We at the La Follette School are excited about our prospects as a research institution and as a school that trains policy analysts and public managers.

The university has recognized our faculty’s dedication to innovative research that advances our knowledge about public affairs. As detailed elsewhere in this issue of La Follette Notes, Pamela Herd won two campus awards. She was named a Vilas Associate and she received a Mid-Career Investigator Award. Greg Nemet is one of eight university faculty members to receive the prestigious Romnes Faculty Fellowship.

For our students this fall, we will be reprising our exciting La Follette in D.C. program through which we bring students to Washington to talk with alumni and friends at their workplaces. Through this career development opportunity, students see firsthand where their degrees in domestic and international public affairs can

Hunter earns alumni recognition as culinary innovator

2011 alum Jonny Hunter has received the Forward under 40 award from the Wisconsin Alumni Association for his innovative Underground Food Collective and work in food policy.

The Madison collective includes Underground Butcher; Forequarter Restaurant, which was nominated for best new restaurant by the James Beard Foundation and named among the nation’s 50 best new restaurants by Bon Appétit magazine; Underground Meats, which has won three Good Food Awards for its charcuterie; and Underground Catering. The collective works with more than 100 small Wisconsin farms, returning around $800,000 to producers every year.

Hunter earned a bachelor’s degree in English in 2005, then returned to graduate school for a master of public affairs because of his interest in food policy. “The University of Wisconsin has been the defining institution in my life,” Hunter says. “As an undergraduate in the humanities, it challenged my limited perspective of the world. My graduate studies at the La Follette School of Public Affairs not only augmented my newfound curiosity with the analytical tools critical for decision-making, but provided me lasting mentorships that have supported me through my career as a small-business owner.”

Hunter was named in February as a semifinalist for the James Beard Award for Best Chef-Midwest, one of only 21 people nominated. Results were to be announced in May.

School builds on successes of faculty, alumni, students

Alum directs university cleanup after tornado

1992 alum Robert Cramer, second from right, surveys damage from the June 16 tornado that struck the University of Wisconsin–Platteville campus where Cramer is vice chancellor for administrative services. With him on June 17 are Wisconsin Governor Scott Walker, state representative Travis Tranel and others. “I directed the recovery efforts starting the night of June 16,” Cramer says. “Three residence halls sustained heavy damage. Ralph E. Davis Stadium and Engineering Hall were also heavily damaged. The goal was set on June 17 to be ready for our students, faculty and others by August 15. We accomplished that goal thanks to remarkable teamwork and dedication by university employees, the UW-Platteville Real Estate Foundation, numerous companies, a great insurance team, UW System, and the Wisconsin Department of Administration.”
Alum publishes award-winning article

An award-winning article by 2012 alum Alex Marach has been published in Transportation Research Record: Journal of the Transportation Research Board.

Marach wrote the article, “Critical Rural Freight Corridors Designation: Implications of Truck Percentage Calculation,” with Teresa M. Adams and Ernest B. Perry while working for the National Center for Freight and Infrastructure Research and Education. The study analyzes and evaluates three methods for identifying and designating roadways for inclusion in the U.S. Department of Transportation’s Critical Rural Freight Corridors program.

They won a Best Paper Award in recognition of an outstanding paper in the area of freight modeling at the 2014 Transportation Research Board Annual Meeting. This award is presented by the Transportation Research Board Freight Planning and Logistics Committee and co-sponsored by the Urban Freight Transportation Committee and the Network Modeling Committee.

In May 2014, Marach joined CPC Transcom as a consultant analyst. He specializes in transport policy, economics and related research. He has contributed work on projects related to the Great Lakes, oversize and overweight trucking policy in the United States and Canada, and emergency management of transportation incidents.

Endicott helps shape national legislation

Highways are paved, people are fed and homes are energy efficient due to the vigilance of 1980 alum Gary L. Endicott, who became legislative counsel of the U.S. Senate on January 1.

