

# THE Record

## RESPONDING TO TERRORISM & TRAGEDY

Edwin Dorn, Dean, LBJ School of Public Affairs

September 11 was the single deadliest day in American history—worse than any of the battles of the Civil War, worse than Pearl Harbor, worse than the 1900 Galveston hurricane. As we deal with the immediate aftermath of the tragedy, we also must think about how terrorism will affect our futures.

OUT OF THE  
DEVASTATION OF  
SEPTEMBER 11  
HAS GROWN A NEW  
AWARENESS OF  
THE CHALLENGES  
WE CONFRONT AS  
A NATION.

At the LBJ School, our response has unfolded in three stages. First, during the hours and days immediately after the attack, we tried to address the urgent emotional and practical needs of our students, faculty, and staff. On September 12, for example, we announced that we would cover travel expenses for any member of the LBJ School community who lost a loved one in the attack. Fortunately, no one needed to take us up on that offer.

Many of us also were in a shaky, emotional state, and I tried to address that in the following message to the LBJ School community:

We are shocked beyond expression at the unfathomable destruction that occurred yesterday, and at the incomprehensible evil that caused it. However, as the initial shock wears off . . . we will react in different ways. We will grieve at different times, rage at different times, seek solace and solitude at different times.

I ask that you remain mindful of what each of us may be going through. Please try to give your colleagues and classmates the emotional space to express their feelings, and give them support when they need it. We are a small but diverse community, and at a time like this, it is especially important that we be gentle with one another.

The second stage of our response developed as the students' initial shock turned to questions. Why? What next? This led to a series of symposia, lectures, media interviews, and articles designed to make sense of what had happened. The week following the attack, students organized a symposium at which several LBJ School professors, a retired Air Force general, and an LBJ School student (who also is in the Texas National Guard) discussed the attack, its causes, and potential ramifications.

We also started using the media to help educate the general public. Professor Bob Inman, formerly director of the National Security Agency and deputy director of the Central Intelligence Agency, wrote a *New York Times* op-ed that traced the long-term decline in our country's intelligence-gathering capability and explained why it would

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Henry Cisneros (standing), who gave the keynote address during an ASPA conference held at the LBJ School, visits with a conference participant during a break.

### Terrorism and Tragedy *continued from page 1*

take us a decade or more to rebuild that capability. Professor Frank Gavin, in an *Austin-American Statesman* op-ed, was one of the first commentators to note that "victory" against terrorism has a very different meaning than victory against a nation-state adversary. Gary Chapman, a former Green Beret and LBJ School lecturer, explained how special operations forces might be used in Afghanistan; Professor Elspeth Rostow answered news media questions about how the Bush administration was responding to the crisis; and Professors James Galbraith and Bob Auerbach commented on the economic ramifications of the attack. In short, LBJ School faculty provided the public with a rich array of perspectives.

Those first two stages will go on for a while; the emotional shadow of the attack will hover over our country for years to come, as will our thirst for understanding. Meanwhile, we must begin the third stage of our response—figuring out how the attack of September 11 will affect what we teach and study at the LBJ School. My guess is that we will adjust our curriculum and our research in at least two different ways. Almost certainly, terrorism will figure more prominently in the way we approach national security policy. Historically, U.S. national security policy has focused on big nations, big wars, big armies. In the future, we must figure out how to deal with a much more diverse range of threats—"asymmetric threats," in Pentagon parlance.

This involves coming to grips with the fact that terrorists are driven by motives and goals—by a calculus of costs and benefits—fundamentally different from the motives and goals that drive the leaders of nation-states. The leaders of nation-states are motivated by a quest for power—control of territory, people, economic resources. Violence (external aggression, internal suppression) is a means to that end. By contrast, for Osama bin Laden and other terrorists, violence is an end in itself; the goal is to kill.

Terrorism also will affect state and local policymaking, as local jurisdictions try to improve their security and emergency response capabilities. Because those capabilities are expensive—a robust chem-bio hazard capability could cost millions of dollars to equip and maintain, for example—relatively few local jurisdictions will be able to go it alone; they must cooperate. Figuring out what added capability to acquire, how to pay for it, and how to deploy it will require research and modeling. This may involve building on the kind of work that Professor David Eaton did several years ago to help Austin figure out how best to position its emergency response vehicles.

Out of the devastation of September 11 has grown a new awareness of the challenges we confront as a nation. We at the LBJ School will do our part to respond to those challenges.



In late September, two panel discussions were organized by LBJ School groups to discuss issues related to the September 11 terrorist attack. One panel, organized by the Brown Bag Committee, led an in-depth discussion on how things have changed. Panelists were (left to right) Dean Ed Dorn; Professor Elspeth Rostow; Lieutenant General Dirk Jameson, retired; Professor Frank Gavin; and second-year student Ahrey Smith, who is a member of the Texas National Guard.

## ASPA state conference features former HUD Secretary Cisneros

Leadership and public administration in a diverse society was the theme of a statewide conference held at the LBJ School in October. The event, hosted by the LBJ School as part of its 30th anniversary celebration, was sponsored by the Texas Chapters of the American Society for Public Administration (ASPA) and the Texas Society for Certified Public Managers (TSCPM).

Henry Cisneros, former U.S. Department of Housing and Urban Development Secretary and former San Antonio mayor, was one of the main speakers at the event. In his William P. Hobby Distinguished Lecture, Cisneros noted that leaders must adapt to changes in society, whether the changes are in the technological sphere, in the cultural arena, or in other areas.

Among the other speakers at the conference were LBJ School Professors Kenneth S. Apfel and

Kenneth H. Ashworth as well as Amy Miller, president of ASPA's Centex chapter.

Ken Matwiczak, a senior lecturer at the LBJ School, was the facilities chair and program co-chair for the ASPA committees that organized the event. Matwiczak, who was named Centex ASPA's Public Affairs Professor of the Year last spring, said the conference provided educators and public administrators from around the state an opportunity to listen to distinguished public administration professionals relate their successes and their concept of what successful leadership constitutes.

Established in 1939, ASPA is the largest and most prominent professional association in the field of public administration. TSCPM is affiliated with the American Academy of Certified Public Managers, which is a professional association of public sector managers.

## BULLETIN BOARD

### Advisory Council meets in D.C.

On November 9, 26 members of the LBJ School Advisory Council met at the offices of Greenberg Traurig, attorneys at law, in Washington, D.C. This was the first time the group, which meets twice a year, had met in the nation's capital.

During the meeting, the group discussed ways to improve the School's program in areas such as fundraising, faculty and student recruitment, and research. At a reception the evening before the meeting, Advisory Council members mingled with alumni and other friends of the LBJ School who are based in Washington.

Advisory Council member Joe Reeder, who is an attorney with the firm, provided the Greenberg Traurig site. Among other things, the firm is known for its role in the George W. Bush presidential campaign.

### Health and Social Policy Program launched

A new Program in Health and Social Policy was launched this fall and will serve as an umbrella for LBJ School social policy research activities. The program—led by a faculty team that includes Professors Jacqueline Angel, Kenneth Apfel, David Warner, and Pat Wong—will focus on such issues as social security reform, health care for indigent populations, and the regulation of health maintenance organizations.

