

HUBERT H. HUMPHREY  INSTITUTE OF PUBLIC AFFAIRS

# CHALLENGE

# 2020

*Thinking Beyond the Horizon in Public Affairs Education*

Annual Report 2007–2008

UNIVERSITY OF MINNESOTA

## The Hubert H. Humphrey Institute of Public Affairs

inspires, educates, and supports innovative leaders to advance the common good in a diverse world.



## FROM THE DEAN



*This report is dedicated to Regents Professor Emeritus G. Edward Schub, an internationally recognized agricultural economist and former dean of the Humphrey Institute. Dr. Schub, who advised U.S. presidents and promoted food security in nations around the globe, died May 4, 2008. He served as chair of the Board for International Food and Agriculture Development during my tenure at USAID, so I have known him and have been the beneficiary of his good advice for many years. His care for students, especially his strong connection with our international students, was Ed's hallmark. We will miss him more than words can say.*

Dear friends,

Public affairs education is a very dynamic undertaking. Public policy and planning challenges and opportunities constantly are changing and awaiting new leadership.

Think of the changes that have taken place in just the last 20 years: remarkable innovations in science and technology; changing attitudes toward government and citizen engagement in the policymaking process; persistent social problems; the blurring of the sectors in public problem solving; mounting environmental challenges; and a complex world brought together by modern communications and divided by ethnic and religious differences.

We at the Humphrey Institute pride ourselves on looking beyond the horizon, keeping our eyes on the future as we address the issues of today. This informs our curriculum and teaching, it pushes our research agenda, and it steers our collaborations with faculty members across the University of Minnesota and partner organizations throughout the community.

Last fall, I challenged our six policy areas to think about the significant policy and planning issues the world will face in the year 2020 and the implications of these challenges for public affairs education. Students, staff, and faculty members enthusiastically embraced the idea and then led spirited discussions about the dynamism of public policy.

This spring, representatives of the six policy areas presented their preliminary ideas to the Humphrey community. Their forward thinking is presented here in our annual report to the community and to colleagues who share our special mission.

This is only the beginning of a larger process, a larger conversation—with faculty members from other public affairs schools; with other colleges at the University; with alumni, employers, and members of our alumni board and advisory council.

We work in a field that is ever changing. Today's students are participating in a graduate program that is very different than it was, even five years ago. Our graduates are preparing for a fast-changing world.

I am proud of our accomplishments this year, which are numerous and varied. But we want the Humphrey Institute to continue to be at the cutting-edge of change. We want to be known as the public affairs school that defines the future of our field. We look forward to engaging you in this conversation as it moves ahead.

Best regards,

A handwritten signature in black ink that reads "J. Brian Atwood". The signature is written in a cursive, flowing style.

J. Brian Atwood, dean

*"We can't assume the burden of solving every global problem alone, but one approach to thinking about the year 2020 is to seriously consider just how bad things might be without more collective human wisdom than we have shown in recent years.*

*"When we look back on the years between now and then, we expect to be judged by how well we focused our curricular offerings and faculty hires on the most important global problems; how much we facilitated community consideration of those problems; how much experience we gave our students outside the United States. And, beyond that, how we took the lead to help the University of Minnesota to become a thoroughly global institution by establishing Humphrey linkages with similar units at other universities abroad and by how well we placed our students in jobs around the world where they can make the biggest difference."*

—Robert Kudrle, chair, global policy area



### **CHALLENGE 1:** Achieve effective global governance structures.

This process must begin with a sincere, creative, and detailed understanding of how we as a global community create rules and general cooperation, knowing that the ultimate goal is to create institutions that solve collective problems. Everyone will have to be involved, not just state governments, but also grassroots movements and nongovernmental organizations—the people who actually will implement the policies created to tackle global problems.

### **CHALLENGE 2:** Promote material progress around the world and improve the flow of resources from rich countries to poor nations.

With the threat of terrorism demanding government resources, the issue of poverty is seen as a second-order

challenge. Few policymakers link this growing condition to security concerns, yet they are two sides of the same coin. By reasserting American leadership globally and through a coordinated bilateral effort, new U.S. development aid could be directed toward social investments in education and health care for the benefit of people around the world.

### **CHALLENGE 3:** Address the connection between social and material progress and violence and nuclear war.

The danger posed by nuclear weapons potentially is the most consequential issue facing our world. The risk of a single nuclear weapon exploding today in Minneapolis or in any other city is as high as it has been in 25 years. Solutions to these problems will not be found exclusively—or even largely—in the halls of governments. Rather, they will

spring from the work of outside groups, including those in academia, who accept the challenge and work diligently on solutions.

### **CHALLENGE 4:** Understand the interconnectedness of regional, national, and international policies.

Any of these challenges takes place in a global economy. Can we mold new rules for financial cooperation to keep discrete problems from becoming global catastrophes? Can we minimize the impact of energy measures on food prices paid by the poor? Will the potentially enormous mutual benefits of greater human mobility be lost in the acrimony surrounding current immigration patterns and policies? These all are issues worth exploration.