Endicott had been serving as counsel since 1981. Now he is in charge of managing the Office of the Legislative Counsel of the Senate. “That role includes ensuring the office provides high quality legislation to meet the needs of the Senate and maintaining professional relationship with the core legislative offices of the Senate,” Endicott says.

As senior counsel, Endicott drafted professional quality legislation for committees, senators and their staff, with an emphasis on natural resources. “I also have advised clients on legal and constitutional issues, and on budgetary and Senate rules and procedures,” he says. “I trained and supervised attorneys in drafting, research and client assistance as a team leader.”

Endicott earned his master of arts in public policy and administration in 1980 from the Center for the Study of Public Policy and Administration, a La Follette School precursor. He also completed his law degree in 1980.

Endicott has worked on several major farm, energy and highway bills over the years. “Each bill required a significant amount of hard work and energy over a long period of time throughout the legislative process,” he says. “I worked with many committees, members and staff of Congress, and established farm, energy, and highway programs for the United States for multiple years after enactment. The 2005 and 2007 energy bills I drafted helped increase energy supplies and efficiency in the United States.”

Endicott also developed a professional drafting relationship between the Office of the Legislative Counsel and the committees on Agriculture, Nutrition, and Forestry; Energy and Natural Resources; Environment and Public Works; and Indian Affairs. Other highlights of his work include client assistance, policy analysis, nonpartisan work and legal computer development.

Endicott’s experience in Wisconsin shaped his career goals. “In particular, my internships with the Wisconsin Director of State Courts Office developed my strong interest in public service, especially working for legislative bodies that combine my public policy and law degrees from the University of Wisconsin,” says Endicott. “The La Follette School significantly affected and helped form my career goals by allowing me to enroll in courses and internships that developed in me a strong interest in combining my public policy and law degrees to assist legislative bodies in developing public policy through the drafting of legislation.”

“I have devoted my professional career to public service because I have found it highly interesting and rewarding,” he says. “I am deeply grateful to the La Follette School for giving me the background and skills that have enabled me to draft and manage legislation for the U.S. Senate for my 34-year career.”

Gary Endicott, 1980 alum, legislative counsel of the U.S. Senate

Department honors Leon as outstanding graduate

2007 alum Raul Leon received the Outstanding Recent Graduate Award from the University of Wisconsin–Madison’s School of Education in April.

Leon earned his Ph.D. through the Department of Educational Leadership and Policy Analysis in 2010 after completing a master of international public affairs in 2007. Leon just received tenure and promotion to associate professor of higher education and student affairs at Eastern Michigan University.

Leon brought national recognition to UW–Madison’s Department of Educational Leadership and Policy Analysis by being selected as a graduate policy fellow for the Association for the Study of Higher Education, Student Development Theory, Contemporary College Students, and Current Issues and Problems in Higher Education.

Off campus, Leon led 13 professors and administrators for a spring tour exploring higher education in Ecuador, where he was born and raised. He is director of My Ecuador Trip.

He won a competitive EMU research grant in 2012 that led to the article “Black Males Abroad: Building a Theoretical Foundation for Success,” which examines the experiences of American males of color who have studied abroad.

“I conduct research that focuses on study abroad, student success and the role of chief diversity officers in institutions of higher education,” Leon says. “I have taught courses including Introduction to Higher Education, Student Development Theory, Contemporary College Students, and Current Issues and Problems in Higher Education.”

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News from alumni and friends

After working for the Wisconsin Department of Justice, 2012 alum Teague (Harvey) Mawer is now the new director of budget and planning for the University of Wisconsin Colleges. “Also, I got married in June ... what a busy year!” she reports.

1998 alum Kelly Flowers is still a Foreign Service officer, serving as senior development advisor to the U.S. Agency for International Development in Honduras. His wife, Flora, a 1998 graduate of the University of Wisconsin Children’s Hospital’s pediatic critical care fellowship program, is head of the pediatric emergency and pediatric critical care departments at the local university children’s hospital. She also is cofounder and head of the pediatric critical care fellowship program at the same university hospital. Their daughter, Adriana, is a sophomore at one of the local bilingual high schools.