### GCMD hosts Training Expo

The Governor's Center for Management Development (GCMD), a program of the LBJ School Office of Professional Development, hosted its seventh annual Training Expo in early November. The Expo allows persons who are interested in or involved with state government training to share ideas, programs, training curricula, and other resources.

Over 400 participants attended the all-day event, which offered presentations, training video previews, a technology room showcasing leading-edge equipment, and booths displaying information about each agency's training programs.

The event was sponsored by GCMD in collaboration with the Training and Development Subcommittee of the State Agency Coordinating Committee. According to GCMD Director Joyce Sparks, volunteers from many agencies participated in this collaborative effort.

### E-mail updates sent to alumni

A quarterly e-mail update that includes the latest news at the LBJ School is being sent to alumni and friends. The effort, which is being coordinated by the Office of Development and External Affairs, began after alumni who participated in an LBJ School survey indicated a strong desire to hear more about the School. For further information, contact Joe Youngblood at [jyoungblood@mail.utexas.edu](mailto:jyoungblood@mail.utexas.edu).

### Classroom remodeling underway

Two classrooms at the LBJ School are being remodeled, and when finished one will double as a conference boardroom and the other will be a state-of-the-art teaching area. The rooms are Sid Richardson Hall Room 3.103, which will be called the Governor's Room, and Room 3.102.

The Governor's Room work is funded by the LBJ School's Governor's Executive Development Program (GEDP) and is expected to be finished by January. As part of its decor, the room will feature portraits of former Texas governors associated with GEDP.

Room 3.102 will undergo a dramatic change by the time work is completed in March 2002. According to Bob Vargas, LBJ School facilities manager, the room will function as a modern, state-of-the-art facility featuring, among other things, leather chairs and a recessed ceiling where an LCD projector, a Macintosh computer, a PC, and other equipment will be stored.

"Everything—audio, video, computer—will be activated via a podium-based remote control," he said. "If you need to play a DVD, a computer will lower the projection screen and dim the lights automatically."

## Two new gifts move School closer to \$30 million fundraising goal

Two new gifts received by the LBJ School—one for a million dollars and another for a quarter million—have moved the School closer to its \$30 million fundraising goal. The drive, which is part of a UT Austin capital campaign that began in 1997 and concludes in 2004, has now raised almost \$25 million.

According to Joe Youngblood, who heads the School's Development and External Affairs Office, much of the private support received during this drive is tied to such initiatives as the RGK Center for Philanthropy and Community Service and the Center for Ethical Leadership. Youngblood attributed the fund drive's success to the LBJ School's public service mission and credited Dean Ed Dorn's leadership. He also praised "the quality of our faculty and the programs they are building" and "the commitment of our volunteers and advisors."

The two gifts that were received this fall will allow the School to establish the Loyd Hackler Chair in Ethical Leadership and establish an endowment to promote human resource policy studies.

### Hackler Chair

Loyd Hackler was a former assistant press secretary to Lyndon Johnson and chief aide to U.S. Senator Lloyd Bentsen. The million-dollar gift was made by his wife, Norma Jean Hackler, and will be used to create a chair in ethical leadership.

"Loyd Hackler's high standard for ethical leadership makes Norma's gift especially appropriate as a tribute to his life and distinguished career," said former presidential Press Secretary George

Christian, who served in the Johnson White House with Hackler. Former Johnson aide and current LBJ Foundation President Larry Temple described Hackler as "a key player in the Johnson presidency and an extraordinary individual who represented the best of public service."

### David Endowment

A \$250,000 endowment has been established in honor of the late Henry and Bryna David and reflects the Davids' interests in government, labor, and social policy. The fund will support a public affairs graduate student for up to two years, during which he or she will conduct applied research at the Ray Marshall Center for the Study of Human Resources.

An expert on development of labor resources, Henry David served on the faculties of the New School in Manhattan, Columbia University, and the LBJ School. Bryna David served on the faculty of the New School and worked as a representative and conference consultant to the Institute for the Future, a California-based think tank. In the 1950s and 1960s, both Henry and Bryna David held high-ranking posts at the National Manpower Council at Columbia University, which—similar to the Ray Marshall Center—published studies on government and labor.

"Henry and Bryna David were an amazingly talented couple who devoted their lifetime to conducting policy research designed to improve education, training, and labor market experiences of U.S. workers," said Chris King, director of the Ray Marshall Center.

## LBJ School Advisory Board member Betty S. Flowers will head LBJ Library



Betty Sue Flowers, the Kelleher Professor of English and director of creative writing for the UT Austin English Department, has been appointed as the new director of the Lyndon B. Johnson Library and Museum.

Flowers, who will begin her new duties in January, is a member of UT Austin's Academy of Distinguished Teachers and a member of the LBJ School Advisory Council. She is also a poet, an editor, a consultant to international corporations, and an author who has collaborated with well-known television journalist Bill Moyers to produce four books.

"Betty Sue has had a very distinguished career as a faculty member on this campus, and I have every hope that in her next career she will strengthen the already excellent relationship between the Library and the university," said UT Austin President Larry R. Faulkner.

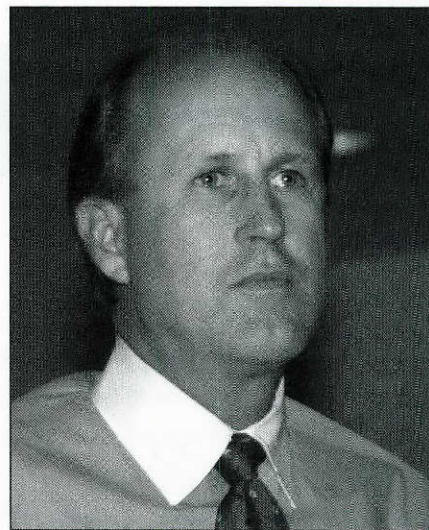
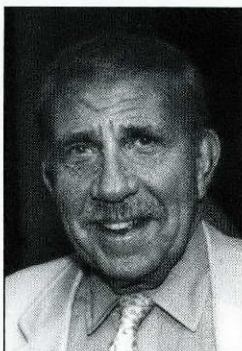
A native of Texas, Flowers earned her Ph.D. degree at the University of London. She has worked as a consultant for NASA, General Motors, Shell International, and the World Business Council in Geneva, helping executives draft global scenarios for the future.

According to Larry Temple, president of the LBJ Foundation, Flowers will bring to the direc-

torship "proven leadership skills and a clear concept of what the LBJ Library can and should do in the developing new world of electronic communication."

Harry Middleton, who will relinquish the Library's directorship to Flowers, will continue to serve as the executive director of the Lyndon B. Johnson Foundation. In making the announcement of Flowers' selection, Archivist of the United States John W. Carlin praised Middleton, saying that he had "set the standard for presidential library directors" and adding that "under his leadership, the Johnson Library has thrived and become a center for scholarly research and cultural endeavors." Middleton has served as director since the Library opened in 1971.

The LBJ Library, located next to the LBJ School, is part of a nationwide network administered by the Office of Presidential Libraries, which is part of the National Archives and Records Administration. The libraries are repositories for the papers, records, and other historical materials of U.S. presidents since Herbert Hoover.



