



# NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

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## Opening Remarks

### **Anne Khademian:**

Professor Anne M. Khademian is the director for Virginia Tech's School of Public and International Affairs (SPIA) in the College of Architecture and Urban Studies, and professor with the Center for Public Administration and Policy (CPAP). Her research interests focus on leadership and organizational culture, inclusive management, policy networks, and the work of organizations involved in homeland security and financial regulation. She is the author of numerous articles on public management and public policy, and the books *Working with Culture: The Way the Job Gets Done in Public Programs* (CQ Press, 2002), *Checking on Banks: Autonomy and Accountability in Three Federal Agencies* (Brookings, 1996), and *The SEC and Capital Market Regulation: The Politics of Expertise*. Before joining Virginia Tech, Professor Khademian was a research fellow at the Brookings Institution, and taught at the University of Wisconsin, Madison, the University of Michigan, and the University of Pennsylvania. She served as a co-editor for the *Journal of Public Administration Research and Theory*, and is a member of several editorial boards for public administration and policy journals. She is the incoming editor of the Administrative Profiles section in *Public Administration Review*. In 2009, she was named a Fellow with the National Academy of Public Administration. Anne holds a BA in Political Science and an MPA from Michigan State University, and a Ph.D. from Washington University in St. Louis in Political Science.

### **Teresa Gerton:**

Terry Gerton was named President and CEO of the National Academy of Public Administration in January

2017. Ms. Gerton brings to the Academy nearly 12 years in the Senior Executive Service as a career member and as a political appointee, and 20 years of service as an active duty Army officer.

Most recently, Ms. Gerton served from June 2013 to January 2017 as the Deputy Assistant Secretary for Policy for the U.S. Department of Labor Veterans' Employment and Training Service where her work helped drive the national veteran unemployment rate to its lowest in eight years.

Prior to joining DoL, Terry spent 2 years as a Vice President at The Cohen Group, a Washington, DC consulting company. From 2003-2011, she served for eight years as a member of the Senior Executive Service in the Department of Defense. In her last position there, she was the Executive Deputy to the Commanding General of Army Materiel Command where she was responsible for the daily operations of over

70,000 civilian and 1,500 military employees around the world. Prior to that, she served as AMC's financial controller for three years. She also served in the Office of the Secretary of Defense, Program Analysis and Evaluation where she was responsible for executing all aspects of the development of the OSD Future Years Defense Plan and submitting the plan to Congress.

Ms. Gerton's military service included a variety of staff and leadership positions, including the Executive Officer for the Army's largest battalion (a 1200-soldier corps support maintenance battalion at Fort Hood), Professor of Economics at the United States Military Academy, and Company Commander of a

300-person direct support maintenance company in Germany.

Ms. Gerton graduated from West Point and earned an MBA from Duke University. She earned the Distinguished Presidential Rank award in 2011 and the Meritorious Presidential Rank award in 2008. She also received the Decoration for Exceptional Civilian Service in 2011.

## Plenary Session: No Time to Wait , Part 2

### **Lahaja Furaha:**

**Lahaja Furaha** serves as Organizational Culture Lead and Senior Human Capital Advisor for Management Concepts. In this role, she is responsible for the design and implementation of methodologies to improve organizational performance.

Lahaja is a Prosci™ Certified Change Management Practitioner and ACC designated Leadership Coach with over 18 years of experience providing culture assessments to strengthen business performance and build organizational capability; strategy alignment; leadership program design, assessment, and facilitation; talent and comprehensive change initiatives; and succession planning.

Prior to joining Management Concepts, Lahaja worked as a Senior Project Manager leading the development, programming, and execution of in-person, digital, and blended leadership training, products, and services – driving revenue and managing an annual programmatic budget of \$500K to \$1M in expenses.

In addition to her advocacy experience, she worked as a Senior Organizational Development Consultant at an award-winning media company spearheading the implementation of an organization-wide process that drives and translates strategy into an executable plan. In this role she led the design and development of two multi-year strategic leadership programs to improve performance and operational effectiveness.

Throughout her career, Lahaja has created and implemented competency-based leadership programs that focus on personal assessment and experiential learning with real-world applications; and assisting companies in strengthening their talent capacity in media, technology, non-profit, and transportation industries to decrease attrition rates and increased organizational alignment. She provides coaching and team building for executives, managers, and teams to strengthen leadership behaviors and increase understanding of interpersonal and team dynamics.

Lahaja holds a BA from Howard University and a graduate degree from the University of Michigan.

### **Don Kettl (Chair):**

**Donald F. Kettl** was professor and former dean in the School of Public Policy at the University of Maryland. He is also a nonresident senior fellow at the Volcker Alliance, the Brookings Institution and the Partnership for Public Service.

Kettl has authored or edited numerous books, including *Can Governments Earn Our Trust?* (2017); *Little Bites of Big Data for Public Policy* (2017); *The Politics of the Administrative Process* (7th edition, 2017), *Escaping Jurassic Government: Restoring America's Lost Commitment to Competence* (2016), *System under Stress: The Challenge to 21<sup>st</sup> Century American Democracy Homeland Security and American Politics* (2014), *The Next Government of the United States: Why Our Institutions Fail Us and How to Fix Them* (2008), and *The Global Public Management Revolution* (2005).

He has received three lifetime achievement awards: the American Political Science Association's John Gaus Award, the Warner W. Stockberger Achievement Award of the International Public

Management Association for Human Resources, and the Donald C. Stone Award of the American Society for Public Administration.

Kettl has twice won the Louis Brownlow Book Award of the National Academy of Public Administration for *The Transformation of Governance* (2002); and *System under Stress: Homeland Security and American Politics* (2005). His book, *Escaping Jurassic Government: How to Recover America's Lost Commitment to Competence*, won the 2016 award for book of the year from the American Society for Public Administration.

Kettl has consulted for government organizations at all levels, including most recently the U.S. Department of Veterans Affairs. He has appeared frequently in national and international media. He is chaired two gubernatorial blue-ribbon commissions for the Wisconsin state government, one on campaign finance reform and the other on government structure and finance.

### **Joshua Gotbaum:**

**Hon. Joshua Gotbaum** is a Guest Scholar in the Economic Studies Program and is affiliated with Brookings Retirement Security Project. He is the chair of the Maryland Small Business Retirement Security Board and from 2010-14 directed the U.S. Pension Benefit Guaranty Corp. During the Clinton Administration, he was Assistant Secretary of Treasury for Economic Policy & also held presidential appointments in OMB and DOD. During the Carter administration, he worked on White House energy and economic policy staffs.

He also has extensive experience in business and non-profits. He was the first CEO of The September 11th Fund, a \$500+ million charity that assisted families, institutions, and communities. From 1981-94, he was an investment banker with Lazard, providing advice on finance, mergers, and restructuring in North America and Europe. From 2003-5, he ran and successfully brought Hawaiian Airlines out of bankruptcy as its Chapter 11 Trustee. He has been a partner in a private equity investment firm and a consultant to other investment firms. He is currently a consultant to United World Infrastructure, an economic development firm. He served as a corporate director for TD Bank, Safety-Kleen, Inc., and PulteGroup.

His work includes writing on retirement policies, federal budget policy and process and public finance. He has appeared on CNN, Fox, Bloomberg, and MSNBC and in *The New York Times*, *The Wall Street Journal*, *the Washington Post* and other publications. He has testified before both houses of Congress on matters ranging from retirement plans to defense housing. Hon. Gotbaum is a fellow of the National Academy of Public Administration and a fellow of the National Academy of Social Insurance. He has a Masters in Public Policy from Harvard's Kennedy School, a JD from Harvard Law School, and an AB in Sociology from Stanford.

### **Doris Hausser:**

Doris Hausser, a longtime federal employee, brings a wealth of experience in human capital from her many positions at the Office of Personnel Management, most recently as Senior Policy Advisor to the Director.

Throughout her career, Ms. Hausser held countless other positions at OPM, including Assistant Director of Workforce Compensation and Performance, Director for Strategic Initiatives and GPRA Implementation and Reports, Director of Position Classification, and Director of Training and Leadership Development.

## What Will Government Look Like in 2040?

### **David Bray:**

Business Insider named **Dr. David A. Bray** one of the top “24 Americans Who Are Changing the World” under 40. He was also named a Young Global Leader by the World Economic Forum for 2016-2021. He was named a Marshall Memorial Fellow and traveled to Europe to discuss Trans-Atlantic issues of common concern including exponential technologies and the global future ahead. Since 2017, he serves as Executive Director for the People-Centered Internet coalition co-founded by Vint Cerf, focused on providing support and expertise for community-focused projects that measurably improve people’s lives using the internet. He also provides strategy to both Boards and start-ups espousing human-centric principles to technology-enabled decision making in complex environments.

David enjoys creative problem solving. He began working for the U.S. government at age 15 on computer simulations at a high-energy physics facility investigating quarks and neutrinos. In later roles, he designed new telemedicine interfaces and space-based forest fire forecasting prototypes for the Department of Defense. From 1998-2000 he volunteered as a part-time crew lead with Habitat for Humanity International in the Philippines, Honduras, Romania, and Nepal while also working as a project manager with Yahoo! and a Microsoft partner firm. Dr. Bray then joined as IT Chief for the Bioterrorism Preparedness and Response Program at the U.S. Centers for Disease Control and Prevention, leading the program’s technology response to during 9/11, anthrax in 2001, Severe Acute Respiratory System in 2003, and other international public health emergencies. He later completed a PhD from Emory University’s Goizueta Business School and two post-doctoral associateships at MIT and Harvard in 2008.

David likes to be a digital diplomat and a “human flak jacket” for teams of change agents working in turbulent environments. He volunteered in 2009 to deploy to Afghanistan to help “think differently” on military and humanitarian issues and in 2010 became a Senior National Intelligence Service Executive advocating for increased information interoperability, cybersecurity, and protection of civil liberties. In 2012, he became the Executive Director for the bipartisan National Commission for Review of Research and Development Programs of the United States Intelligence Community, later receiving the National Intelligence Exceptional Achievement Medal. He received both the Arthur S. Flemming Award and Roger W. Jones Award for Executive Leadership in 2013. He also was chosen to be an Eisenhower Fellow to meet with leaders in Taiwan and Australia on multisector cyber strategies for the “Internet of Everything” in 2015.

David passions include complicated, near impossible missions involving humans and technology in challenging circumstances. Through the efforts of a team of “positive change agents”, he led the transformation of the Federal Communication Commission’s legacy IT with more than 207 different systems to award-winning tech. This included rolling-out new cloud-based IT that achieved results in 1/2 the time at 1/6 the cost. He was the recipient of the Armed Forces Communications and Electronic Association’s Outstanding Achievement Award for Civilian Government. He also received the global CIO 100 Award twice, which usually is awarded to private sector Fortune 500 companies, both in 2015 and 2017, for his transformational leadership in change-adverse settings.

Dr. Bray also accepted a role of Co-Chair for 2016-2017 with an IEEE Committee focused on Artificial Intelligence, automated systems, and innovative policies globally and has been serving as a Visiting Executive In-Residence at Harvard University since 2015 and as a Faculty Member giving talks on Impact and Disruption at Singularity University since 2017.