Share your news
Email alumni@lafollette.wisc.edu or call 608-263-7657

Alumni Dan Molzahn and Norma-Jean Simon married in the summer of 2014. The two completed their master of public affairs degrees in 2013. After completing his doctorate in electrical engineering, Molzahn became a postdoctoral researcher with the University of Michigan–Ann Arbor’s Department of Electrical Engineering and Computer Science. Simon worked as a research associate with the University of Michigan’s Child Health Evaluation and Research Unit. Now they are off to Chicago, where Molzahn has accepted a position as a staff researcher in electric power system engineering at Argonne National Laboratory in Chicago.

Knutson’s emphasis on improvement strengthened county services

When La Follette School alum Craig Knutson took a position as assistant to the county administrator in 1979, he had no idea that 35 years later he’d be looking back on a lifelong career serving residents of Rock County, Wisconsin.

When Knutson began his career, he was surprised at the scope of Rock County services, as Wisconsin is one of a dozen or so states that administer state Health and Human Services as part of the county’s services and budget.

“Quite often people have a vision of the county courthouse, fairgrounds, squad cars and dump trucks,” says Knutson, who retired in August 2014 after 30 years as county administrator. “Those are all part of the picture, but fully 60 percent of our budget is health and human services—child protective services, support for those with a disability, mental health and/or substance abuse challenges.”

Knutson earned a bachelor’s degree from Luther College in Decorah, Iowa. “I studied history and social science,” he says. “I was prepared to teach secondary school, but I had a strong interest in public administration. After working for a few years, I knew I wanted to go back to school to get my master’s degree and change course.”

A native of Clinton in Rock County, Knutson headed to the University of Wisconsin–Madison’s Center for the Study of Public Policy and Administration, a precursor of the La Follette School. He completed his master’s degree in 1978. “The center’s placement office suggested I apply to be the assistant to the county administrator in Rock County,” he says. “Like most new grads, I thought I’d spend a few years in Rock County and gain some experience—35 years later, here I am. I’ve never been bored for even one day. It was the best kind of challenge to have the opportunity to have an effect on county operations and the services Rock County offers residents.”

Knutson is consistently praised in Rock County for his ability to bring stakeholders together and navigate competing interests while managing budgets that oftentimes appeared almost impossible to maintain. He managed Rock County through a recession and the 2008-09 job losses without overspending or slashing services. Today, Rock County is stable and strong, with an AA1 Moody’s bond rating.

“Without resources, you can’t provide services,” says Knutson, who notes that his wife, Julie, was an essential support during his service as county administrator. “One of the primary goals of my job was to keep the county in good financial shape.”

Perhaps one of the keys to Knutson’s success is his commitment to continuous improvement. “The process of looking hard at operations, investigating best practices across the country and bringing those practices to our work is something we’ve been doing and will never cease to be needed,” he says.

“In Rock County, continuous improvement is more than just words. Procedures, practices and needs change,” he says.

“Projects like consolidating countywide emergency dispatch into the centralized Rock County Communications Center and streamlining public health service delivery can be enormously complex and have many stakeholders. Our excellent cooperation among county municipalities sets us apart in many ways.”

Portions of this article are adapted from a piece by Laura Barten published in Forward Janesville Report. Photo is by Dennis McDougall.
University recognizes Nemet with faculty fellowship

Professor Gregory Nemet is one of eight university faculty members to receive the prestigious Romnes Faculty Fellowship.

Romnes awards recognize exceptional faculty members who have earned tenure within six years.

Nemet is an associate professor of public affairs and environmental studies who studies energy, environmental and technology policy. “I use empirical analysis to identify influences on technological change,” Nemet says. “I model the effects of public policy on technological outcomes, and I examine the relationships between incentives and international governance related to energy.”

Understanding the confluence of technology and public policy is at the core of Nemet’s research. In one project, he is exploring why the prices of solar systems are so different across the United States.