## VISITORS GALLERY



Among the visitors to the LBJ School during the fall semester were U.S. Comptroller General David Walker (top, left); Judy O'Connor, president of the National Center for Nonprofit Boards in Washington, D.C. (top, right); University of California Professor Carol Pateman, a scholar on women's issues (bottom, left); and Charles Walker, a national lobbying expert who served as President Nixon's Deputy Treasury Secretary. O'Connor's visit was part of a series that drew prominent speakers from around the country to participate in classes taught by the RGK Center for Philanthropy and Community Service.

## 2001-2002 Policy Research Projects

### Options for Reducing the Number of Uninsured in Texas

*Directors:* Kenneth S. Apfel, David C. Warner  
*Funder/Client:* Foundation for Insurance Regulatory Studies in Texas

### The Canadian Financial System

*Director:* Robert D. Auerbach  
*Funder/Client:* Congressional Research Service

### Transboundary Environmental Management

*Directors:* Leigh B. Boske; David J. Eaton; Stephen Niemeyer (LBJ Class of 1982), Texas Natural Resource Conservation Commission; Jobaid Kabir, Lower Colorado River Authority; Andrea Abel (LBJ Class of 1990), National Wildlife Federation

*Funders:* U.S. Department of Education, U.S. Department of State, Texas Natural Resource Conservation Commission, governments of Mexico and Canada

*Clients:* U.S. Department of Education, U.S. Department of State, Texas Natural Resource Conservation Commission, the government of Mexico, the government of Canada, Texas Center for Policy Studies, Environmental Defense, National Wildlife Federation, Texas General Land Office, Texas Natural Resource Information System, Texas Water Development Board, Texas Parks and Wildlife Department

### Telecommunications and Economic Development in Texas

*Director:* Gary Chapman  
*Funder/Client:* Texas Public Utility Commission

### Modeling U.S.-Cuban Economic Interactions

*Directors:* Kenneth S. Flamm, Chandler Stolp  
*Funder:* UT Austin Inter-American Policy Studies Program (Hewlett Foundation)  
*Client:* Panel of scholars from the Universidad de la Habana, Instituto Tecnológico Autónomo de México, and the University of Maryland

### Strategy and Arms Control Reconsidered: Missile Defense, Nuclear Proliferation, and U.S. National Security Policy during the 1960's

*Director:* Francis J. Gavin  
*Funder/Client:* Lyndon Baines Johnson Foundation

### Evaluating Community Technology Centers

*Director:* Lodis Rhodes  
*Funder:* National Science Foundation

### Privacy Policy in Texas State Government

*Director:* Richard L. Schott  
*Funder:* Texas Civil Rights Project (TCRP)  
*Clients:* TCRP; Legislative Task Force on Privacy; Open Records Division, Office of the Attorney General

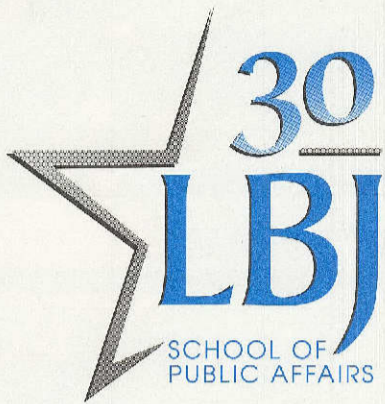
### New Ideas for Mitigating Growth

*Director:* William Spelman  
*Funder/Client:* Austin Idea Network

### State Sprawl and Open Space Policies

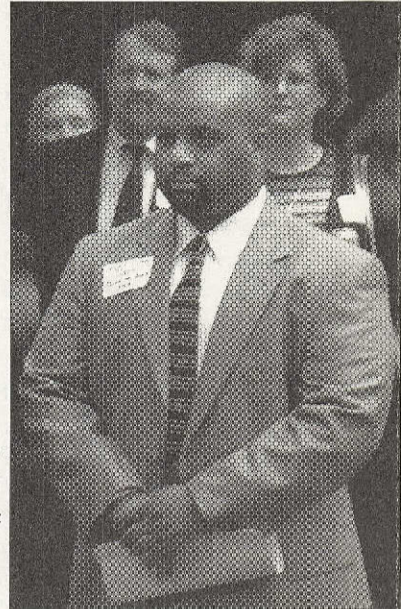
*Directors:* Robert H. Wilson; Robert Paterson, UT Community and Regional Planning Graduate Program  
*Funder/Client:* Congressional Research Service

# THE ANNIVERSARY CELEBRATION CONTINUES



**T**HE SERIOUS WORK GOES ON AS USUAL AT THE LBJ SCHOOL—research, classes, debates, job searches—but there is something different in the air this year. Teal-colored balloons and colorful banners greeted students when they returned from their summer break as the School launched the culminating year of its 30th anniversary celebration. The anniversary logo has made an appearance on everything from coffee mugs and T-shirts to book covers and PowerPoint presentations, and every event and gathering is part of the anniversary calendar.

In addition to the many brown bag seminars, distinguished lectures, and other activities described elsewhere in this newsletter, fall anniversary events included an ice cream social, a reception at the LBJ Library, a picnic, and a statewide conference on public administration. Next semester's calendar is equally full, and it climaxes with a three-day gala celebration in May that coincides with commencement (see calendar below).



GPAC President David Houston waits his turn to speak during an anniversary reception held at the LBJ Library. As the umbrella organization for student activities at the LBJ School, GPAC has been involved in many of the anniversary-related events that took place this semester.



Megan Scarborough

The LBJ School's anniversary banner provided a festive backdrop for the schoolwide fall picnic. Sponsored by the Graduate Public Affairs Council and the Anniversary Committee, the picnic drew more than 150 students, faculty, staff, and alumni to Pease Park in September for barbecue, games, and ice cream.



Megan Scarborough

More than 300 students, faculty, alumni, and guests attended the anniversary reception held in August in the LBJ Library and Museum. Pictured (left to right) are first-year student Laura Garcia, a guest, and first-year students Eduardo Moreno, Alvaro Torres Crespo, Carolina Freire, and David Attwood.

## 30th Anniversary Spring 2002 Calendar

• February 21-23, various times and locations  
Barbara Jordan National Forum on Public Policy, "The Digital Divide: Myth, Metaphor, and Reality"  
For a complete schedule, visit [www.utexas.edu/lbj/barbarajordanforum](http://www.utexas.edu/lbj/barbarajordanforum).

• March 2, noon to 5 p.m., LBJ Library and Museum  
UT Explore: A Campuswide Open House  
The LBJ School will showcase its research, publications, and special programs during this event, which is free and open to the public. A schedule of programs and room locations within the LBJ Library and Museum will be posted on the web anniversary calendar in January.

• May 16-18  
Gala Anniversary Celebration  
The LBJ School will host a three-day celebration that will culminate with a special graduation ceremony honoring the class of 2002 and the 30th anniversary of the School's first commencement in May 1972.