### **Lora Frecks:**

Lora Mae Frecks decided to become a doctoral student when she realized that she could spend more of her time doing the most enjoyable parts of her job (teaching, researching, writing and editing a professional journal) as a university faculty member. She chose public administration because of the existing confusion in university technology transfer concerning the behavior and roles of businesses, nonprofits and government organizations. Her previous career is echoed in her current research with civic hacking groups. Instead of working with a team of inventors and business people, she studies groups of volunteers collaborating with local governments to create new IT interfaces. Lora is passionate about this work and it is her strong desire to continue researching, writing and teaching which compels her to finish her degree in the next year.

### **Lori Gordon:**

Ms. Gordon advises a range of government and nonprofit organizations in foresight and strategic planning, workforce development, and process improvement. She has specialized in cyber and infrastructure security and resilience in the Federally Funded Research and Development Center and private sector communities, and currently serves on technical advisory groups, including ISO's Sustainable Development in Communities, ANSI's Standards Consortium, and the National Institute of Standards and Technology's National Initiative for Cybersecurity Education. Ms. Gordon has an MPA from the University of Massachusetts.

### **David Rejeski:**

**David Rejeski is the former** director of the Science and Technology Innovation Program (STIP). The mission of STIP is to explore the scientific and technological frontier, stimulating discovery and bringing new tools to bear on public policy challenges that emerge as science advances. STIP focuses on emerging technologies and the critical choices innovation presents to public policy. Work includes synthetic biology ([www.synbioproject.org](http://www.synbioproject.org)), nanotechnology ([www.nanotechproject.org](http://www.nanotechproject.org)), participatory technology assessment, geoen지니어ing, and the application of information technologies, computer games, and social media to public policy challenges.

He is presently a Visiting Scholar at the Environmental Law Institute, was a Visiting Fellow at Yale University's School of Forestry and Environmental Studies, and an adjunct affiliated staff member at RAND. Between 1994 and 2000, he worked at the White House Council on Environmental Quality (CEQ) and the Office of Science and Technology (OSTP) on a variety of technology, R&D, and policy initiatives, including the development and implementation of the National Environmental Technology Strategy, the Greening of the White House, and the Education for Sustainability Initiative.

Before moving to OSTP, he was head of the Future Studies Unit at the Environmental Protection Agency. He spent four years in Hamburg, Germany working for the Environmental Agency, Department of Public Health, and Department of Urban Renewal and, in the late 1970's, founded and co-directed a non-profit involved in energy conservation and renewable energy technologies.

He sits on the advisory boards of a number of organizations, including the Board on Global Science and Technology of the National Academy of Sciences, the expert panel advising DARPA's 'Living Foundries' Program, NSF's Advisory Committee on Environmental Research and Education; the NSF-funded Synthetic Biology Engineering Research Center (SynBERC); the

external science advisory committee of the Center for Environmental Implications of Nanotechnology, the Committee on Science, Engineering and Public Policy of the American Association for the Advancement of Science (AAAS); the Center for Environmental Policy at American University; the National Council of Advisors for the Center for the Study of the Presidency; the Journal of Industrial Ecology; and Games for Change. Between 2004 and 2009, he was a member of EPA's Science Advisory Board and he has served on the EPA's Board of Scientific Counselors. He has graduate degrees in public administration and environmental design from Harvard University and Yale University and a degree in industrial design from the Rhode Island School of Design.

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## **Revitalizing the Middle Class in America**

### **Mark Pisano:**

Mark Pisano is a Professor of the Practice of Public Administration at the USC Sol Price School of Public Policy. He currently serves on the Board of the National Academy of Public Administration and Co-Chairs the Standing Panel on Intergovernmental Relations. He is Co-chair of the Infrastructure Working Group of California Forward. He is Chairman of the Infrastructure Funding Alliance, a national non-profit developing an alternative funding paradigm for funding infrastructure and public goods. For 31 years, he served as executive director of the Southern California Association of Governments (SCAG), the nation's largest regional planning agency. The association consists of a voluntary group of local governments that focuses on dealing with many vital local issues, including aspects of environmental conditions, transportation, housing and development. As Executive Director, he contributed greatly to the implementation of the Alameda Corridor Plan. Before joining SCAG, Mark Pisano served as director of the Environmental Protection Agency's Water Quality Planning Division. He has also co-founded and held positions at various not-for-profit and governmental associations, such as the California Center for Research and Development, California Federation for Energy and the Environment, California Hazardous Waste Management Authority, LINC Housing, and California Leadership. He earned his bachelor's and master's degrees from Georgetown University.

### **Barry Van Lare:**

Barry Van Lare is a management and policy consultant to state and local governments as well as to non-profit organizations. He spent many years working as a senior leader of the National Governors Association, helping states with the management of state programs and in the development and implementation of national health and human services programs.

### **Maria Aristigueta:**

#### **Education**

DPA, University of Southern California 1997, Public Administration

MPA, University of South Florida 1980, Public Administration

BSW, University of South Florida 1977, Social Work

#### **Experience**

2016–Present Director and Charles P. Messick Chair in Public Administration, School of Public Policy and Administration. Senior Policy Fellow, Institute for Public Administration.

2014–2016 President of the American Society for Public Administration, Associate Director and Charles P. Messick Chair in Public Administration, School of Public Policy and Administration. Senior Policy Fellow, Institute for Public Administration.

2012–2014 Director and Charles P. Messick Chair in Public Administration, School of Public Policy and Administration. Senior Policy Fellow, Institute for Public Administration.

2007–2012 Director and Professor, University of Delaware, School of Public Policy and Administration. Senior Policy Fellow, Institute for Public Administration

2002–2007 Associate Professor, University of Delaware, School of Urban Affairs and Public Policy. Associate Policy Scientist, Institute for Public Administration. I served as Director of the MPA program from 2002-2006.

1999–2006 Dual Appointment to University of Delaware, Consumer Students Department, Leadership Program. In 2006, this program joined the School.

1997–2001 Assistant Professor and Assistant Policy Scientist, University of Delaware, School of Urban Affairs and Public Policy

1988–1997 Instructor, University of Central Florida, Department of Public Administration

1980–1981 Evaluator, United States General Accounting Office

### **Research Interests**

Public performance management, Organizational behavior, Performance measurement, Public and nonprofit administration, Organizational management, Performance evaluation and management, Program evaluation

### **Philip G. Joyce:**

**Philip Joyce** is Senior Associate Dean and a Professor of Public Policy in the University of Maryland's School of Public Policy. Professor Joyce's teaching and research interests include public budgeting, performance measurement, and intergovernmental relations. He is the author of *The Congressional Budget Office: Honest Numbers, Power, and Policymaking* (Georgetown University Press, 2011), and coauthor of two books—*Government Performance: Why Management Matters* (Johns Hopkins, 2003) and *Public Budgeting Systems, 9th Edition* (Jones and Bartlett, 2013). He is the author of more than 50 other publications (including book chapters and articles), appearing in outlets such as the *Public Administration Review*, *Public Budgeting & Finance*, *The Journal of Policy Analysis and Management*, *Administration and Society*, and the *Handbook of Government Budgeting*. His 1993 article, "Using Performance Measures for Federal Budgeting: Proposals and Prospects" was reprinted in *Classics of Public Administration (1997)*. Professor Joyce is Editor of *Public Budgeting and Finance*, is a Past President of the American Association and Budget and Program Analysis and is a Past Chair of the American Society for Public Administration (ASPA)'s Center on Accountability and Performance (CAP).

Professor Joyce was also the recipient of a number of grants since 2000 from The Pew Charitable Trusts focusing on the performance of state governments and federal agencies. The highest profile of these grants funded his participation in the Government Performance Project, which evaluates the performance of state governments, including their management of money, people, infrastructure (including state departments of transportation), and information. He is also the recipient of three grants (in 2003, 2009, and 2013) from the IBM Center for the Business of Government.

In addition to his work at the University of Maryland, Phil has been on the faculty of The George Washington University, the Maxwell School of Citizenship and Public Affairs at Syracuse University and the University of Kentucky. Dr. Joyce also has 12 years of public sector work experience, including four years with the Illinois Bureau of the Budget and five years with the United States Congressional Budget Office (CBO). In 1992 he received the CBO Director's Award for Distinguished Service. He received his Ph.D. from the Maxwell School, his M.P.A from Penn State University, and his B.A. from Thiel College.

Dr. Joyce is a Fellow of the National Academy of Public Administration. He is the recipient of several national awards, including the Aaron Wildavsky Award for lifetime scholarship in public budgeting and finance (2012), the Elmer Staats Award from the National Association of Schools of Public Affairs and Administration (2009), and the Joseph Wholey Award from the American Society for Public Administration (2012). Professor Joyce has testified numerous times before the Congress on budget process reform issues. He has done extensive volunteer work in his local community of Arlington, Virginia, including a recent stint as Chair of the Budget Advisory Council to the Arlington County School Board. He has consulted internationally, both as an individual and for the International Monetary Fund and the World Bank. This consulting work has taken him to Bulgaria, Chile, China, Guyana, Korea, Kuwait, Latvia, Lithuania, Mexico, and Slovenia.

### **Joe Wholey:**

#### **Expertise**

- public program and policy evaluation
- performance measurement
- performance based management and accountability in public and not-for-profit sectors

#### **Additional Information**

Fellow, National Academy of Public Administration  
Senior Advisor, Strategic Issues, U.S. General Accounting Office  
Author of Federal Evaluation Policy (1970); Zero-Base Budgeting and Program Evaluation (1978); Evaluation: Promise and Performance (1979); and Evaluation and Effective Public Management (1983)  
Editor or co-editor of Organizational Excellence (1987); Improving Government Performance (1989); and Handbook of Practical Program Evaluation (1994)

### **Angela Hanks:**

**Angela Hanks** is director of CLASP's Center for Postsecondary and Economic Success. Ms. Hanks leads CLASP's work to advance state and federal policies that ensure meaningful and equitable access to workforce development, career pathways, and postsecondary education for low-income people and people of color.

Prior to joining CLASP, Ms. Hanks served as director of workforce development policy at the Center for American Progress (CAP). In that role, she managed CAP's workforce development portfolio and focused on policies such as apprenticeships and other workforce development policies that benefit people with barriers to employment, including workers of color, individuals with low incomes, women, and returning citizens. Ms. Hanks was previously senior federal policy analyst at the National Skills Coalition, a counsel on the House Committee on Oversight and Government Reform, Democratic staff, and a legislative assistant in the office of Representative Elijah E. Cummings (D-MD).

Ms. Hanks earned her bachelor's degree in political science from George Washington University and her law degree from the University of Maryland Francis King Carey School of Law.

## **Russell Krumnow:**

Russell Krumnow is the Director of the Economic Mobility and Poverty Project. He comes to Convergence with more than a decade of experience in strategy, advocacy, coalition-building and communications focused on advancing issues like economic opportunity, education, and civic engagement. Previously, he helped build and lead Opportunity Nation, a bipartisan campaign focused on closing the opportunity divide in America. As the campaign's Managing Director, he led strategy development, engaged a network of hundreds of coalition partners, worked on successful policy advocacy efforts, served as a spokesperson to many media outlets, and regularly presented the **Opportunity Index** to diverse audiences as a tool to drive positive change in communities.