“Prices have dropped dramatically, by a factor of 100 since the technology was first commercialized in the 1970s and by half in just the past two years,” Nemet says. “But in looking simply at prices paid today, it is remarkable how much of a better deal some consumers are getting compared to others—

Herd wins two Vilas awards from university

Sociologist Pamela Herd has won two prestigious Vilas awards from the university.

The first is $100,000 for a Vilas Faculty Mid-Career Investigator Award from the Provost’s Office. Funded by the William F. Vilas Trust Estate, the award recognizes exceptional scholarly accomplishments and provides flexible research funding.

The second award, the Graduate School’s Vilas Associates Competition, recognizes new and ongoing research of the highest quality and significance. Herd will use the funds to conduct research on the relationships among the human microbiota, obesity and cognitive functioning in later life.

Fletcher elected to APPAM Policy Council

La Follette School economist Jason Fletcher has been elected to the Association for Public Policy Analysis and Management’s Policy Council, the organization’s governing body.

Fletcher’s term runs through 2018. He serves as an early career academic representative.

Fletcher is an associate professor of public affairs with appointments in sociology, applied economics and population health sciences. A specialist in health economics, economics of education, and child and adolescent health policy, Fletcher focuses his research on examining social network effects on adolescent education and health outcomes, combining genetics and social science research, estimating long-term consequences of childhood mental illness, and child and adolescent mental health policy.
Students arrive at the La Follette School each fall with a passion for public affairs. Their career experiences and goals are varied, but all share a commitment to public service. Donations from alumni and friends to the school through the Wisconsin Foundation and Alumni Association help the school recruit some of the world’s top students, including these seven first-year students.

**Nong applies math skills to public affairs, policy analysis**

Xin Nong is exploring his wide-ranging interests through the La Follette School’s international public affairs program. “As an undergraduate at Peking University, I studied a lot of history, philosophy and political thought,” Nong says. “Those fields gave me a good foundation for my major in international political economics.”

Nong also has been very interested in mathematics. “While philosophy pushes me to explore uncertainty, maths provides me with stability and unity,” says Nong, who graduated from Peking University in 2014. He spent the 2012-13 school year at Waseda University in Japan, during a time when Chinese nationalism culminated into violent anti-Japanese demonstrations.

To further his studies in quantitative analysis, Nong chose the La Follette School’s MIPA. “The program is highly ranked, and the University of Wisconsin—Madison has good academic reputation,” Nong says.

A scholarship offer made possible by donations to the Doris J. Hanson and the Alumni-Friends scholarship funds helped Nong decide to attend the La Follette School. “I am grateful for the scholarships, which are softening my economic burden and have inspired me to study harder,” he says. ♦

**Serakos works at nexus of community engagement, scholarship**

Because Maria Serakos wants her research to make a difference in public policy, she is pursuing a master of public affairs degree at the La Follette School before she goes on to a Ph.D. program.

“My interests in social policy, nonprofit service, and academic research led me to La Follette,” the first-year student says. “I hope to deepen my policy analysis skills and knowledge of the public and nonprofit sectors before pursuing a doctorate.”

Serakos graduated from the University of Notre Dame in 2012 with a degree in mathematics. She spent a year teaching in a high school in Yakima, Washington, through Lasallian Volunteers, then headed to Washington, D.C., to work as a research assistant at the Urban Institute’s Justice Policy Center.

Serakos is working as a project assistant with La Follette School professors Barbara Wolfe and Jason Fletcher. Serakos also received a scholarship from funds donated by a friend of the La Follette School. “The support I am receiving motivates me to make the most of my time here in terms of both contributing to the La Follette community and preparing myself for my future work and research,” Serakos says. ♦

**Vince tackles homelessness, inequality**

An interest in reducing structural inequality brings Demetri Vince to public affairs and public service. “There is a fundamental inequality of opportunity in this country that is profoundly unjust,” the first-year student says, “particularly in relation to race and poverty.”

Prior to enrolling in the La Follette School’s master of public affairs degree program, Vince spent a year in Racine, Wisconsin, with AmeriCorps*VISTA. He graduated from Carthage College in Kenosha, Wisconsin, in 2013, with a degree in political science.