May 16, 6:30 p.m., Lady Bird Johnson  
Wildflower Center  
Opening Reception and Wildflower Center Tour

May 17, 9 a.m.-noon, LBJ School  
Panel Discussions: International Affairs, Social Policy

May 17, 2-3:30 p.m., LBJ School  
Faculty-Alumni Breakouts: Federal, State, and Local Government; Nonprofit Organizations; Consulting Firms

May 17, 7 p.m., Bob Bullock Texas State History Museum  
Gala Dinner and Museum Tour

May 18, 11 a.m., University of Texas Club  
Graduation Brunch

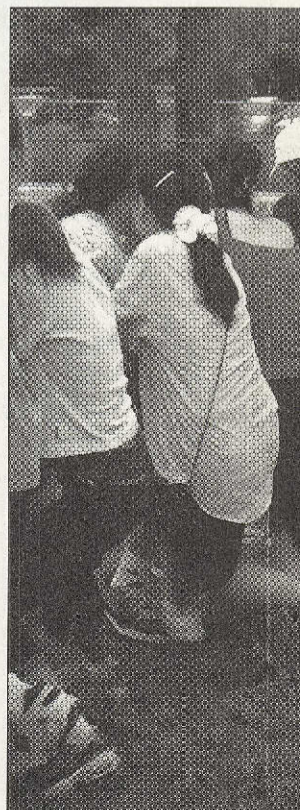
May 18, 2 p.m., LBJ Auditorium  
LBJ School Graduation Convocation: Keynote Speaker—former President George H. W. Bush

Additional events will be posted on the LBJ School's anniversary calendar at [www.utexas.edu/lbj/anniversary/ann\\_events.html](http://www.utexas.edu/lbj/anniversary/ann_events.html)



Doug Marshall

As part of the anniversary celebration, the LBJ School hosted the American Society for Public Administration's third annual Texas conference in October. Between sessions of the conference, Dean Ed Dorn (right) chatted with ASPA CenTex Chapter President Amy Miller and Professor Kenneth Ashworth. (See story on page 2.)



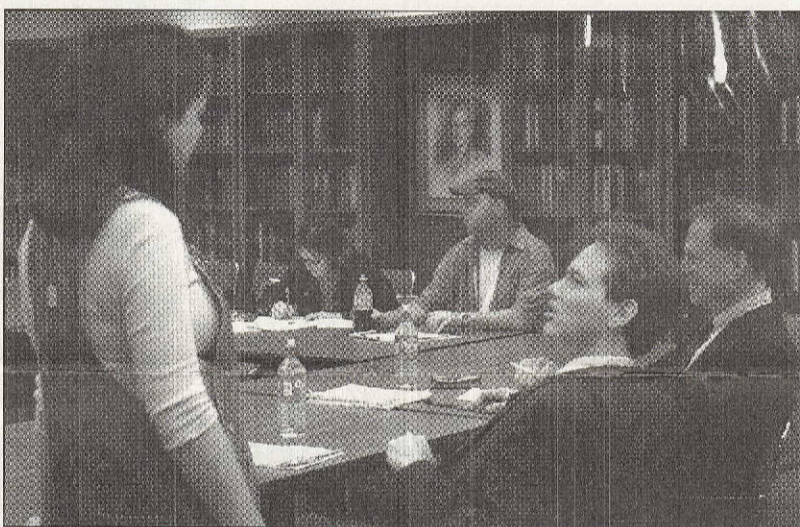
During the fall anniversary picnic, LBJ School community members took sides in a rousing game of tug-of-war.



Marc de la Luz, Marlin

During the LBJ School's 20th anniversary reception in 1991, Dean Max Sherman (left) who served as dean from 1983 to 1997, posed with three former LBJ School deans: founding dean John Gronouski (1969-1973), William Cannon (1974-1975), and Elspeth Rostow (1977-1983).

Others who have headed the school during its 30-year history include Alexander Clark (Acting, 1973-74), Kenneth Tolo (Acting, December 1975-August 1976), Jurgen Schmandt (Acting, September 1976-January 1977), and Alan K. Campbell (February-April 1977). Edwin Dorn became dean in 1997.



Deig Wernstahl

During the anniversary year, Professor Frank Gavin (seated in foreground) is leading a policy research project that makes use of the holdings of the LBJ Library and Museum to examine the Johnson administration's national security and arms control strategies. One class session held in the LBJ Library's Brown Room featured guest speaker Marc Trachtenberg (right), a professor of political science at UCLA, who spoke on the value of historical analysis for public affairs students. Also pictured (left to right) are student project members Elizabeth McClelland (standing), Claire Campbell, and Bill Adams.

# The LBJ School at 30

## An Open Letter to the LBJ School Community

Elspeth Rostow, Co-chair, 30th Anniversary Committee

At the 1971 dedication of the LBJ School, Harry Ransom, chancellor emeritus of the University System, outlined his vision for the School:

By case study, by visiting lectureship, by internship, by programs devised for practical rather than theoretical education, the School will bring new life to an essential university process. It will not only encourage the pursuit of knowledge. It will also further knowledgeable democratic participation in affairs of towns and cities, states, regions, this country, and the community of nations.

Now, 30 years along, with the help of able faculty and staff, talented and diversified students, and a growing cohort of active LBJ graduates, Chancellor Ransom's scenario has come to life. Statistics tell part of the story. By 2001, we have approximately 2300 graduates scattered throughout this country and abroad in positions of increasing influence. Our current enrollment (including joint degree and Ph.D. programs) totals 272. Our graduate network opens doors for both our master's and doctoral alumni. The contributions of our faculty—measured both by publications and by public service—are having clear impact. In operation are eight centers and programs, ranging from the Center for Ethical Leadership to the Texas Institute for Public Problem Solving.

But ours is not a static institution. We are using the 30th Anniversary occasion to plot out new directions for the School over the next 30 years. In celebrating our past, we are assessing both what has gone well and what might be improved. To this exercise, we invite the participation, cooperation, and inspiration of our graduates and of our talented current student body. GPAC, the student organization, participates in all aspects of our 30th celebration. The faculty and administration—as you would expect—proliferate heady ideas for curricular change and the reinforcement of our strengths.

Our 30th Anniversary celebration culminates in an all-school, all-graduate reunion in Austin in May 2002. A three-day round-up will provide opportunity for graduates to revisit our still-unbeautiful halls (structurally, time has not been kind to us—but we have plans). Alumni will meet with both old and new faculty, participate in panel discussions, hear a surprise keynote speaker, re-encounter classmates, and enjoy a social program extending from the Lady Bird Johnson Wildflower Center to a session in the new University Club. All of this will culminate in a May 18th commencement ceremony in the LBJ Auditorium where former President George H. W. Bush will deliver the address, with Mrs. Johnson beside him on the stage. It will be an event to remember. To sum up, we not only celebrate, we anticipate. We not only honor, we plan. We not only thank the protagonists in the drama of our first three decades but, with your help, we write new scripts. Chancellor Ransom charged us to "further knowledgeable democratic participation in [public] affairs." At a moment in history when the world manifestly needs such participation, we continue to build upon our 30-year record of public service leadership.