Prior to joining Opportunity Nation, Russell designed professional and leadership development programs with a consulting firm. Additionally, with the non-profit Partnership for Public Service, he built a national outreach campaign aimed at inspiring college students to seek out public service careers. Before that, he planned and implemented student civic education programs serving thousands of students annually with the National Young Leaders Conference and wrote curriculum for a voter education effort during the 2008 presidential campaign. He has organized on state and national political campaigns.

Russell is a graduate of Baylor University and earned a Master of Arts in political science at the University of Mississippi.

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## **Emergency Management: 2030:**

### **Kay Goss:**

Goss is the founding president and CEO for World Disaster Management, president of the Foundation for Higher Education Accreditation of Emergency Management Degree Programs, a founder of the FEMA Higher Education Program, vice president and director of School Emergency Preparedness Programs, and chair of the Education and Training Committee of the International Association of Emergency Managers. She also serves as first vice president of the International Network of Women in Emergency Management and vice president of Every Child Is Ours Foundation, which is launching the World Disaster Management Community College in Kanana, South Africa. Currently, Goss is an executive in residence in political science at the University of Arkansas.

Previously, Goss served as director of Emergency Management and Crisis Communications for Systems and Research Applications International (SRA) in Arlington, Virginia. At SRA, she developed and enhanced the quality of emergency management services for government, nonprofit and private sector clients. Before joining SRA in 2007, Goss was the senior advisor for Homeland Security, Emergency Management, and Business Continuity at Electronic Data Systems Corporation (EDS) in Herndon, Virginia.

Goss is the former associate Federal Emergency Management Agency (FEMA) director in charge of national preparedness, training, and exercises from 1994 to 2001. She was responsible for the nation's readiness for natural and manmade disasters, increasing state and local emergency preparedness capacity, and for growing the emergency management profession.

Before her FEMA position, she served as an Arkansas State official for 15 years, including 11 years (1982–1993) as senior assistant for intergovernmental relations for Governor Bill Clinton. She coordinated policy and outreach for cabinet agencies handling emergency management, fire service, law enforcement, public safety, and criminal justice. Goss later served as a member of

the Virginia Governor's Commonwealth Preparedness Panel and as chair of the International Association of Emergency Managers Committee on Training and Education.

As a founder of the FEMA Higher Education Program, Goss is active in the academics of emergency management. She has served as adjunct faculty for both the Istanbul Technical University's Disaster Management Graduate Program and for the Executive Master's in Crisis and Emergency Management, University of Nevada, Las Vegas.

Goss has written five books: *The City Manager Plan in Arkansas*, *The Politics of Constitutional Revision in Arkansas*, *The Arkansas Constitution: a Reference Guide*, *The Emergency Management Handbook*, and *Mr. Chairman: the Life and Legacy of Wilbur D. Mills*. She has published hundreds of articles and presented public addresses on state and local government, emergency management, and homeland security.

She has also earned several awards throughout her career, including a lifetime achievement award celebrating 20 years of service on the Wilbur D. Mills Treatment Center board, Kay Goss Women's Health Center on the treatment center campus, J. William Fulbright College of Arts and Sciences University of Arkansas Distinguished Alumni of 2006, and Arkansan of the Year. Goss holds a B.A. and an M.A. in public administration from the University of Arkansas, Fayetteville. She has participated in doctoral studies in public administration at West Virginia University, Morgantown and American history at American University, Washington, DC. She has also participated in the Program for Senior Executives in State and Local Government at the John F. Kennedy School of Government, Harvard University.

### **Wendy Walsh:**

**Wendy D. Walsh** is currently serving as the Federal Emergency Management Agency (FEMA) Higher Education Program Manager within the National Training & Education System (NTES). The Emergency Management Higher Education program has been supporting academia for over 20 years, serving as the focal point for emergency management higher education.

Prior to this assignment she of served as the Homeland Defense and Security Coordinator at the Naval Postgraduate School (NPS) in Monterey. In this position, she facilitated opportunities for homeland security research and technology collaboration within NPS, serving as a catalyst for establishing and managing viable intellectual and financial partnerships with other federal agencies, state and local governments, academia and the private sector that are addressing issues of Homeland Defense and Security.

Prior to working for NPS she served the US Department of Homeland Security (DHS) as a President's Management Fellow filling the position of Citizen Corps Program Specialist within the Preparedness Directorate.

She has also worked for the State of California as a licensed psychiatric technician, served on the facility disaster committee planning preparedness activities and exercises as well as served as the public information officer (PIO) for a large state developmental center for people with access and functional needs.

She holds a BA in Political Science, MPA from Sonoma State University, certificates in Systems Engineering and Design, Partnering, Management & Innovation. She is currently working on a Doctorate in Education Leadership.

### **Russell Strickland:**

Strickland began his career in public safety as a dispatcher at the Elkton Police Department in Cecil County. He then became a police officer at the University of Maryland Police Department,

and later, a fire investigator and inspector at the Office of the State Fire Marshal (OSFM). While at OSFM, Strickland was a member of the state's first Hazardous Materials Response Team.

Strickland went on to serve in a number of positions, including assistant director, at the Maryland Fire and Rescue Institute (MFRI) at the University of Maryland. In addition to his work at MFRI, Strickland was an adjunct faculty member who gave classroom instruction to fire and emergency service providers throughout Maryland.

In 2004, Strickland transferred to MEMA on executive loan from the University of Maryland and worked as a deputy director there until mid-2008. He then joined the staff of the Johns Hopkins University Applied Physics Laboratory as a member of the Awareness and Response Information Systems Group, which provides expertise in local, state, and federal homeland security and emergency management.

Strickland has a B.A. in criminology from the University of Maryland, College Park, and an M.S. in management from Frostburg State University. He is a member of numerous professional and civic organizations, including the American Red Cross and FEMA advisory councils.

### **Charles Werner:**

Chief Charles L. Werner (Ret.), has served 44 years in public safety. Charles started his career as a volunteer firefighter/EMT in Harrisonburg VA. He then served with the Charlottesville VA Fire Dept. as a career firefighter for 37 years, serving the last ten years as fire chief. Following retirement, Chief Werner served for 2 years as senior advisor and acting deputy state coordinator for the Virginia Dept of Emergency Management. Chief Werner has served in numerous local, state and national leadership roles including chair - DHS SAFECOM Executive Committee, chair - IAFC Technology Council, chair - National Information Sharing Consortium, chair - DHS/White House Incident Management Information Sharing Subcommittee, co-chair - DHS Homeland Information Sharing Advisory Board, chair - NFPA Technical Committee on Public Safety UAS (2400), chair - Virginia Statewide Executive Committee, President - Virginia Fire Chiefs Association (2010). Chief Werner presently serves as the chair of the National Council on Public Safety UAS, member - International Public Safety UAS Committee, chair - Virginia Public Safety UAS Committee, the FAA Unmanned Aircraft Safety Team, the AUVSI Trusted Operator Program Steering Committee, the National Alliance of Public Safety GIS Foundation, the National Information Sharing Consortium Advisory Committee, the Association of American Railroads Public Safety Rail Advisory Committee, and the IAFC Technology Council. Charles is a subject matter expert on Communications, Interoperability, GIS, Unmanned Aircraft Systems, Autonomous/Connected Vehicles, Technology supporting DHS and FirstNet. Chief Werner is a contributing editor for Firehouse Magazine, a contributor to Urgent Communications, Domestic Preparedness Magazine, sUAS News and other publications with over 120 nationally published articles. Charles also just took on the role of DroneUp's chief of public safety to ensure safe and effective operations when working with public safety.

### **Kevin Sligh:**

Kevin Sligh is a proven leader with broad experience in all aspects of organizational leadership, strategic planning and incident management on National level. Direct experience with preparedness, planning, response, and recovery during all hazards responses. Kevin's assets include extensive technical knowledge on various software, hardware and network. He is also an excellent leader that feels he has proven abilities to help recognize abilities help recognize malfunctioning and errors. Kevin also coordinates Coast Guard policy and multi-program and inter agency connectivity for for various areas of policy and doctrine. He is a strategic consultant supporting the U.S. Coast Guard's Office of Crisis & Contingency Planning and Exercise Policy program. Kevin also serves as a national authority in providing expert advice and assistance to USCG, EPA, Tribal, State, and local government and NGOs on matters related to the development, execution, and evaluation of politically important and highly visible USCG environmental and emergency management response and evaluation policies, plans, and

programs. Kevin has managed a \$370,000 budget and \$15 million of response equipment. He directed unit training & ensured personnel and equipment maintained at highest state of readiness. He also coordinated, tracked and documented unit responses to oil, chemical, biological & radiation releases & declared national disasters in 14 Western States and Pacific Territories.

### **Dirk Fillpot**

Dirk Fillpot has sought to make government news more relevant locally during his 15-year career in the federal government. His efforts to improve hyperlocal media outreach culminated this year with the development of a Geographic Information System (GIS)-based media tool that he envisioned three years ago and now is being shared with federal and state agencies. This innovative system – believed to be the first of its kind – allows users to rapidly distribute information to areas affected by natural disasters, public health emergencies and public safety incidents, improving agencies’ ability to distribute just-in-time information to help members of the public better protect their safety and health during disasters.

Dirk’s focus on hyperlocal media strategies have led to improving public awareness of food safety-related product recalls, the life-saving efforts of the National Disaster Medical System during disaster responses, and the importance of encouraging the next generation of STEM students nationwide. These strategies also generated significant increases in media coverage compared to traditional media strategies.

He also has led or supported public affairs efforts for agencies during a range of disasters, from the Sago Mine disaster in West Virginia in 2006 to the U.S. preparedness for the Zika Virus outbreak in 2016 and Hurricane Florence in September.

Dirk began his career as a reporter at daily newspapers in Texas, where he covered government, healthcare, crime and agriculture. He graduated from Texas Tech University with bachelor's degrees in journalism and political science.

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## **Artificial Intelligence – the Future of Work, Ethics, and Education in Public Administration (and Beyond): What We Need to Know and Why**

### **Alan Shark:**

Alan R. Shark is the Executive Director and CEO of Public Technology Institute (PTI).

Dr. Shark is a sought-after speaker, offering presentations for larger audiences that address mobile and e-government, digital technology trends and applications in government, as well as thought-leadership and professional development issues for both IT executives and public managers.

Dr. Shark’s career has spanned over 30 years as a highly recognized leader in both the nonprofit management and technology fields, with an emphasis on technology applications for business and government. He is an associate professor at George Mason University's Schar School of Policy and Government. And after 17 semesters as an associate professor of practice at Rutgers University, he maintains his relationship as Coadjutant Instructor for the Center for Government Services.

He is the recipient of the prestigious National Technology Champion Award from the National Association of State Chief Information Officers. The award is in recognition for his outstanding

contributions promoting government performance excellence through sound information technology solutions, policies and practice.

He is the author of the textbook ***Technology & Public Management***, and ***7 Trends That Will Transform Local Government Through Technology*** and is co-author of the book ***Web 2.0 Civic Media in Action***, and an author and Executive Editor of ***Smarter Cities for a Bright Sustainable Future***, ***CIO Leadership for City & County Government***, ***CIO Leadership for State Governments***, ***CIO Leadership for Public Safety Communications***, ***The Digital Journey in K-12 Education***, and ***The Digital Revolution In Higher Education***, Dr. Shark also was Executive Editor of the book ***Beyond e-Government: Measuring Performance***, and ***Beyond e-Government & e-Democracy: A Global Perspective***.

