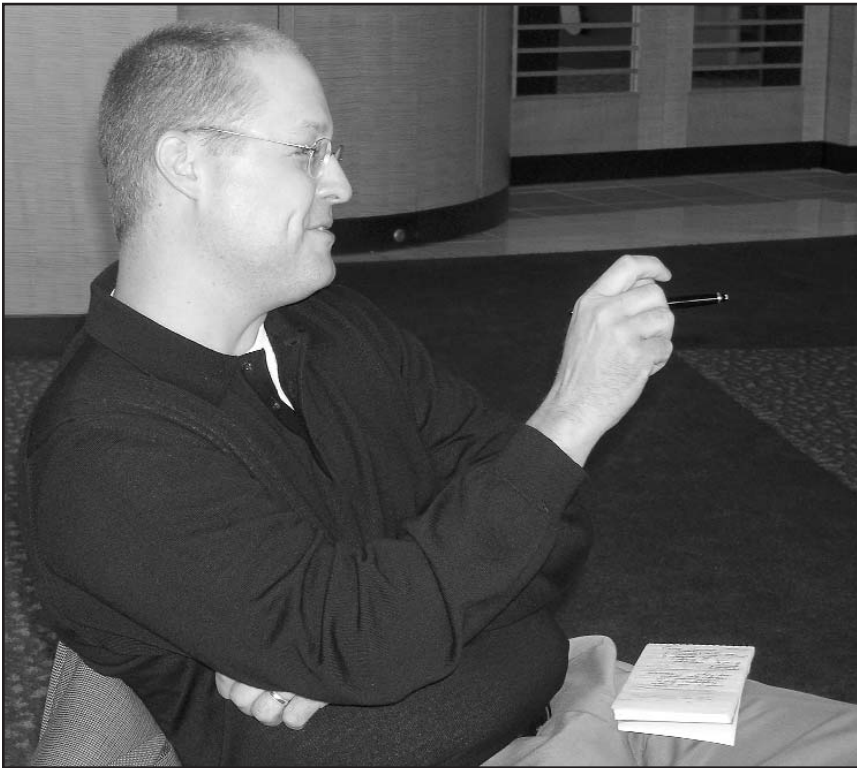
Discussions covered which states were key battlegrounds, the future of the Electoral College, strategies for winning rural voters, and the effects of campaign finance law.

Jeff Wendorf of the Wisconsin Alumni Association said the panel discussion and reception beforehand were great opportunities to showcase faculty expertise and bring alumni together for an educational and entertaining evening. It is a model the WAA and the University of Wisconsin Foundation use around the country to connect alumni with the university.

The Board of Visitors re-elected Robert Milbourne of Columbus, Ohio, as board chair and Charles Fischbach of Chicago, as vice-chair. The board agreed to contribute \$20,000 to a Director's Fund to offset the cost of travel for faculty members to reach out to alumni and to facilitate development.

The board also heard from Gary Sandefur, the new dean of the College of Letters and Sciences. He touted increased diversity and undergraduate education as two of his major concerns. He welcomed the board's help in achieving those goals, and in supporting research and teaching efforts of the La Follette School and Department of Political Science. ♦

Board of Visitors member **Michael Bright** makes a point as Dan Leopold describes his experiences serving as a staff member of the 9/11 Commission. See pages 1 and 8 for Leopold's story.



BILLD program / from page 2

the entire week, and offering policy modules on political culture, leadership styles, homeland security and other topics.

The BILLD program has been so successful for the Midwestern Council of State Governments that its western counterpart sent observers to study it and now offers a similar program. The eastern office is releasing a request for proposals to schools up and down the East Coast to

produce a similar program.

"The Bowhay Institute represents the Wisconsin Idea in its purest form," Dresang says. "It shows the university reaching out with its resources and ideas to meet the needs of the public, or, in this case, the legislatures of Wisconsin and neighboring Midwestern states and Canadian provinces. And having the powerful partnership of an agency like the Council

of State Governments makes it an even better product and result."

The 11th class of BILLD meets July 8-12 at the Fluno Center on the University of Wisconsin-Madison campus. Three representatives from 11 states (Missouri moved to the southern region in 1997) and three Canadian provinces will be selected as BILLD fellows by their leadership. ♦

La Follette School of Public Affairs Board of Visitors

The Board of Visitors, which the La Follette School shares with the Department of Political Science, meets

twice a year to discuss development and fund-raising; research; teaching; and job and internship placement for students and graduates.

David Adamany
president, Temple University

Eloise Anderson
director, Program for the American Family at the Claremont Institute

Robert Barnett
senior partner, Williams & Connolly LLP; presidential and vice presidential debate adviser

Martin Begun
managing partner, Reiter/Begun Associates

Edwin L. Behrens
national government relations consultant to Procter & Gamble

Rita Braver
national correspondent, CBS Sunday Morning

Michael Bright
president, Bright Consulting

Jay L. Carlson
partner, Miller & Chevalier

Anthony Carroll
managing director, Manchester Trade Ltd.

Bernard Cohen
emeritus professor of political science, University of Wisconsin-Madison

Charles P. Fischbach
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Thomas R. Hefty,
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former U.S. ambassador to Hungary, Austria, Senegal, and Mauritania

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Terry L. Lierman
managing director, Health Ventures LLC; and vice chair, Employee Health Programs

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former director of media services for Voter News Service

Joel L. Skornicka
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Robert H. Trice Jr.
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Doris Weisberg
producer, Television Food Network; and professor, New York University

Michael Youngman
vice president, Northwestern Mutual Life Insurance Co.

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2003 La Follette grad shares experiences on 9/11 Commission staff

Leopold / from page 1

Leopold said he almost didn't include the project on a résumé when he went for an interview with the Department of Homeland Security for an intelligence analyst position about six months ago.

The interviewers showed an immediate interest in the project, Leopold says. Given that cue, he explained that the OECD project benefited him because he worked for a real client under strict time constraints; he thought critically about important public policy issues through the application of the analysis skills that he learned in his courses; and he improved his abilities to work in a group environment and to

take advantage of each member's strengths.

Leopold says his time with the 9/11 Commission prepared him for his current job as an intelligence analyst with Homeland Security, where he is examining regional trends and writing threat assessments.

He thanked the Board of Visitors, specifically Tom Loftus, for helping him secure the 9/11 Commission position, which was exhausting but rewarding.

The job was wide-reaching with a focus on hearing preparation. One of the toughest aspects was deciding how to limit what the commission would study, Leopold says. He conducted research, wrote and edited in conjunction with the commission's

report, staff statements, and monographs.

Prior to serving with the 9/11 Commission and Homeland Security, Leopold interned at the State Department's Bureau of European and Regional Affairs, the Foreign Service Institute, and the Defense Department's Office of Public Affairs.

Leopold closed his presentation by thanking the board members for their assistance in helping him launch his career. He encouraged the board to continue to strengthen its rapport with La Follette School students. "This relationship will further solidify La Follette's reputation as one of the premier public policy schools in the nation." ♦

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University of Wisconsin-Madison
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La Follette