Elspeth Rostow

## Anniversary Committee of 30

To help generate ideas and support for the anniversary biennium, the LBJ School Anniversary Committee, co-chaired by Professors Elspeth Rostow and Max Sherman, assembled a group composed of one member from each of the School's 30 graduating classes. The members include:

- 1972** Ida A. Powell, Office of the Corporate Counsel, District of Columbia, Washington, DC
- 1973** Joseph P. O'Neill, President, Public Strategies, Washington, Inc., Washington, DC
- 1974** Melvin E. Waxler, Owner, Resolution Architects, Austin, TX
- 1975** Greta Medcalf Rymal, Texas Legislative Budget Board Liaison, Texas Office of State-Federal Relations, Washington, DC
- 1976** Martha Katz Kreuter, Associate Director, Centers for Disease Control and Prevention, Atlanta, GA
- 1977** Lynn Cornelius Cooksey, Vice President and Director, Growth Strategies, Inc., Austin, TX
- 1978** Daniel P. Rabovsky, Principal Program Analyst, California Legislative Analyst's Office, Sacramento, CA
- 1979** Russell K. Hedge, Deputy Executive Director, American Youth Hostels, Washington, DC

- 1980** Peter Greenberg, Administrative Vice President, Queens Surface Corporation, Flushing, NY
- 1981** Craig D. Pedersen, Executive Administrator, Texas Water Development Board, Austin, TX
- 1982** Blaine H. Bull, Public Strategies, San Antonio and Austin, TX
- 1983** Craig Cornett, Budget Director for the Speaker of the House, California Legislature, Sacramento, CA
- 1984** Diane Friday Begala, Washington, DC
- 1985** Susan Kelly Roomberg, Principal, SKR Associates, Midland, TX
- 1986** Daniel C. Waffles, Legislative Coordinator, Office of the Texas State Auditor, Austin, TX
- 1987** Jeffrey W. Travillion, Austin Energy, Austin, TX
- 1988** David Gordon Murray, Associate Director, Credit Department, Westdeutsche Landesbank Girozentrale, New York, NY
- 1989** Frank J. Mecca, Executive Director, Association of County Welfare Directors, Sacramento, CA
- 1990** Ying Tang, Consultant, Ray Marshall Center for the Study of Human Resources, Austin, TX
- 1991** Margaret R. Shaw, City of Austin Office

- 1992** Barbara Watson Moorhead, Director, Texas Impact, Austin, TX
- 1993** David M. Nerenberg, Director of Resource Planning, University of Pennsylvania, Philadelphia, PA
- 1994** Jennifer Ann Jordan Shepherd, Consultant, Neal and Gibson, Austin, TX
- 1995** Samuel J. Archer, Senior Community Relations Specialist, Capital Metropolitan Transportation Authority, Austin, TX
- 1996** Andrea C. Fuller, Smarthinking.com, Washington, DC
- 1997** Elizabeth Kristen Vassallo, Executive Assistant, Office of the Mayor, Austin, TX
- 1998** Randall T. Kempner, Project Manager/Human Resources Manager, OntheFRONTIER, Austin, TX
- 1999** Brandon A. Atkinson, Director of Business Development, CitySoft, Inc., New York, NY
- 2000** Rebecca E. White, Program Analyst, U.S. Department of the Interior, Bureau of Land Management, Washington, DC
- 2001** Steven Schauer, Fiscal Advisor, Office of the Governor



Megan Scarborough

# Student groups organize fall activities and plan spring events

The Graduate Public Affairs Committee (GPAC) sponsored a variety of events this fall, including the biannual community service day, an ice cream social, a picnic at Pease Park to celebrate the 30th anniversary, the annual LBJ Olympics, brown bag lunch seminars, and many other activities. Meanwhile, other student organizations—some affiliated with GPAC and others working independently—organized their own fall projects and planned major spring events. Some of these groups are featured here.

## Barbara Jordan Forum Committee

The Barbara Jordan National Forum on Public Policy will take place on February 21-23. This year's topic is "The Digital Divide: Myth, Metaphor, and Reality." One of the main speakers will be Shirley Malcolm, head of the Directorate for Education and Human Resources Programs, American Association for the Advancement of Science. For more information and updates visit [www.utexas.edu/lbj/barbarajordanforum](http://www.utexas.edu/lbj/barbarajordanforum).

## International Affairs Student Association

One of the newest student organizations at the LBJ School, the International Affairs Student Association (IASA) gives students a greater opportunity to expand their interests in such areas as foreign policy, international relations, and international development.

During the fall, the group organized a faculty panel discussion to examine some of the issues related to the September 11 terrorist attacks. IASA also compiled an extensive database of international-related internship and job resources and distributed the information to first-year students to help them with their internship decisions. In addition, IASA produced a comprehensive listing of UT Austin graduate courses that will be offered during the spring semester and circulated the information to the student body.

According to Matt Fuller, IASA co-chair, the group is planning a symposium on long-term policy issues stemming from the events of September 11. The event will take place in January or February at the George Bush School of Government and Public Service, he said. IASA is also helping with the Barbara Jordan National Forum and will sponsor a speaker who will address the international implications of the digital divide.

Fuller said that one of the group's major objectives is to help the School become a member of the Association of Professional Schools of International Affairs (APSIA). "With our joint degree programs and other . . . classes, LBJ has the curriculum required to enter this elite group but (it) has never applied," he said. "This (membership) will give students access to APSIA's immense job bank and network and help promote the School."

Michael Faust is the other IASA co-chair.

## Life Skills/Education Awareness Program

LBJ School volunteers are working with students from Gonzalo Garza Independence High School as part of a mentoring initiative that began in 1983. Called the Life Skills/Education Awareness Program (LEAP), the organization enables LBJ School students to work with high school students who need assistance with homework, exam preparation, and college application forms.

## Non-Profit Interest Group

Established in October, the Non-Profit Interest Group works to integrate nonprofit management issues into the LBJ School curriculum and other School activities. The group also offers students who are interested in the nonprofit area an opportunity to learn about academic and professional opportunities available at the LBJ School and in the larger UT community.

Since the group was organized, it has cosponsored lunch talks with the Brown Bag Committee and with the RGK Center for Philanthropy and Community Service.

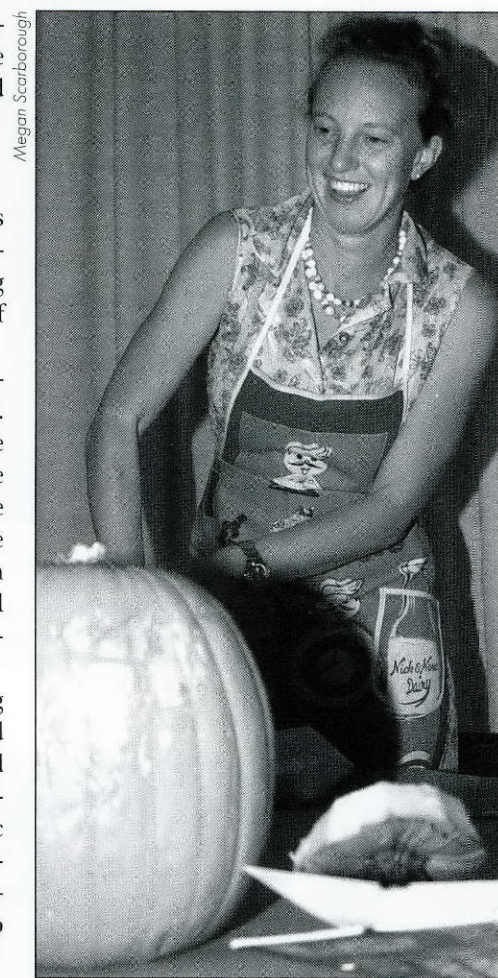
## Policy, Women and Resources

During the fall, Policy, Women and Resources (PoWeR) organized a variety of activities to introduce students to PoWeR, provide networking opportunities, and stimulate discussion of women and policy.