His work has been supported by the Alfred P. Sloan Foundation, the U.S. Department of Energy, the United Nations UDESA, OECD and the International Telecommunication Union (ITU).

Before coming to PTI, he was president and CEO of the American Mobile Telecommunications Association. At the Water Environment Federation, he was the associate executive director for marketing and communications, and publisher.

Dr. Shark was elected a Fellow of the National Academy of Public Administration, as well as a Fellow of the American Society of Association Executives and a Fellow of the Radio Club of America. He received a doctorate in public administration from the University of Southern California and the MPA degree from Baruch College, New York City, and a AAS degree from Staten Island Community College.

He is a US Navy Seabee Veteran, serving 2 tours of duty in Vietnam.

### **James Hendler:**

James Hendler is the Director of the Institute for Data Exploration and Applications (IDEA) and the Tetherless World Professor of Computer, Web and Cognitive Sciences at Rensselaer Polytechnic Institute (RPI). He also heads the RPI-IBM Center for Health Empowerment by Analytics, Learning and Semantics (HEALS) and serves as the Chair of the Board of the UK's charitable Web Science Trust. Hendler has authored over 400 books, technical papers and articles in the area of Artificial Intelligence including Semantic Web, agent-based computing and high performance AI processing.

One of the originators of the "Semantic Web," Hendler was the recipient of a 1995 Fulbright Foundation Fellowship, is a former member of the US Air Force Science Advisory Board, and is a Fellow of the AAI, BCS, the IEEE, the AAAS and the ACM. He is also the former Chief Scientist of the Information Systems Office at the US Defense Advanced Research Projects Agency (DARPA) and was awarded a US Air Force Exceptional Civilian Service Medal in 2002. Hendler was the first computer scientist to serve on the Board of Reviewing editors for *Science* (2004-2016). In 2010, Hendler was named one of the 20 most innovative professors in America by Playboy magazine and was selected as an "Internet Web Expert" by the US government. In 2012, he was one of the inaugural recipients of the Strata Conference "Big Data" awards for his work on large-scale open government data, and he is an associate editor of the *Big Data* journal. In 2013, he was appointed as the Open Data Advisor to New York State and in 2015 appointed a member of the US Homeland Security Science and Technology Advisory Committee and in 2016, became a member of the National Academies Board on Research Data and Information. In 2017, Hendler joined the Director's Advisory Committee for the National Security Directorate of the Pacific Northwest National Laboratory.

In 2018, Hendler was elected a Fellow of the National Academy of Public Administration.

His most recent book is *Social Machines: The coming collision of artificial intelligence, social networking and humanity* (Co-authored w/Dr. Alice Mulvehill)

**Priscilla Regan:**

Dr. Regan is a Professor in the Schar School of Policy and Government at George Mason University. Prior to joining that faculty in 1989, she was a Senior Analyst in the Congressional Office of Technology Assessment (1984-1989) and an Assistant Professor of Politics and Government at the University of Puget Sound (1979-1984). From 2005 to 2007, she served as a Program Officer for the Science, Technology and Society Program at the National Science Foundation. Since the mid-1970s, Dr. Regan's primary research interests have focused on both the analysis of the social, policy, and legal implications of organizational use of new information and communications technologies, and also on the emergence and implementation of electronic government initiatives by federal agencies. She is currently a co-investigator on a Social Sciences and Humanities Research Council of Canada's eQuality grant exploring big data, discrimination, and youth.

Dr. Regan has published over fifty articles or book chapters, as well as *Legislating Privacy: Technology, Social Values, and Public Policy* (University of North Carolina Press, 1995) and two co-edited books. As a recognized researcher in this area, Dr. Regan has testified before Congress and participated in meetings held by the Department of Commerce, Federal Trade Commission, Social Security Administration, and Census Bureau. She has received grants from the National Science Foundation and the US State Department. She was a member of the National Academy of Sciences, Computer Science and Telecommunications Board, Committee on Authentication Technologies and their Privacy Implications. Dr. Regan received her PhD in Government from Cornell University and her BA from Mount Holyoke College.

**Karen Shrum:**

Karen Shrum is a Senior Manager in EY's Government & Public Sector advisory practice. She has 19 years of federal and private sector experience in human capital management and organizational change management. She currently leads EY's Federal Human Capital Risk Management practice. Karen holds a Masters of Business Administration (MBA) in Organizational Development from the George Washington University and is a Project Management Professional (PMP). She was born in South Africa and resides in Virginia with her husband.

**Karl Maschino:**

Karl Maschino is the Chief Administrative Officer and Chief Financial Officer for the U.S. Government Accountability Office (GAO). He is responsible for the internal operations of GAO, including information technology, finance, budget, human capital, training, labor relations, facilities, security, and field operations for an agency of approximately 3,000 staff, with locations in Washington, D.C., and in 11 field offices around the country.

Previously, Maschino spent 16 years with the U.S. Department of Justice, most recently serving as the Executive Officer of the Criminal Division. In that role, he was responsible for the operational support of a \$600 million organization of over 1,000 staff located throughout the United States and in over 60 countries around the world. Prior to entering public service, Maschino worked in the fields of sustainable economic development, and international higher education in university, city government, and nonprofit settings.

Maschino holds an M.S. in the Management of Information Technology from the McIntire School of Commerce at the University of Virginia, an M.P.M. (master of Public Management) from Carnegie Mellon University, and a B.A. in East Asian Studies from Indiana University.

## **Managing Election Challenges: A View from the States**

### **Nancy E. Tate:**

Co-chair, 2020 Women's Vote Centennial Initiative

Since 2015, Nancy Tate has served as the Co-chair of the 2020 Women's Vote Centennial Initiative, an information sharing collaborative focused on commemorating the 100<sup>th</sup> anniversary of women winning the Constitutional right to vote. In this capacity she works with numerous organizations and museums, and is also on the board of the Turning Point Suffragist Memorial. From 2000 to 2015, she served as the Executive Director of the League of Women Voters of the United States, the only successor to the women's suffrage movement. The League is a nonpartisan organization encouraging informed and active citizen participation in federal, state and local government, and operates in all states and over 700 local communities. Before accepting the top staff position at the League, Ms. Tate was the Chief Operating Officer of the National Academy of Public Administration, an independent, nonprofit organization working to improve the effectiveness of government at all levels. Previously she served as a senior director in a management consulting firm, after working in the federal Department of Energy, Department of Education, and Office of Economic Opportunity. She is an elected member of the National Academy of Public Administration. She also serves on the Advisory Committee of George Washington University's School of Public Policy and Public Administration and as a citizen representative on the Audit Commission of Arlington County, VA. Ms. Tate has a BA in political science from Stanford University and a Master's degree in public administration from The George Washington University.

### **Leslie Reynolds:**

Leslie Reynolds has served as Executive Director of the National Association of Secretaries of State since 2000. As executive director, she oversees the day-to-day operations of the association and all aspects of its management, including key member initiatives on election reform, electronic government, state business services, and digital archiving. Leslie brings to NASS particular expertise in congressional/intergovernmental relations and legislative policymaking. Ms. Reynolds is a graduate of Purdue University and lives in Arlington, Virginia

### **Commissioner Thomas Hicks:**

Thomas Hicks was nominated by President Barack H. Obama and confirmed by unanimous consent of the United States Senate on December 16, 2014 to serve on the U.S. Election Assistance Commission (EAC). Prior to his appointment with EAC, Commissioner Hicks served as a Senior Elections Counsel and Minority Elections Counsel on the U.S. House of Representatives Committee on House Administration, a position he held from 2003 to 2014. In this role Mr. Hicks was responsible for issues relating to campaign finance, election reform, contested elections and oversight of both the Election Assistance Commission and Federal Election Commission. His primary responsibility was advising and providing guidance to the committee members and caucus on election issues. Mr. Hicks has talked with Americans in every state about their voting experiences. In addition, he has worked with state and local election officials across America to address critical election concerns.

Prior to joining the U.S. House of Representatives, Mr. Hicks served as a Senior Lobbyist and Policy Analyst from 2001 to 2003 for Common Cause, a nonpartisan, nonprofit organization that empowers citizens to make their voices heard in the political process and to hold their elected leaders accountable to the public interest. Mr. Hicks has enjoyed working with state and local election officials, civil rights organizations and all other stakeholders to improve the voting process.

Mr. Hicks served from 1993 to 2001 in the Clinton Administration as a Special Assistant and Legislative Assistant in the Office of Congressional Relations for the Office of Personnel

Management. He served as agency liaison to the United State Congress and the President's Administration on matters regarding Federal personnel policies and regulations.

Mr. Hicks received his J.D. from the Catholic University of America, Columbus School of Law and his B.A. in Government from Clark University (Worcester, MA). He also studied at the University of London (London, England) and law at the University of Adelaide (Adelaide, Australia).

### **Linda Lindberg:**

Linda Lindberg has worked in elections in Arlington since 1994, first as Deputy Registrar and since 2003 as General Registrar and Director of Elections. During her tenure, she's overseen two voting systems transitions and experienced greater operational efficiencies due to the availability of online information and registration. She's also seen a marked shift in the method voters choose to cast their ballots, with an increasing number choosing to vote before election day, as compared to Election Day voting.

Linda has worked on various projects and workgroups with the Virginia Department of Elections, the Voter Registrars' Association of Virginia, and The Election Center; and has served as co-chair of the Metropolitan Washington Council of Government's Election Officials Committee. Linda has also served on panels for a number of organizations on topics related to elections. She has a bachelor's degree in theater and arts management from Miami University in Ohio, a master's degree in public administration from George Mason University, and is a Virginia Registered Election Official.

### **Sean Conlin:**

Sean is a principal with Deloitte Consulting LLP's Strategy & Operations practice. His work focuses on using structured and unstructured data to help clients achieve efficiencies and manage risk.

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## **Roback Scholarship**

### **Diane Disney:**

In July 2001, Diane Disney joined Penn State as professor of management and dean of Commonwealth College, a blend of 12 separate campuses located across the state. Penn State's largest college, Commonwealth College offers a range of associate, baccalaureate, master's, and continuing education programs through some 1,200 faculty members to nearly 14,000 students.

For the seven preceding years, as Deputy Assistant Secretary of Defense for Civilian Personnel Policy, Disney oversaw the development and implementation of policies for managing the Department's workforce of nearly one million civil service and other employees. Her areas of responsibility included staffing, training and education, compensation, labor and employee relations, systems modernization and regionalization, and rightsizing. Her international activities included serving on the U.S.-Portugal Bilateral Commission; chairing committees for the U.S.-Chilean Consultative Commission, the U.S.-Argentina Bilateral Commission, and the U.S.-Brazil Bilateral Commission; providing technical assistance to the Defense Ministries of Slovenia, Croatia, Chile, and Argentina; and heading U.S. delegations negotiating with Germany on tax and employment issues and with Portugal and Korea on labor issues.