Vincze came to the La Follette School in fall 2014 to acquire policy analysis skills. “The La Follette School’s strong interdisciplinary foundation in policy analysis fits nicely with my background in political science,” says Vincze. He is applying his quantitative skills to evaluate efforts to end homelessness, an issue he worked on in Racine, through his project assistantship with Institute for Community Alliances, a nonprofit organization that trains and supports homeless service agencies.

The scholarship Vincze received through a donation by a friend of the school is another benefit of the school. “If not for this funding, I may not be working on a master of public affairs at La Follette today,” he says. “I greatly appreciate the added flexibility that it affords, particularly when it comes to internship opportunities: I will be able to consider a wide assortment of internships, including unpaid positions, and as a result I am confident that I will be able to partake in the most rewarding opportunity possible. I am grateful for the opportunities the scholarship affords me.” ♦

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**To Donate**

Donations can be made online or by mail with a check payable to WFAA-La Follette sent to: La Follette School, 1225 Observatory Drive, Madison WI 53706.

For information, go online at [www.lafollette.wisc.edu/giving](http://www.lafollette.wisc.edu/giving), call 608-263-7657 or email giving@lafollette.wisc.edu

Profiles continue on next page
Donations from alumni, friends help school recruit top students

**Japinga gaining quantitative skills to improve work in public policy**

The possibility of working in the Wisconsin legislature, the La Follette School's focus on social policy, and the offer of a fellowship and a scholarship all prompted Mark Japinga to choose the La Follette School.

“I also wanted to get out of D.C. for a couple years and move to a new city,” he says.

“So much of policy work now is data-driven to the point where if you don’t know how to compile data, communicate your findings and effectively display your results, people who do will be way ahead of you,” the first-year student says. “A master’s degree will help me develop the quantitative skills I have not developed in the real world and focus more on my policy area of interest.”

After graduating from Grinnell College in 2009, Japinga got a firsthand look at policymaking as a research assistant in the office of a Texas state senator, helping to prepare for the 2011 legislative session by fact-checking policy proposals, and researching and writing policy memos.

Japinga then worked as a bill analyst for the Texas Legislative Council before heading to Washington, D.C., to join State-side Associates as a legislative associate. “I tracked and researched health-care legislation in state legislatures across the country,” he says. ♦

**Pearson develops skills to better shape public policy, institutions**

After graduating from the University of Chicago in 2011, Mike Pearson worked for political campaigns and nonprofit organizations in Wisconsin and Minnesota, including the Minnesota Orchestra Association and the Fox Valley Literacy Council.

To have more of a positive impact on the causes he believes in, he decided to pursue an advanced degree. “The MPA is a good doorway into political careers,” says Pearson, who graduated in political science. “Also, academically I am a generalist who is interested in political science, history and econom-
Research examines responses to health-care reform

Political partisanship partly explains states’ different responses to the federal Affordable Care Act, which seeks to change fundamentally the U.S. health-care system, new research by La Follette School Professor David Weimer finds.

Partisanship is less important in the case of Medicaid expansion, Weimer and Simon F. Haeder, a University of Wisconsin–Madison graduate student, find in research published by the Journal of Health Politics, Policy and Law.

Haeder and Weimer examine the decision-making of states concerning the creation of Pre-Existing Condition Insurance Plan programs and insurance marketplaces, as well as the expansion of Medicaid in historical context. They identify characteristics of state-federal grant programs, including slow and uneven implementation, variation across states, federal accommodation, ideological conflict, state responses to incentives, incomplete take-up rates of eligible individuals, and programs as stepping-stones and wedges.

Weimer and Haeder conclude by applying the themes to the ACA and offer an outlook for its continuing implementation. “Specifically, we expect a gradual move toward universal participation by states in the ACA, especially with respect to Medicaid expansion,” Weimer says.

Director continued from page 1

take them. As I write this column, our staff is just beginning to put together ideas for the two-day affair, which will be November 12 and 13.