On November 12, PoWeR hosted its third annual legislative panel in the Bass Lecture Hall. Entitled "Texas Women in the Workforce," the event allowed students to gather insights into the legislative process from five Texas women state representatives. Among other topics, the policymakers discussed policies and legislation that support women in the workplace. LBJ School Lecturer Sherri Greenberg, a former state legislator, was the panel moderator.

Other activities organized by PoWeR during November included a lunch talk cosponsored with the Brown Bag Committee that featured Jody Conratt, head coach of UT women's basketball and former UT women's sports athletic director. PoWeR also hosted a lunch with students, staff, and faculty on November 16 to provide a social and networking opportunity to PoWeR members.

During the spring, PoWeR will organize a professional networking dinner that will include representatives from the public, private, and nonprofit sectors. PoWeR will also sponsor a panel at the Barbara Jordan National Forum in February.

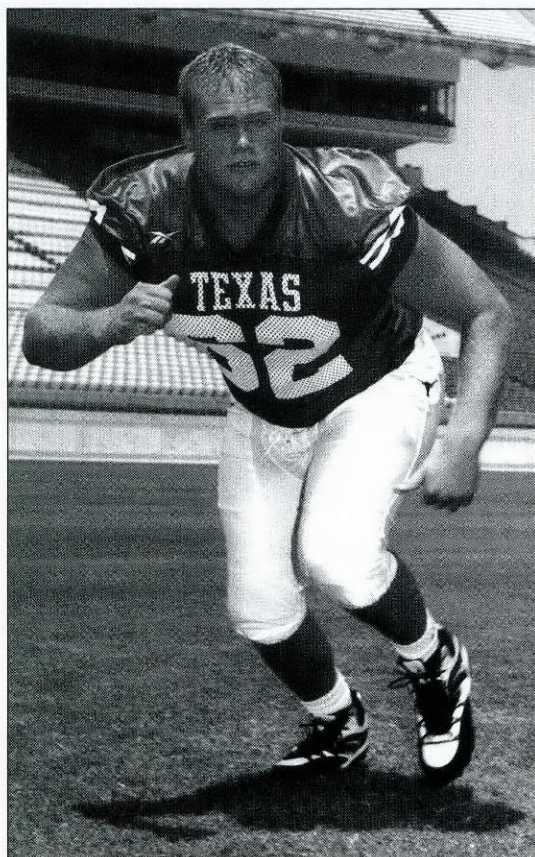


Second-year student Piper Stege joined in the pumpkin carving fun in the Student Lounge on Halloween. About 30 students, staff members, and their children showed up for the event, which was sponsored by the Graduate Public Affairs Council Social Committee.

## The Eyes of Texas Are Upon Him!

### Anderson is first Longhorn at LBJ

When he's not studying policy issues, first-year student Matthew Anderson is playing football as No. 62 on the UT Longhorn offensive line. Voted Texas' most consistent offensive football player in 2000, Anderson is described in the Longhorns' media guide as a "tough, hard-nosed and competitive fifth-year center who claimed Texas' starting job in the fifth game of 1999." The media guide lists many of Anderson's accomplishments on the football field, but his academic achievements are equally impressive. Last December he earned an undergraduate degree in corporate communications, and this past summer he completed a second undergraduate degree in government.



## Student Notes

### Students participate in Central American elections

First-year students Blanche Arevalo and Julien Ross participated in two Central American presidential elections this November.

Arevalo, a native of Peru, served as an observer with the Organization of American States during the Honduran presidential elections on November 25. She played an integral role in last year's Peruvian presidential elections as vice president of operations for the National Office of Electoral Processes in Peru.

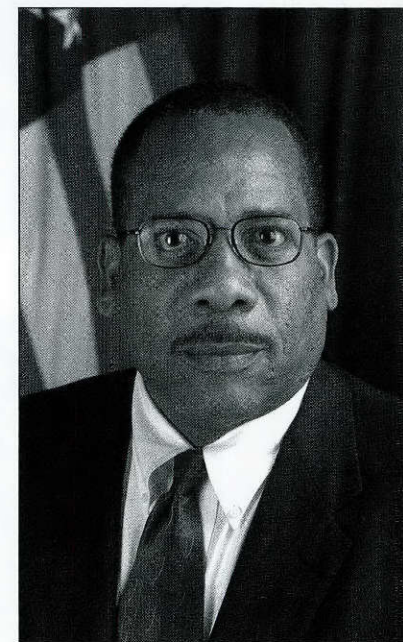
Ross, who interned with the State Department at the U.S. Embassy in Nicaragua last summer, joined the Carter Center during the Nicaraguan presidential elections on November 4. He served as assistant to the press officer for former President Jimmy Carter, the principal observer and conflict resolution mediator.

### Career fair draws LBJ School and Bush School students

This year's LBJ School career fair took place in early November and was organized in collaboration with the Texas A&M George Bush School of Government and Public Service. The fair allowed students and employers to discuss potential jobs, internships, and career issues.

The event, coordinated by the LBJ School's Office of Student and Alumni Programs, drew about 150 students from both schools and nearly 30 employers representing public agencies, nonprofit organizations, and government agencies.

## Alumni Update



### Hawkins receives public service award

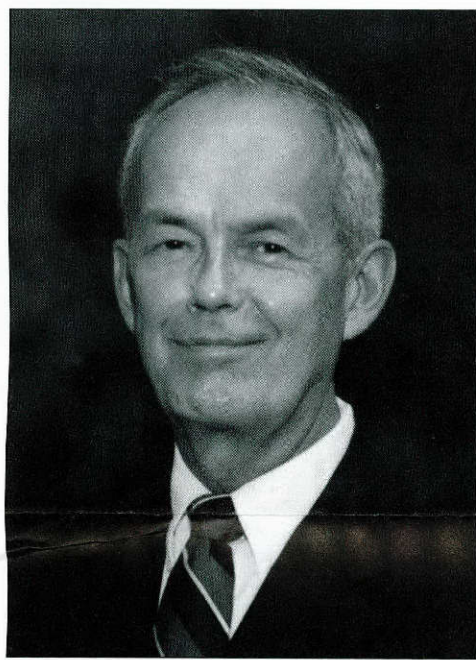
Albert Hawkins (LBJ Class of 1978), a key member of President George W. Bush's White House staff, is the recipient of the LBJ School Alumni Association's 2001 Distinguished Public Service Award. One of the first appointments made by the Bush administration in January 2001, Hawkins is the primary liaison between all federal cabinet members and the president and White House staff. He previously served as director of budget and planning in the Texas Governor's Office.

The Distinguished Public Service Award is presented each year to an LBJ School graduate who is considered by fellow alumni as the person whose career and public service record best represent the values on which the School was founded.