Previously, Disney headed the Rhode Island Office of Defense Economic Adjustment and developed the New England Defense Adjustment Project. For several years, she was director of the Research Center on Business and Economics at the University of Rhode Island, where she was an associate professor of management. Active in economic development, she was a principal

researcher for the state's Workforce 2000 Council through URI's Labor Research Center, as well as a member of the Governor's JOBS-RI Council. Disney also had an adjunct appointment to the graduate faculty of the Heller School at Brandeis University, headed the Rhode Island State Council on the Arts, and worked as Rhode Island Associate for the Urban Institute's Nonprofit Sector Project.

In addition to serving as a management consultant to numerous governmental agencies and private concerns, Disney has been a board or committee member for over 30 nonprofit organizations, including the Naval War College Foundation and the National Federation of State Humanities Councils. In the public sector, she has served on the Federal Prevailing Rate Advisory Committee, the Federal Human Resources Technology Council, the Governor's Personnel System Review Committee, the Rhode Island Human Resource Investment Council, five state legislative commissions, and the Civil Justice Advisory Board for the U.S. District Court (as vice-chair). She was also a director of Providence Energy Corporation.

Disney received her Ph.D. from Brandeis University in policy analysis. She holds graduate degrees from URI and from Duke University and an undergraduate degree from Stetson University. She has written and edited publications on various aspects of management and has been book review editor of *Compensation & Benefits Management*. Her own most recent book is *The Sourcebook on Postretirement Health Care Benefits*. In 1994, she was named the Rhode Island Woman of the Year, and in 2000 was named to the Honorable Order of Kentucky Colonels. In 1997, she was elected a Fellow of the National Academy of Public Administration. She also received the Distinguished Alumni Award for 1999 from Stetson University, and, in January 2001, the Secretary of Defense Medal for Outstanding Public Service. In April 2001, she received the Director's Citation for Exemplary Public Service from the U.S. Office of Personnel Management, the Exceptional Public Service Award from the Office of the Secretary of Defense, and the Department of the Army Decoration for Distinguished Civilian Service.

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## **Brownlow Award**

### **Edward Jennings:**

Provost's Distinguished Service Professor of Public Policy and Administration

Martin School of Public Policy and Administration, University of Kentucky

Biography:

Dr. Jennings's primary research and teaching interests include public policy, intergovernmental relations, and public administration.

He is the co-author of *From Nation to States: The Small Cities Community Development Block Grant Program and Distribution, Utilization, and Innovation in Health Care* and co-editor of *The Revitalization of the Public Service and Welfare System Reform: Coordinating Federal, State and Local Public Assistance Programs*. He has also published in *American Political Science Review*, *American Journal of Political Science*, *Public Administration Review*, *American Journal of Sociology*, and *Policy Studies Journal*. He was editor-in-chief of the *Journal of Public Affairs Education* from 1991-1995.

He is a fellow of the National Academy of Public Administration, recipient of the Charles H. Levine Award for excellence in teaching, research, and service, past-President of the American Society for Public Administration, and recipient of the 1998 Jeffrey Pressman Award for best article in the *Policy Studies Review*.

## **Minnowbrook at 50: Reflections on the Field of Public Administration**

### **Tina Nabatchi:**

Tina Nabatchi is the Joseph A. Strasser Endowed Professor in Public Administration and an associate professor of public administration and international affairs. She is also a faculty research associate at the Program for the Advancement of Research on Conflict and Collaboration (PARCC). Her research focuses on citizen participation, collaborative governance, conflict resolution, and challenges in public administration.

Tina's research has been published in numerous journals, such as the *Journal of Public Administration Research and Theory*, *Public Administration Review*, *American Review of Public Administration*, *National Civic Review*, and *Conflict Resolution Quarterly*, among several others. She has several award-winning articles, including: "Addressing the Citizenship and Democratic Deficits: Exploring the Potential of Deliberative Democracy for Public Administration," which won the 2010 Best Article Award from *American Review of Public Administration*; "Evaluating the Productivity of Collaborative Governance Regimes: A Performance Matrix", which won the 2015 best article award from *Public Performance and Management Review*; and "The New Governance: Practices and Processes for Stakeholder and Citizen Participation in the Work of Government," which was recognized as one of the 75 most influential articles in the history of *Public Administration Review*.

In addition to numerous book chapters, monographs, and white papers, Tina is also the lead editor of *Democracy in Motion: Evaluating the Practice and Impact of Deliberative Civic Engagement* (Oxford University Press, 2012). She has also recently published two books: *Public Participation for 21st Century Democracy* with Matt Leighninger (Jossey-Bass, 2015) and *Collaborative Governance Regimes* with Kirk Emerson (Georgetown University Press, 2015).

Before joining the Maxwell School, Tina was the research coordinator for the Indiana Conflict Resolution Institute at Indiana University-Bloomington, where she was responsible for the design, implementation, analysis, and publication of various research projects. In this capacity, she provided consultations about, and evaluations of, alternative dispute resolution in several U.S. federal agencies, including the Department of Justice, the Postal Service, the National Institutes of Health, the Department of Agriculture, and the U.S. Institute for Environmental Conflict Resolution.

### **Robert Bifulco:**

Robert Bifulco is Professor of Public Administration at Syracuse University's Maxwell School of Citizenship and Public Affairs. His research has focused on the evaluation of educational policies including whole-school reform, school accountability programs, charter schools, magnet schools and student assignment policies. He has prepared analyses of school finance issues and the design of state aid formulas for Governor M. Jodi Rell's Commission on Education Finance and for the plaintiffs in the Connecticut school finance case *CCJEF v. Rell*. His work has appeared in the *American Economic Journal*, the *Journal of Policy Analysis and Management*, *Educational Evaluation and Policy Analysis*, and *Education Finance and Policy* among other academic journals.

### **Susan Gooden:**

Susan Tinsley Gooden is interim dean and professor of public administration and policy at the L. Douglas Wilder School of Government and Public Affairs at Virginia Commonwealth University, past president of the American Society for Public Administration (ASPA) and fellow of the congressional chartered National Academy of Public Administration (NAPA). Her books include *Why Research Methods Matter* (2018, in press), *Race and Social Equity: A Nervous*

*Area of Government* (2014, Routledge) and *Cultural Competency for Public Administrators* (2012, Routledge), a co-edited volume. Her research on social equity has been published in *Public Administration Review*, *Journal of Public Administration Research and Theory*, *Administrative Theory and Praxis*, *State and Local Government Review*, *Journal of Public Management and Social Policy*, *Journal of Public Affairs Education*, *Review of Public Personnel Administration* and other journals. Her research has been funded by several organizations, including the Kellogg Foundation, the Smith Richardson Foundation, MDRC, Manhattan Institute for Policy Research and the Russell Sage Foundation.

Gooden has received several awards and honors, including the Jewel Prestage Pioneer Award (2015); the Messick Scholar, University of Delaware (2015); Service Award, VCU College of Humanities and Sciences (2011-12); and co-recipient, Best Article of the Year Award, *Journal of Public Affairs Education* (2007).

She was appointed to the Commission on Peer Review and Accreditation, the accrediting arm of the Network of Associated Schools of Public Policy, Affairs and Administration (NASPAA). She has previously served as an elected member to the national policy council of the Association for Public Policy Analysis and Management (APPAM). Gooden is a faculty affiliate at Duke University's Research Network on Racial and Ethnic Inequality. She received a Fulbright Specialist Award to Zayed University, Abu Dhabi, United Arab Emirates. In 2016, she was appointed by Governor McAuliffe to the Virginia Community College System board. A native of Martinsville and Henry County, Virginia, she received her Ph.D. from the Maxwell School of Citizenship and Public Affairs at Syracuse University in 1996.

### **David Van Slyke:**

David M. Van Slyke is Dean of the Maxwell School of Citizenship and Public Affairs at Syracuse University and the Louis A. Bantle Chair in Business-Government Policy. Prior to becoming Dean on July 1, 2016, Van Slyke was Associate Dean and Chair of Maxwell's department of public administration and international affairs, home to the country's #1 ranked graduate degree in public affairs. He is a tenured, full professor of the Maxwell School and the College of Arts and Sciences and a two-time recipient of the Birkhead-Burkhead Award and Professorship for Teaching Excellence.

Van Slyke is a leading international expert on public-private partnerships, public sector contracting and contract management, and policy implementation. He is Director and Fellow of the National Academy of Public Administration, a co-editor of the *Journal of Public Administration Research and Theory* and the *Journal of Strategic Contracting and Negotiation*. He also sits on the editorial boards of several top-ranked public affairs journals. He has provided expert guidance to the Office of Management and Budget, the Government Accountability Office, the U.S. Coast Guard, and the World Bank. As part of his work and research he has worked extensively with senior leaders in government, nonprofit and business organizations in China, India, Peru, Singapore, Thailand and many other countries through the Maxwell School's Executive Education program.

Van Slyke's most recent book, *Complex Contracting: Government Purchasing in the Wake of the U.S. Coast Guard's Deepwater Program* (Cambridge University Press, 2013) is the recipient of the American Society for Public Administration Section on Research Best Book Award for 2014 and honorable mention for the Public and Nonprofit Section of the Academy of Management best book award for 2016. He is winner of the 2015 Distinguished Alumnus in Public Administration and Policy award from the Rockefeller College of Public Affairs and Policy and the 2007 Beryl Radin Award for Best Article published in the *Journal of Public Administration Research and Theory*.

Van Slyke earned a Ph.D. in public administration and policy from the Rockefeller College of Public Affairs and Policy at the University at Albany, State University of New York. Prior to becoming an academic, he worked in the private, public and nonprofit sectors.

## **Building Social Equity Into Policy and Practice**

### **Gary Glickman:**

Gary Glickman is a Managing Director at Accenture based in Washington, DC. Prior to joining Accenture in 2014, Gary was a Senior Policy Advisor in the Office of Domestic Finance, U.S. Department of Treasury and Coordinator of the Partnership Fund for Program Integrity Innovation in the Office of Management and Budget within the Executive Office of the President. Gary has over 30 years of experience in helping government and private sector organizations meet their objectives. He is a recognized leader in the fields of human services, electronic banking and the application of technology to government. He has written and spoken extensively on the subjects of social impact bonds, integration of human services, electronic benefits transfer, biometrics, smart cards and identity management. He is a successful entrepreneur and business leader as well as government innovator.

### **Nancy Navarro:**

Nancy Navarro was elected to represent District 4 on the Montgomery County Council in a special election on May 19, 2009 and re-elected in 2010 and 2014. She chairs the Government Operations and Fiscal Policy (GO) Committee and serves on the Education Committee. She was elected by her colleagues to serve as Council Vice President in 2012 and Council President in 2013.

In October 2011, President Barack Obama appointed Nancy to the President's Commission on Educational Excellence for Hispanics, where she serves on the Early Childhood Education Committee. In January 2014, she was selected to serve on the Board of Directors for the Washington Metropolitan Council of Governments.

Prior to joining the Council, Nancy was a member of the Montgomery County Board of Education, where she served two consecutive terms as Board President. She was first appointed to the Board of Education in October 2004 to fill a vacant seat. On Nov. 7, 2006, she was elected to a full four-year term. Nancy was a member of the Board's Strategic Planning Committee and chaired the Communications and Public Engagement Committee.

Before entering public office, Nancy co-founded a non-profit, community-based organization with a mission to assist the economic and educational development of Latino and other immigrant communities. School readiness, healthy family development, and academic achievement was the primary focus of the organization. During the summers of 2007 and 2008, she participated in the Public Education Leadership Project (PELP) at Harvard University, where the Montgomery County Public Schools team focused on race, poverty and the academic achievement gap.