In 2013, students visited the Millennium Challenge Corporation, Urban Institute, World Bank, Government Accountability Office and Congressional Budget Office, all of which employ La Follette School alumni. In 2014, students connected with alumni in Chicago.

These efforts are paying off: For the class of 2014, of the 46 graduates who reported entering the workforce, 93 percent reported by December they had secured jobs or internships in their fields. Their employers include the Congressional Research Service, the National Nuclear Security Administration, the Export-Import Bank of the United States, Wisconsin’s Legislative Audit and Fiscal bureaus, and our state departments of Health Services, Workforce Development and Public Instruction.

We expect our class of 2015 to do just as well. Indeed many students have accepted positions, and others are interviewing and weighing job offers.

On the policy side, our April 24 symposium, Urban Men in Poverty, held in partnership with Marquette University Law School in Milwaukee examined the situation of low-wage and low-income urban men, whose economics status has not been widely documented. After a welcome by La Follette School economist Geoffrey Wallace, we heard from Charles Franklin of Marquette University who gave a national overview. David Pate of the UW–Milwaukee’s Department of Social Work discussed the uneasy relationship between early trauma and unemployment. The effects of incarceration on neighborhoods was explored by UW–Madison sociologist Mike Massoglia, while Professor Harry Holzer of Georgetown University lectured on whether and how we can improve the employment prospects of disadvantaged men.

This symposium marks the launch of our new Board of Visitors. Across the university, these groups of dedicated volunteers help departments with raising much needed funds and enhancing their stature. We are excited about this opportunity to extend the mission of the La Follette School and to share our successes with our board members, some of whom are alumni of the school, others of whom will be learning more about the school and its vision to be a leading academic institution in improving the design, implementation, and evaluation of public policy and the practice of governance worldwide.

Like the members of our new Board of Visitors, you can help us achieve this vision. Many alumni and friends give of their time to the school to help our students with career development by conducting mock interviews, mentoring and speaking in classes. Others donate funds, and we encourage more of you to make monetary donations to the school via the Wisconsin Foundation and Alumni Association.

In the last five years, the percentage of alumni who donate to the school has ranged from 2.45 percent in 2010 to 3.54 percent in 2012, when we asked alumni and friends to donate to the Dennis Dresang and Clara Penniman scholarship funds. We would love to get that percentage up to 4 or even 5 percent, and for more of you to give on an annual basis.

We look forward to seeing many of you in the next year. Thank you for your gifts of time and money. We are grateful for all you do.
President Obama’s proposed budget references Professor Donald Moynihan’s research on the use of performance management data by federal agencies.

In an assessment of the Government Performance and Results Act Modernization Act of 2010, Moynihan and co-author Alexander Kroll of Florida International University found that as federal managers experience a series of performance routines the act established, the managers are more likely to report using performance data to make decisions.

Moynihan’s work is cited in the “Analytical Perspectives” section of the budget, which details the government’s efforts to improve analysis and management practices to raise federal performance. The budget cites Moynihan and Kroll’s 2014 working paper to illustrate how the use of performance data is higher for managers who have been asked to implement high priority goals, and for managers who taken part in data-driven reviews.

These findings stand in contrast to prior performance management efforts, which have shown little correlation between performance routines and the use of performance data, says Moynihan, who has presented the paper at the World Bank and the Organisation of Co-operation and Economic Development.

“The federal government has an explicit goal of encouraging its managers to make better use of performance data, but up to now there has been little strong evidence that management reforms have made a difference,” Moynihan says. “Our paper has a lot of policy relevance because it offers an early assessment as to whether the current wave of reforms are making a difference or not. There is always appetite to come up with a new performance framework, but our research suggests that the current approach should be given more time.”

The study, “Performance Management Routines that Work? An Early Assessment of the GPRA Modernization Act,” is available as La Follette School Working Paper No. 2014-005. Moynihan received support from the Jerry and Mary Cotter Faculty Fellowship for this research.