## National security expert Bob Inman assumes LBJ Centennial Chair

Admiral Bobby R. Inman, an internationally known intelligence and national security expert, joined the LBJ School faculty this fall as the holder of the Lyndon B. Johnson Centennial Chair in National Policy. Inman had been associated with the LBJ School for 14 years as an adjunct faculty member, co-teaching a course on public policy that was cross-listed in the UT Austin law and business schools.

A 1950 graduate of The University of Texas at Austin, Inman spent 31 years in the Navy and was the first Naval intelligence officer to achieve four-star rank. Between 1974 and 1982, he served in tours as director of naval intelligence, vice-director of the Defense Intelligence Agency, director of the National Security Agency, and deputy director of the Central Intelligence Agency.



In 1983, Inman moved to Austin to serve as chairman and CEO of the Microelectronics and Computer Technology Corporation (MCC), a unique private partnership that was created to help the United States preserve its edge in computer technology. His success at MCC, combined with his membership on the board of a (then) small computer assembly company founded by Michael Dell, helped propel Central Texas to prominence as a high-tech center. From 1987 to 1990, he served as the chairman of the Federal Reserve Bank of Dallas. Currently, he is managing director of Inman Ventures and director of a number of corporations, including SBC Communications, Fluor, and Temple Inland.

"Admiral Inman brings an extraordinary wealth of experience in national security policy, business, and high technology to the LBJ School," said UT Austin President Larry Faulkner. "He affords an invaluable perspective on public policy for students and colleagues and is an outstanding addition to our faculty."

In addition to his business ventures, Inman has played a prominent role in a large number of voluntary organizations and educational institutions. He has maintained an active interest in UT Austin, serving as chair of the University's Development Board and as president of the Ex-Students' Association. As an adjunct professor in public affairs, business, and law, Inman volunteered his time to teach a seminar on the art and science of policy formation in the areas of economics, national security, science, technology, and trade.

In his new role at the LBJ School, he will develop a new area of research focusing on the nexus between national security and international economic policy.

## Visiting faculty add diversity, enhance curriculum

Each year, the LBJ School hires a number of visiting faculty members to supplement the efforts and expertise of the permanent faculty. This fall, four visitors are teaching a variety of courses.

### Sherri Greenberg

Sherri Greenberg comes to the LBJ School after having served for 10 years as a member of the Texas House of Representatives. Her final term was completed in January.

Greenberg, who teaches public financial management, has a B.A. in government from UT Austin and an M.S. in public administration and policy from the London School of Economics.

In addition to her work in the state legislature, Greenberg served as the manager of capital finance for the City of Austin from 1985 to 1989, overseeing the City's debt management, capital budgeting, and capital improvement programs. Prior to that, she worked as a public finance officer for Standard & Poor's Corporation in New York, where she analyzed and assigned bond ratings to public projects across the country.

### Stuart Jay Greenfield

Stuart Jay Greenfield, who teaches a course in political economy at the LBJ School, is an assistant professor at St. Edwards University. He is also the creator of Adequate Compensation for Texas State Employees, a political action committee designed to gain legislative support for state employee pay raises.

From 1992 to March 2000 Greenfield was a systems analyst for information technology in the Texas Office of the State Comptroller of Public Accounts. In that position he investigated, assessed, and reported to senior management on the usefulness and cost effectiveness of new technologies.

Prior to that, he worked for four years as a systems analyst for the Texas Employment Commission, where he developed a State Unemployment Trust Fund Forecasting Model. From 1976 to 1986, Greenfield, who has a Ph.D. in economics from UT Austin, was chief revenue and economic forecaster for the State Comptroller's Office.

### Sarah Jane Rehnberg

Sarah Jane Rehnberg, a consultant with the RGK Center for Philanthropy and Community Service at the LBJ School, teaches a course called "Community Engagement and the Management of Volunteers in Nonprofit and Public Organizations." Prior to joining the RGK Center for Philanthropy and Community Service, Rehnberg was director of community engagement for the Charles A. Dana Center at UT Austin.

She has written numerous articles and documents in the field and is the author of "Starter Kit for Mobilizing Ministry," published by the Leadership Network, and "Volunteer Youth Training and Leadership," a comprehensive high school curriculum in service and volunteerism that was later adopted by the state of Maryland.



### Chapman helps craft state privacy act

In late August LBJ School Lecturer Gary Chapman, coordinator of the 21st Century Project, participated in a signing ceremony of House Bill 1922, the state's Privacy Act. The bill, which Chapman helped craft, established an official task force that is looking at privacy issues in Texas for the first time. A policy research project directed by Professor Richard Scott is working with the task force this year.

Texas Governor Rick Perry (seated) is shown with (standing, left to right) Texas State Representative Brian McCall of Plano, chairman of the Privacy Subcommittee of the House State Affairs Committee; Carolyn Purcell, executive director of the Texas Department of Information Resources; Gary Clayton, chairman of the Privacy Council in Dallas; Chapman; and two unidentified persons.

## Ward, Wilson head Latin American centers

Two LBJ School faculty members are heading two important research and teaching centers in the UT Austin Teresa Lozano Long Institute of Latin American Studies. Professor Peter Ward, who had directed the Institute's Mexican Center from 1993 to 1996, is again serving as director, and Professor Robert Wilson is currently at the helm of the Brazil Center.

The Mexican Center was established in 1980 and has one of the largest research and teaching groups on Mexico and bilateral U.S.-Mexico relations outside Mexico. Research covers a spectrum of interests, ranging from folk culture and colonial and modern history to the sectoral implications of free trade, water resources in the Lower

Rio Grande Valley, contemporary Mexican politics, and social policy.

In addition to serving as director, Ward has also become editor in chief of the *Latin American Research Review*, one of the most prestigious Latin American studies journals.

Meanwhile, Wilson is now in charge of the Brazil Center, which is the home of the largest Brazilian studies program in the United States. This fall he helped coordinate a meeting of the U.S.-Brazil Higher Education Consortia Program, which—among other things—is expected to provide new opportunities and funding for LBJ School students to conduct policy studies in Brazil.

In addition, Wilson has developed the Rio Branco Visiting Chair program in the College of Liberal Arts, which will bring preeminent Brazilian policy practitioners to teach at the LBJ School. This year's Rio Branco chair is Pedro Luis Barros Silva, who teaches a course called "The State, Government and Public Policy in Contemporary Brazil." Future chair holders will be Paulo Paiva, vice president of the Inter-American Development Bank, and Vilmar Faria, a special advisor to Brazilian President Fernando Henrique Cardoso.

## Massimo Mauro is '01-'02 European Union Fellow

As a member of the Council of the European Union (EU) for 14 years, Massimo Mauro brings an international perspective to the LBJ School.

Mauro, who is visiting the LBJ School as this year's EU Fellow, will teach a course on cross-cultural negotiations during the spring. The class will give students an opportunity to acquire complex multilateral negotiation skills.

Currently, Mauro is principal administrator at the Council of the European Union, Directorate-General C 1 (Telecommunications, Information Society, Postal Services), where he is responsible for all information society/Internet policy related issues.