Nancy has served in a number of volunteer leadership roles, including PTSA co-president; chair of the Youth, Schools, and Childcare Work Group of the Long Branch Revitalization Task Force; co-founder of the Montgomery County Non-Profit Village; member of the Montgomery County Gang Prevention Task Force; member of the National Child Care Action Campaign; Member of the Advisory Committee for the Washington Area Foundation Portrait Project. She also served as a bilingual classroom parent volunteer.

Nancy has received numerous awards and recognitions, including: the Hispanic Chamber of Commerce of Montgomery County's Leadership Award; the Maryland State Department of Education's Women Who Dare Leadership Award; the Hispanic Democratic Club of Montgomery County's Poder con Ganas Award; the U.S. Hispanic Youth Entrepreneur Education's Hispanic Hero Award; the Montgomery County Business and Professional Women Association's Women of Achievement 2007 Award; the Community Teachers Institute's Heart of the Community Award; the 2009 and 2013 Maryland's Top 100 Women Award; and the Mid-

Atlantic Hispanic Chamber of Commerce's 2010 Elected Local Government Official of the Year Award.

Nancy graduated with a bachelor's degree in Psychology from the University of Missouri (Columbia). She was born in Caracas, Venezuela and has lived in Montgomery County for more than two decades with her husband, Reginald, and two daughters.

**Nichole Dunn** serves as Vice President of Innovation and Community Impact for Results for America where she oversees the social sector and state policy work. Nichole brings 20+ years of public and nonprofit executive leadership, data-driven performance management, and public policy innovation experience to Results for America. Prior to joining Results for America, served in state and local government, most recently as Deputy Mayor and Chief Administrative Officer to Salt Lake County Mayor Ben McAdams. Nichole earned her Master's in Public Administration from the University of Utah, where she also received her B.S. in Behavioral Science and Health. She holds an Executive Certificate in Driving Government Performance from the Kennedy School of Government.

### **Mary C. Garvey:**

As ICS's Director of Innovation and Inclusion, Mary leads the Social Innovation Fund-supported Pay for Success (PFS) initiative. She also advises on the creation and implementation of strategies that are in line with the principles of equity and inclusion, and reflective of the diverse populations that we serve. Since joining the team in March 2015, Mary has conducted multiple PFS feasibility analyses for state and local governments across the country, including deep work in home visiting through partnerships with Washington State's Department of Early Learning and the Tennessee Commission on Children and Youth. Mary cultivated strong skillsets in stakeholder education and engagement, and early childhood research.

Mary is a native New Yorker with a passion for building equitable systems and fostering social justice through policy. She earned a BS degree and a Certificate in Justice and Peace Studies from Georgetown University in Washington, D.C. She went on to complete an MS in Urban Policy Analysis and Management at Milano – New School for Urban Policy in New York City. Prior to ICS, Mary worked for National Hemophilia Foundation and College Summit. She has also consulted on projects focused on housing policy, day care compliance, and breakfast in the classroom. Highlights of past work include guiding state advocacy initiatives, providing technical assistance to 52 regions across the country, and managing a national youth advocacy training program. Mary is thrilled to have also had the opportunity to serve with organizations such as the NAACP, AmeriCorps, and currently – at her alma mater – with The Hewitt School's Alumnae Diversity Initiative. Mary is privileged to use this experience in policy analysis, strategic planning, and advocacy to further ICS's mission of ensuring the success of *allyoung* children.

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## **Public Administration Challenges Amidst the Economic Impacts and Political Side Effects in Asia of the Current Trade Disputes**

**Major General Arnold Fields** served as the Special Inspector General for Afghanistan Reconstruction (SIGAR); Deputy Director of the Africa Center for Strategic Studies, National Defense University, U.S. Department of Defense; and Chief of Staff, U.S. State Department's Iraq Reconstruction and Management Office. Former positions with the U.S. Marine Corps include Deputy Commander, U.S. Marine Forces in Europe and Africa; Director of the Headquarters Marine Corps Staff at the Pentagon; Commanding General, Marine Corps Bases Hawaii; Inspector General, U.S. Central Command with Dual responsibility as Commander, Central Command's Forward Headquarters; Chief of the Evaluation and Analysis Division, Plans and Interoperability Directorate, Joint Staff, Pentagon, Washington D.C.; Commander, U.S.

Marine Base at Mt. Fuji, Japan; and Commanding Officer, Marine Corps Support Activity and Central Data Processing and Analysis Center, Kansas City, MO.

**Dr. Matthew S. Mingus** is an Associate Member of NAPA's Standing Panel on International Affairs and organized this panel session. He is Professor and Graduate Programs Director, School of Public Affairs and Administration, Western Michigan University. Dr. Mingus' credentials include extensive academic work in China as a visiting professor; in Canada as Fulbright Research Chair in Public Policy, Governance, and Public Administration, University of Ottawa; and with the U.S. Department of State, where he served as a Senior Governance Advisor on a Provincial Reconstruction Team in Iraq. His research focuses on comparative public management, especially comparative systems of decentralization/federalism. Dr. Mingus holds a Ph.D. from the University of Colorado, an MPA from the University of Victoria (British Columbia, Canada), and a BA from the University of Denver.

**Mr. Seungnam Lee** is Economic Officer and 2nd Secretary at the Korean Embassy in Washington DC. He joined the Foreign Service in 2011 and has served in various positions at the Ministry of Foreign Affairs in Seoul including in the Africa Division, Climate Change Division, and North American and European Economic Affairs Division. Mr. Lee holds a B.A. in Economics from Seoul National University, and an M.A. in International Development Economics from Yale University.

**Mr. Marc Mealy** was named the Vice President-Policy at the US-ASEAN Business Council in 2010. At the Council he oversees the production of the organization's suite of information products, coordinates advocacy efforts on behalf of clients, and serves as the in-house lead on international trade policy and talent development. He joined the Council in 2003 as the Senior Director for Malaysia, the Philippines, and the Financial Services Working Group. Some of his previous positions include: Professional Staff for the House International Relations Committee, an international economist with USDA's Commodity Credit Corporation, and a Foreign Service Officer with the Foreign Agricultural Service. Marc holds a B.A. in Economics and Third World Studies from Oberlin College and an M.S. degree in Economics from the University of Florida.

**Mr. Nguyen Dang Trung** is currently head of the Economic Section, Viet Nam Embassy in the United States. Counselor Trung's distinguished diplomatic career includes serving as Deputy Director General, ASEAN Department, Ministry of Foreign Affairs (2015-18); as Alternate Representative of Viet Nam to ASEAN Intergovernmental Commission on Human Rights (2015); as Division Head, Assistant Director General, International Organisations Department, Ministry of Foreign Affairs (2011-14), as Press Attaché, Second Secretary, Permanent Mission of Viet Nam to the United Nations (2007-2010); and as Desk Officer, International Organisations Department, Ministry of Foreign Affairs (2003-7). Mr. Trung holds a BA from the Diplomatic Academy of Viet Nam and an MPP from the National Graduate Institute for Policy Studies in Tokyo, Japan.

**Irving A. Williamson, Commissioner, United States International Trade**

**Commission**, has served on the USITC since 2007. He served as Vice Chair from June 2010 to June 2012 and as Chair from June 2012 to June 2014 and from June 2016 to January 2017. Commissioner Williamson has 50 years of experience in the international affairs and trade policy fields. Prior to his USITC appointment, he was President of Williamson International Trade Strategies, Inc., a New York-based consulting firm that advised clients on legal, policy and regulatory issues affecting international trade and business, for seven years. From 1993 to 1998, he was Deputy General Counsel in the Office of the U.S. Trade Representative (USTR). Commissioner Williamson was Vice President for Trade, Investment, and Economic Development Programs at the Africa-America Institute in New York. Earlier in his career he was the manager of trade policy for the Port Authority of New York and New Jersey for 8 years and served 18 years as a Foreign Service Officer with the U.S. Department of State. Commissioner Williamson holds a BA from Brown University, an MA from the Johns Hopkins School of Advanced International Studies, and a JD from the George Washington University Law School.

## **Women in Public Administration:**

### **Marilyn Rubin:**

Dr. Marilyn Rubin is a Distinguished Research Fellow in the School of Public Affairs and Administration at Rutgers-Newark. She has had more than 35 years of experience working as a consultant and advisor to high-level government officials in the U.S. and abroad on projects related to fiscal policy and economic development. She has published extensively on gender issues including women governing and gender budgeting.

### **Gwen Young:**

Gwen K. Young is the Director of the Global Women's Leadership Initiative and Women in Public Service Project at the Wilson Center, a non-partisan policy forum for tackling global issues. Ms. Young brings to her position over 20 years of experience in international public service and has advocated for, and published on, the role girls and women play in political, social and economic development.

### **Paula Stern:**

Paula Stern is President of The Stern Group which provides advice on political, economic and tech policies that drive competitiveness in the global economy. She was Chairwoman of the US International Trade Commission (ITC) from 1978 until 1987 and has served on the President's Advisory Committee on Trade Policy and Negotiations, as Co-chairperson of the International Competition Policy Advisory Committee and as Chairwoman of the Advisory Committee of the U.S. Export-Import Bank.

### **Mary Ellen Guy:**

Mary E. Guy is Professor of Public Administration in the School of Public Affairs at the University of Colorado, Denver. Her research focuses on public administration in general and on the human processes in public service delivery. Author of numerous books and articles, she has published widely about the difference that gender makes. She is past president of the American Society for Public Administration.

## **Civil Service Reform at 40**

### **Alan Balutis:**

Alan Balutis is a Distinguished Fellow and Senior Director, North American Public Sector for Cisco Systems' Business Solutions Group, the firm's global strategy and consulting arm.

Balutis joined the networking leader after more than 30 years in public service and industry leadership roles. Most recently, he was President and Chief Executive Officer, Government Strategies, of a leading market research firm, INPUT. Before that, he served as COO of a small minority-owned firm. From 2001 to 2003, he headed a major public sector IT industry association, the Industry Advisory Council (IAC), as well as its parent group, now known as the American Council for Technology.

Balutis is a founding member of the Federal CIO Council. He led its strategic planning and outreach committees, helped create the council's e-government committee and served as its first chair. His 28 years in the federal sector were spent at the Department of Commerce, where he headed its management and budget office for over a decade and was its first CIO, and at the

Department of Health, Education and Welfare (now the Department of Health and Human Services).

Balutis is a five-time Federal Computer Week FED 100 winner, and a member of both the Government Computer News and Federal Computer Week halls of fame. He is also a fellow of the National Academy of Public Administration.

### **Reginald Wells:**

Reginald F. Wells was named Deputy Commissioner of the Social Security Administration's (SSA) Office of Human Resources effective July 15, 2002 after serving short tenures as Deputy Associate Commissioner for Disability Program Policy and Senior Advisor in the Office of Disability and Income Security Programs. Dr. Wells also serves as the Chief Human Capital Officer for SSA. In his capacity as Deputy Commissioner for Human Resources, Dr. Wells oversees a staff complement of 400 employees with an operating budget of \$100 million. Dr. Wells served as Deputy Commissioner of the Administration on Developmental Disabilities from October 1994 to April 2002. He shared with the Commissioner full responsibility for planning and directing 25 federal staff and programmatic activities, including the University Centers, Developmental Disabilities Councils, Protection and Advocacy Systems and Projects of National Significance with a program budget of over \$122 million. From October 1997 to May 1998, Dr. Wells served as the Acting Commissioner of the Administration on Developmental Disabilities in the United States Department of Health and Human Services' Administration for Children and Families (ACF). Prior to his appointment in the Administration on Developmental Disabilities, Dr. Wells had 10 years of extensive public sector experience with the District of Columbia's (D.C.) Department of Human Services. In 1980, Dr. Wells received a Ph.D. in Psychology from Temple University in Philadelphia. He also earned his M.A. in psychology from Temple University and B.A. in psychology and sociology from American International College.

### **Nicole Ogrysko:**

Nicole Ogrysko is a workforce and personnel reporter for Federal News Network. She has been covering federal topics since 2013, starting out as a radio producer for 1500 AM. Prior to joining Federal News Network, Nicole was a digital writer for WTOP and a reporter for Radio Pennsylvania.

### **Shawn Skelly:**

Ms. Skelly served as the Director of the Office of the Executive Secretariat at the U.S. Department of Transportation from June 2016 until the end of the Obama Administration in January 2017. She previously served two and one-half years as Special Assistant to the Under Secretary of Defense for Acquisition, Technology and Logistics at the Department of Defense, as coordinator of the Department's Warfighter Senior Integration Group. In that role, she was responsible for facilitating the Departmental response to the most urgent and unique support requirements of Combatant Commanders, including the Counter ISIL Campaign and operations in Afghanistan. Ms. Skelly served on active duty in the U.S. Navy for 20 years as a Naval Flight Officer, retiring with the rank of Commander. Prior to joining the Obama Administration in 2013, Shawn spent five years in industry with ITT Exelis. She received a bachelor's degree in history from the University of South Carolina and a Master in National Security and Strategic Studies from the U.S. Naval War College.

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## **New Fellows Orientation**

### **Erik Bergrud:**

Associate Vice President for External Relations, Park University, Parkville, Missouri. Former Positions with American Society for Public Administration: President, Senior Director of

Program and Service Development, Senior for e-Organization Development, Director of Information Services, Director of Chapter/Section Relations.

**Teresa Gerton:**

Terry Gerton was named President and CEO of the National Academy of Public Administration in January

2017. Ms. Gerton brings to the Academy nearly 12 years in the Senior Executive Service as a career member and as a political appointee, and 20 years of service as an active duty Army officer.

Most recently, Ms. Gerton served from June 2013 to January 2017 as the Deputy Assistant Secretary for Policy for the U.S. Department of Labor Veterans' Employment and Training Service where her work helped drive the national veteran unemployment rate to its lowest in eight years.

Prior to joining DoL, Terry spent 2 years as a Vice President at The Cohen Group, a Washington, DC consulting company. From 2003-2011, she served for eight years as a member of the Senior Executive Service in the Department of Defense. In her last position there, she was the Executive Deputy to the Commanding General of Army Materiel Command where she was responsible for the daily operations of over

70,000 civilian and 1,500 military employees around the world. Prior to that, she served as AMC's financial controller for three years. She also served in the Office of the Secretary of Defense, Program Analysis and Evaluation where she was responsible for executing all aspects of the development of the OSD Future Years Defense Plan and submitting the plan to Congress.

Ms. Gerton's military service included a variety of staff and leadership positions, including the Executive Officer for the Army's largest battalion (a 1200-soldier corps support maintenance battalion at Fort Hood), Professor of Economics at the United States Military Academy, and Company Commander of a

300-person direct support maintenance company in Germany.

Ms. Gerton graduated from West Point and earned an MBA from Duke University. She earned the Distinguished Presidential Rank award in 2011 and the Meritorious Presidential Rank award in 2008. She also received the Decoration for Exceptional Civilian Service in 2011.

**Basil Gooden:**

A native of Buckingham County, Virginia, Gooden graduated from Virginia Tech with a bachelor's in political science in 1988 and worked in the offices of Rep.L.F. Payne, Jr. and Sen. Charles S. Robb. Gooden received a master's in social work from Syracuse University in 1995 and a doctorate in social work and public health from the University of North Carolina at Chapel Hill in 1998. He went on to work at the Virginia Cooperative Extension and at Virginia Tech before joining the Virginia Department of Housing and Community Development in 2002. Gooden spent twelve years at the Department, eventually becoming its Principal Deputy Director, before joining the U.S. Department of Agriculture in 2014 as the director of its rural development program in Virginia.

**Richard Callahan:**

Dr. Callahan's research, consulting, publications, and teaching focuses on leadership behaviors and strategy practices that are effective in complex, demanding and dynamic environments in the public and nonprofit sectors.

Dr. Callahan is a Professor at the University of San Francisco, with a joint appointment in the USF School of Management and in the USF School of Nursing and Health Professions. He is Co-Founder and Principal of TAP International, consulting on program evaluation, training, and analytics in the public sector.

He is an elected Fellow the National Academy of Public Administration, a nonprofit academy chartered by Congress for the past 50 years to advise on complex public governance challenges.

He is current Editor in Chief of the *International Journal of Public Leadership*, a peer review journal published by Emerald Press, London, UK. He was a visiting researcher at Oxford University, Spring, 2016. He was the Visiting Scholar 2017-2018 for the Center for California Studies at the California State University, Sacramento.

At USF, he served three years as the Faculty representative to the USF Board of Trustees, 2012-2015, Director for the *Change the World From Here* lecture series at USF, 2012-2013, and Chaired the Department of Public and Nonprofit Administration for three years.

His recent publications include editing and writing chapters in the book, *Public Health Leadership: Addressing Population Health and Social Determinants* (2017) and a chapter scheduled for publication in 2019 by Oxford University Press on great policy successes, and a recent chapter in the book *Financial Sustainability and Intergenerational Equity in Local Governments* (2018). Callahan co-authored a national award-winning article, receiving the Brownlow award for best article from *Public Administration Review*. He has been published in journals such as *Public Management Review*, *Public Manager*, *Government Finance Officers Review*, *The National Civic Review*, and *Journal of Jesuit Business Education*. He was Executive Producer and Assistant Director of the documentary *Solving the Inequality*.

Callahan has designed, delivered, and directed leadership programs internationally, nationally, state wide, including:

- National Conference of State Legislatures
- Sierra Health Foundation
- Milbank Memorial Fund
- The California State Association of Counties
- California State Leadership Institute
- Southern California Association of Governments
- University of Southern California's Executive Master of Leadership degree
- Programs in Aguascalientes, Mexico and Istanbul, Turkey

Callahan received a Fulbright Specialist Program grant in 2011 for lectures on public institutions at Aydin University in Istanbul, Turkey.

As Director and Associate Dean of the University of Southern California's Sacramento Center from 1998 to 2011, Callahan oversaw two graduate degree programs, three annual leadership programs, and development fundraising for two endowed chairs raising \$1 million for each endowment and additional \$1 million for scholarships and building.

Callahan was awarded Graduate Programs Teacher of the Year in 2013 at the USF School of Management and at the University of Southern California, School of Policy in 2010 and 2007.

He received his undergraduate degree from Georgetown University, with a master degree and a doctorate degree from the University of Southern California, as well as having trained in judo at Tenri University in Japan.

## **Sally Jaggat:**

Ms. Jaggat is an expert on program management, program evaluation, and federal human capital issues. Her experience includes years of leadership on organizational change, both structural and cultural. Currently, Ms. Jaggat is project lead for the National Academy of Public Administration on a 4½ year- long project to evaluate changes in the management and governance of the National Nuclear Security Administration. She recently worked as a consultant on program evaluation within the Office of the Inspector General at HUD and she recently completed two multi-year project for NAPA on transforming recruitment and hiring and the human capital office at the CDC.

Ms. Jaggat worked at GAO for 25 years as a member of the Senior Executive Service, including as Managing Director for Recruitment and Employment, Managing Director for Health Financing and Public Health Issues, and Director of Operations for the Accounting and Financial Management Division. She testified before Congress more than 25 times, and gave numerous speeches.

She also worked at the Partnership for Public Service as project lead on numerous studies and reports, such as *“Building the Enterprise: Nine Strategies for a More Integrated, Effective Government,”* *“A New Civil Service Framework,”* *“Making Smart Cuts,”* and *“Leading Innovation in Government.”*

Ms. Jaggat received her M.A. from American University and her B.A. from Duke University. She is a Fellow of the National Academy of Public Administration.

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## **Elmer B. Staats Lecture:**

### **Danny Werfel:**

Daniel Werfel leads the Public Sector practice in North America at The Boston Consulting Group. He joined BCG in 2014, and focuses on all aspects of organizational change, including human capital, risk management, IT modernization, and business process improvements. As part of BCG’s public-sector team, Danny works with government agencies worldwide on finances, service delivery, transformation plans, and risk-assessment initiatives.

Before joining BCG, Danny worked at the US Internal Revenue Service. He was personally selected by President Barack Obama and Secretary of the Treasury Jack Lew to serve as acting commissioner in the wake of the agency’s organizational crisis. Before that appointment, Danny worked for the US Office of Management and Budget, first as deputy controller and then as federal controller.

### **Beth Cobert:**

Beth Cobert is the Chief Executive Officer of Skillful, a Markle Foundation initiative to create a skills-based labor market that empowers all Americans to succeed in the digital economy. Cobert is leading Skillful’s efforts to convene employers, educators, workforce centers, state government, and others to help job seekers and workers keep pace with the transformations automation and technology are bringing to the workforce landscape.

Her deep experience in talent management and partnership development, as well as her acumen for harnessing the constructive potential of new technologies, uniquely positions her as an ideal leader for Skillful as the initiative seeks to foster skills-based hiring, training, and education practices through innovative cross-sector collaboration in the digital economy.

Previously, Cobert served as Acting Director of the Office of Personnel Management (OPM) under President Obama. During her tenure, OPM not only embraced new technology to improve

customer service and cyber security but also championed recruiting, development and advancement practices to support a talented and diverse federal workforce amidst rapid technological advancement.

She came to OPM from the Office of Management and Budget (OMB), where she served as the Deputy Director for Management and the U.S. Chief Performance Officer starting in October 2013. At OMB, she led the efforts to drive the President's Management Agenda to make government more effective and efficient so it can deliver better, faster, and smarter services to citizens and businesses. Her leadership within an administration navigating ever accelerating technological change daily informs her work at Skillful, which engages both policy makers and business leaders on digital economy workforce issues.

Before joining the Federal government, Cobert worked for nearly 30 years at McKinsey & Company as a Senior Partner in their New York and San Francisco offices, where she worked with clients across a range of sectors, including financial services, health care, real estate, telecommunications, and philanthropy. She also championed the advancement of women into leadership positions and was one of the first to pursue a part-time program and be elected Senior Partner while working part-time. This breadth of experience across the private sector affords her the big picture insights essential for catalyzing system-level change.

Cobert is currently a member of the Board of Directors of CBRE Group, Inc. (NYSE:CBG) and the Princeton University Board of Trustees. She has served as both board member and board chair of the United Way of the Bay Area, and as a member of the Stanford Graduate School of Business Advisory Council.