A native of Italy, Mauro holds a *dottore in fisica* degree from the State University of Catania, Italy, and speaks 10 languages. In addition to his EU work, he has also held private sector jobs with research and technology firms in the United Kingdom, Italy, and Finland.



The Barefoot Angels child labor eradication program works closely with Salvadoran families to keep children in school. Megan Scarborough (right) provides after-school tutoring to children who used to work as vendors in Santa Ana's local marketplace.

*Walking with angels*

**Scarborough helps Salvadorans**

Public Affairs Specialist Megan Scarborough traveled to Santa Ana in El Salvador during September as a volunteer to work with ASAPROSAR (Asociación Salvadoreña Pro Salud Rural), a rural health program that coordinates a community support and empowerment network in that area of the world.

According to Scarborough, the program has made "an enormous impact on the lives of hundreds of thousands of people throughout the country" since its inception. In addition to providing health and nutritional services, the program also provides schooling for kindergarteners, coordinates microcredit initiatives for small community groups, and organizes projects dealing with sustainable agriculture, she said.

During her week-long visit, Scarborough helped out with ASAPROSAR's Barefoot Angel's initiative, which is directed at eliminating child labor; visited with families, some of whom she had met eight years ago during a previous visit; and delivered care packages. She also took photographs, which eventually will be used on an ASAPROSAR web site that is under construction.

In an e-mail sent to her coworkers and friends on September 13, Scarborough described one of her outings, "Today, we went to visit a community where ASAPROSAR has only been operating for one month," she wrote, adding that the community was located near a coffee plantation on a volcano. "The area has been devastated by two crises this year. It was torn apart by earthquakes and now people are suffering from unemployment. Due to the drop in world market coffee prices, growers have decided not to harvest this year. There is no work to be found. The people cannot use the land around their homes to plant sufficient food because as renters they do not have the right. The severe scenes of poverty weigh heavily on the heart."

Upon her return to the LBJ School, Scarborough began discussing ASAPROSAR-related internship and research opportunities for graduate students with LBJ School professors. She intends to promote the idea during a brown bag talk in the spring.

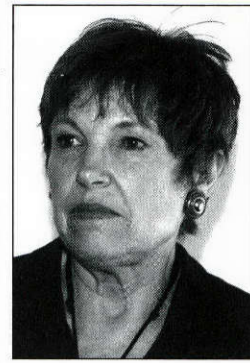
A 1998 UT Austin graduate in Latin American studies, Scarborough has worked in the Office of Communications since August 2000.

**New conferences director named**

Jane Hackley has been named director of the LBJ School's Office of Conferences and Training. Hackley, who previously served as the office's assistant director, replaced Anneliese Geis, who resigned last spring.

Before coming to the LBJ School, Hackley worked for UT Austin's Thompson Conference Center. Other previous work experience includes handling public relations for Pacific Gas & Electric in the San Francisco Bay area; training clients in major U.S. cities to use a software package for an insurance rating company based in Oldwick, New Jersey; advising international students at El Centro Community College in Dallas; and 15 years teaching high school and college English.

A graduate of Vanderbilt University, Hackley grew up in Kentucky but has lived most of her adult life in Texas. She has lived abroad twice—in Villefranche-sur-mer, France, and Istanbul, Turkey.



**Cox joins LBJ School**

Diane Cox joined the LBJ School Business Office as financial analyst in July. In that capacity, she provides financial information and analyses to the assistant to the dean; School departments, centers, and chairs; and the LBJ Foundation.



From 1997 until her transfer to the LBJ School, Cox served as an accountant for the UT Austin General Libraries Fiscal Services Department. Before coming to Austin, she had lived in southern California, where she worked for many years at the California-American Water Company as the business manager for the company's Village District. She also served several terms as a board member of Soroptimist International of the Conejo, an international professional women's service organization.

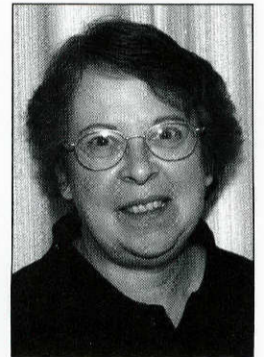
Cox has a bachelor of science degree in management and human resources from the California State Polytechnic University at Pomona and a master of business administration degree in organizational behavior from California Lutheran University, Thousand Oaks.

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**Bunce accepts new UT post**

Long-time LBJ School employee Gail Bunce has resigned her job with the Office of Development and External Affairs and has accepted a new job as the office manager in the UT Austin Office of Relationship Management and University Events. The office coordinates such events as Longhorn Halloween, Orange Santa, Explore UT, and UT Cares.

During her tenure at the LBJ School, Bunce has held a number of positions. She was first hired as a member of the faculty support group in 1988, and from 1994 to 1999 she was part of the Dean's Office administrative support group. Her last LBJ School assignment was as a development associate in the Office of Development and External Affairs.



In 1991, during the LBJ School's 20th anniversary, Bunce became the first staff person to receive the annual LBJ Appreciation Award. That award was presented to her by Mrs. Lyndon B. Johnson and (then) Dean Max Sherman.

During a reception held in her honor on November 13, Bunce was praised by her supervisors. Joe Youngblood, who heads the Office of Development and External Affairs, listed some of Bunce's more lasting contributions—office systems she established to streamline the fundraising operation and a procedures manual designed to keep the systems in place after her departure.

"I want to emphasize that whatever success we have had in the fundraising program, it is not an exaggeration to say Gail was an integral part of that," Youngblood said. "I am proud to have worked with her."

Bunce is a native Austinite and has a bachelor of science degree in elementary education from UT Austin. In addition to her full-time UT Austin job, she teaches software applications to evening students enrolled in the Austin Community College's Office Administration Division.

*In Memoriam*

**Judy Caskey**

The LBJ School lost one of its most beloved community members when Judy Caskey died of leukemia on October 2.

Caskey headed the LBJ School's Business Office from 1981 until her retirement in 1998. Beginning in 1984, she also served as assistant to the dean, first under Max Sherman and later under Ed Dorn.

During the funeral service, which was held October 4 at Austin's Gethsemane Lutheran Church, Sherman described Caskey as a person whose high standards and unusual creativity fueled the LBJ School's success.

"Many of us worked with Judy and in a very real sense most of us worked for Judy," he said. "She had a knack for letting us think it was our idea or our thing, but in most instances . . . it was her creation. The LBJ School has a great reputation.

The oil of the engine that allowed faculty, staff, and administrators to do 'our thing' was Judy. In many ways she was to the LBJ School what Barton Springs is to Austin—our wellspring."

• • •

A memorial fund was established in memory of Judy Caskey, who was known for her generous spirit. The Judy Caskey Memorial Staff Emergency Fund will be used to help LBJ School staff members deal with unforeseen circumstances. Checks made payable to The University of Texas at Austin may be sent to the Dean's Office, LBJ School of Public Affairs, Box Y, Austin, TX 78713-8925. For more information, call Joe Youngblood at 512/471-2760 or Kay Albin at 512/232-4006.



Judy Caskey

María de la Luz Martínez

**THE RECORD**

Lyndon B. Johnson School of Public Affairs  
The University of Texas at Austin  
Edwin Dorn, Dean

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