Cobert received a bachelor's degree in economics with high honors from Princeton University and an MBA from Stanford University with honors. She and her husband have two children and currently reside in Denver, CO.

### **Jen Pahlka:**

Jennifer Pahlka is the founder and executive director of Code for America. She recently served as the U.S. Deputy Chief Technology Officer in the White House Office of Science and Technology Policy, where she architected and helped found the United States Digital Service. She is known for her TED talk, Coding a Better Government, and is the recipient of several awards, including MIT's Kevin Lynch Award, the Oxford Internet Institute's Internet and Society Award, and the National Democratic Institute's Democracy Award. She spent eight years at CMP Media, where she ran the Game Developers Conference, Game Developer magazine, Gamasutra.com, and the Independent Games Festival. Previously, she ran the Web 2.0 and Gov 2.0 events for TechWeb, in conjunction with O'Reilly Media. She is a graduate of Yale University and lives in Oakland, California with her daughter, husband, and seven chickens.

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## **Induction Ceremony for New Fellows**

### **David Mader:**

Dave is the chief strategy officer for the civilian sector with Deloitte Consulting LLP in the Federal Government practice. As a key member of Deloitte's Federal leadership team, Dave shapes and drives the strategy for partnering with civilian government agencies to address complex business challenges, especially those that require cross-agency collaboration. In this role, he also leads the expansion of Deloitte's Shared Services offerings as well as its cross-federal approach to reduce the government's amount of improper payments. Prior to joining Deloitte, Dave served as controller of the Office of Management and Budget (OMB), and also served the Internal Revenue Service (IRS) for more than 30 years. A longtime leader in the federal government community, Dave has received numerous awards for his work, sat on key industry boards, and published a number of industry-related articles.

## Plenary Session - Business Meeting

### **Anne Khademian:**

Professor Anne M. Khademian is the director for Virginia Tech's School of Public and International Affairs (SPIA) in the College of Architecture and Urban Studies, and professor with the Center for Public Administration and Policy (CPAP). Her research interests focus on leadership and organizational culture, inclusive management, policy networks, and the work of organizations involved in homeland security and financial regulation. She is the author of numerous articles on public management and public policy, and the books *Working with Culture: The Way the Job Gets Done in Public Programs* (CQ Press, 2002), *Checking on Banks: Autonomy and Accountability in Three Federal Agencies* (Brookings, 1996), and *The SEC and Capital Market Regulation: The Politics of Expertise*. Before joining Virginia Tech, Professor Khademian was a research fellow at the Brookings Institution, and taught at the University of Wisconsin, Madison, the University of Michigan, and the University of Pennsylvania. She served as a co-editor for the *Journal of Public Administration Research and Theory*, and is a member of several editorial boards for public administration and policy journals. She is the incoming editor of the Administrative Profiles section in *Public Administration Review*. In 2009, she was named a Fellow with the National Academy of Public Administration. Anne holds a BA in Political Science and an MPA from Michigan State University, and a Ph.D. from Washington University in St. Louis in Political Science.

### **Jonathan Fiechter:**

Mr. Jonathan Fiechter, is a former bank supervisor who among other activities, now serves as a consultant to overseas governments and agencies including the International Monetary Fund and the World Bank. He has extensive expertise in the area of regulation, financial supervision, economic research and risk analysis having previously held the posts of Deputy Director, Monetary and Capital Markets at the IMF and Senior Deputy Comptroller for International and Economic Affairs at the US Office of the Comptroller of the Currency.

### **Randy Lyon:**

Randy recently completed two years as the Chief Financial Officer (CFO) of the First Responder Network Authority, a start-up entity in the Commerce Department that aims to develop a wireless broadband network for public safety users. Before this he was a senior executive at the Office of Management and Budget (OMB) for 15 years, leading the Commerce Branch, which is responsible for budget, policy and management issues facing the Department of Commerce, Small Business Administration, Federal Communications Commission, National Archives, and several smaller agencies. Earlier, he served as a senior economist at OMB and an Assistant Director at GAO. He also taught public finance and was responsible for supervising the quantitative research projects required for Master's degrees in Georgetown University's Public Policy Program for over a decade. He is a past recipient of a Presidential Rank award and OMB's Distinguished Service Award.

## Legacy Giving Session

### **Diane Disney:**

In July 2001, Diane Disney joined Penn State as professor of management and dean of Commonwealth College, a blend of 12 separate campuses located across the state. Penn State's largest college, Commonwealth College offers a range of associate, baccalaureate, master's, and continuing education programs through some 1,200 faculty members to nearly 14,000 students.

For the seven preceding years, as Deputy Assistant Secretary of Defense for Civilian Personnel Policy, Disney oversaw the development and implementation of policies for managing the Department's workforce of nearly one million civil service and other employees. Her areas of responsibility included staffing, training and education, compensation, labor and employee relations, systems modernization and regionalization, and rightsizing. Her international activities included serving on the U.S.-Portugal Bilateral Commission; chairing committees for the U.S.-Chilean Consultative Commission, the U.S.-Argentina Bilateral Commission, and the U.S.-Brazil Bilateral Commission; providing technical assistance to the Defense Ministries of Slovenia, Croatia, Chile, and Argentina; and heading U.S. delegations negotiating with Germany on tax and employment issues and with Portugal and Korea on labor issues.

Previously, Disney headed the Rhode Island Office of Defense Economic Adjustment and developed the New England Defense Adjustment Project. For several years, she was director of the Research Center on Business and Economics at the University of Rhode Island, where she was an associate professor of management. Active in economic development, she was a principal researcher for the state's Workforce 2000 Council through URI's Labor Research Center, as well as a member of the Governor's JOBS-RI Council. Disney also had an adjunct appointment to the graduate faculty of the Heller School at Brandeis University, headed the Rhode Island State Council on the Arts, and worked as Rhode Island Associate for the Urban Institute's Nonprofit Sector Project.

In addition to serving as a management consultant to numerous governmental agencies and private concerns, Disney has been a board or committee member for over 30 nonprofit organizations, including the Naval War College Foundation and the National Federation of State Humanities Councils. In the public sector, she has served on the Federal Prevailing Rate Advisory Committee, the Federal Human Resources Technology Council, the Governor's Personnel System Review Committee, the Rhode Island Human Resource Investment Council, five state legislative commissions, and the Civil Justice Advisory Board for the U.S. District Court (as vice-chair). She was also a director of Providence Energy Corporation.

Disney received her Ph.D. from Brandeis University in policy analysis. She holds graduate degrees from URI and from Duke University and an undergraduate degree from Stetson University. She has written and edited publications on various aspects of management and has been book review editor of *Compensation & Benefits Management*. Her own most recent book is *The Sourcebook on Postretirement Health Care Benefits*. In 1994, she was named the Rhode Island Woman of the Year, and in 2000 was named to the Honorable Order of Kentucky Colonels. In 1997, she was elected a Fellow of the National Academy of Public Administration. She also received the Distinguished Alumni Award for 1999 from Stetson University, and, in January 2001, the Secretary of Defense Medal for Outstanding Public Service. In April 2001, she received the Director's Citation for Exemplary Public Service from the U.S. Office of Personnel Management, the Exceptional Public Service Award from the Office of the Secretary of Defense, and the Department of the Army Decoration for Distinguished Civilian Service.

### **Anne Khademian:**

Professor Anne M. Khademian is the director for Virginia Tech's School of Public and International Affairs (SPIA) in the College of Architecture and Urban Studies, and professor with the Center for Public Administration and Policy (CPAP). Her research interests focus on leadership and organizational culture, inclusive management, policy networks, and the work of organizations involved in homeland security and financial regulation. She is the author of numerous articles on public management and public policy, and the books *Working with Culture: The Way the Job Gets Done in Public Programs* (CQ Press, 2002), *Checking on Banks: Autonomy and Accountability in Three Federal Agencies* (Brookings, 1996), and *The SEC and Capital Market Regulation: The Politics of Expertise*. Before joining Virginia Tech, Professor Khademian was a research fellow at the Brookings Institution, and taught at the University of Wisconsin, Madison, the University of Michigan, and the University of Pennsylvania. She served as a co-editor for the *Journal of Public Administration Research and*

Theory, and is a member of several editorial boards for public administration and policy journals. She is the incoming editor of the Administrative Profiles section in *Public Administration Review*. In 2009, she was named a Fellow with the National Academy of Public Administration. Anne holds a BA in Political Science and an MPA from Michigan State University, and a Ph.D. from Washington University in St. Louis in Political Science.

### **Myra Shiplett:**

Myra Howze Shiplett joins the Academy as Project Director. Myra has been an Academy Fellow since 2010 and is President of RandolphMorgan Consulting, LLC. She is a Senior Consultant with Bluelaw International and KnowledgeBank, Inc. Previously, Myra was Project Director and Senior Consultant at the Academy and Director, Center for Human Resources Management at the Academy. Myra was Director, Administrative Office of the U.S. Courts; Director of Administration, Federal Housing Finance Board; Associate Director for Passport Services and Associate Director for Human Resources, Department of State; Assistant Director for National Security and International Affairs, OPM; Director of Personnel, Federal Trade Commission and Staff member, Norfolk Naval Shipyard in Portsmouth, VA, U.S. Department of the Navy.

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## **James E. Webb Lecture**

### **Frank Weil:**

Frank Weil is the Chairman of Abacus and Associates, Inc., a private investment firm in New York, NY. From October 1979 – June 1983 he was a senior partner of the Washington law firms of Ginsburg, Feldman, Weil and Bress, chartered and Wald Harkrader and Ross. Mr. Weil headed the International Trade Administration of the United States Department of Commerce from 1977 – 1979. He was Chairman of the Finance Committee and Chief Financial Officer of the investment firm of Paine, Webber Inc. from 1972 – 1977.

In the field of public policy, Mr. Weil served as Chairman of the Committee on Taxation of the New York State Economic Development Board from 1975 – 1977, and Chairman of the New York State Board of Equalization and Assessment from 1976 – 1977. In 1986 he served on the New York State Advisory Commission on Liability Insurance and has served on Governor Cuomo's New York State Council on Fiscal and Economic Priorities and its sub-committee on New York City Transit.

Mr. Weil was born on February 14, 1931 in Bedford, New York. He graduated cum laude from Harvard College in 1953 and from Harvard Law School in 1956. He is domiciled in Washington, DC and maintains residences there and in New York City, and Stonington, Maine. He has been married to the former Denie Sandison since 1951. They have four children, nine grandchildren and six great-grandchildren.

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## **George Graham Award for Exceptional Service to the Academy**

### **Sylvester Murray:**

Sylvester Murray is a Professor of Urban Studies and Public Administration. Mr. Murray's specialties are budgeting, urban administration and management. He is a former city manager of San Diego, California, Cincinnati, Ohio, Ann Arbor, Michigan and Inkster, Michigan. He was also manager of government consulting at Coopers & Lybrand, CPA, in Columbus, Ohio. Mr. Murray has served as President of the American Society for Public Administration and the

International City Management Association. He received a B.A. in history from Lincoln University, Pennsylvania, an M.G.A. in governmental administration from the University of Pennsylvania, and an M.A. in economics from Eastern Michigan University. Mr. Murray is a Fellow of the National Academy of Public Administration and a Board Member of the National Civic League.

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