"Any global governance system that's going to be sustainable also has to deal with ethics and traditional issues, like democracy, accountability, justice, and equality. We need to recognize that global governance is not a managerial fix. It really is about normative justice and how we bring the two together.

"If the Humphrey Institute is going to answer this challenge over the next 12 years, the faculty members and students need to be as global as the problems they study. This means having a college without borders and recognizing the extent to which the classroom isn't limited to four walls."

—**Michael Barnett**, *Harold Stassen Chair of International Relations*

"We are at the tipping point. This world cannot survive with half its people living in poverty. This condition of poverty directly threatens the prosperity and relative stability the world has achieved in the past 50 years. We cannot put our head in the sand or just pass U.N. resolutions that we promptly ignore. It is time for a major global surge to alleviate poverty."

—**J. Brian Atwood**, *dean*



"As we look ahead to the year 2020, every American president will have to grapple with the aftermath of the war in Iraq and its effect on American power—that is, American military, economic, and cultural power. In this context, an immediate challenge for the next president will be to define and sustain support for deeper economic and political commitment to the Middle East in order to prevail in our struggle with radical Islam.

"Unfortunately, the risk of nuclear terrorism is very real, and terrorists are unlikely to be deterred by the threat of nuclear retaliation. The growing interest in nuclear energy worldwide could spread technology that can provide fuel for nuclear power or nuclear bombs. We must address the legitimate political concerns of nations in volatile regions of the globe and the dynamic that leads them to believe they need nuclear weapons in order to maintain their security."

—**Steve Andreasen**, *lecturer*

### **Affiliated Centers/Programs**

The **Freeman Center for International Economic Policy** identifies the major challenges of an increasingly interdependent global economy, mobilizes resources and talents to analyze the nature of these challenges, and designs effective policy responses to address them.

[www.hhh.umn.edu/centers/freeman](http://www.hhh.umn.edu/centers/freeman)

The **International Fellows Program** brings accomplished mid-career professionals from designated developing nations and emerging democracies to the United States for a year of professional development and related academic study and cultural exchange. The people-to-people approach to international understanding provides a basis for lasting ties between U.S. citizens and their professional counterparts in other countries and strengthens the global exchange of knowledge and experience essential to a sustainable world.

[www.hhh.umn.edu/ifp](http://www.hhh.umn.edu/ifp)

## POLITICS AND GOVERNANCE



*“When asked to articulate their view of politics today, many people use words like ‘corrupt,’ ‘mean,’ ‘angry,’ ‘divisive,’ and ‘unproductive.’ Disgust and fear about the venal purposes and practices of politics are nothing new. But worrisome recent changes reflect developments both in the legislative and electoral arenas and in the larger civic culture.*

*“Our vision is to create active democracy. We have the ambitious but achievable goal of becoming a leader in innovative structural reforms to open up our democracy and make it more accountable to citizens, creating cutting-edge methods and practices for civic engagement, and being the foremost international center for the theory and practice of citizenship.”*

—Lawrence R. Jacobs, chair, politics and governance area

### **CHALLENGE 1:** Restore America’s “civic health.”

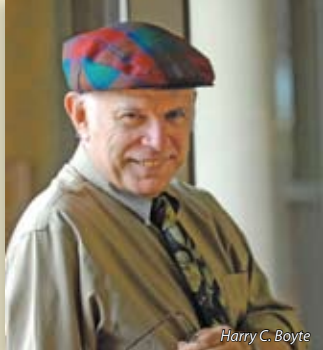
Each year, the congressionally mandated National Conference on Citizenship produces a report on “America’s Civic Health” based on an index of 40 components of civic engagement. The 2007 report describes “steep declines in Americans’ civic participation and engagement over 30 years.” Citizens have lost confidence in our civic institutions and in each other. The important and potentially transformative initiatives that form an antidote to these trends, such as the tendency for members of Generation X to see the political system as a vehicle for change rather than an alien bureaucracy, must be nourished.

### **CHALLENGE 2:** Rebuild public trust and address the sources of today’s nasty, manipulative politics.

Over the past three decades, power within the political parties has shifted to more ideologically oriented, single-issue activists who reward politicians that pursue their policy goals and punish those who compromise them. Another dominant approach to policymaking and politics promotes elites and dismisses everyday people for lacking knowledge and reliable judgment. The atrophy of civic organizations, such as churches, has weakened the roots upon which formal political processes depend.

### **CHALLENGE 3:** Strengthen citizenship and governance.

To build a sustainable democracy will require structural reforms in our political system. We seek to restore electoral competitiveness by changing today’s broken system of redistricting that locks in incumbents. Another initiative supports current efforts to protect the impartiality of the state’s judiciary from high-priced partisan elections. Still another program is working with on-the-ground elections administrators in Minnesota and other states to strengthen the non-partisan, efficient, and fair conduct of elections.



Harry C. Boyte

“Public work is a sustained effort by people with diverse interests and views who develop capacities for work across differences on common civic challenges. It can be distinguished from conventional definitions of citizenship, such as voting, volunteering, or demanding one’s fair share as a customer or oppressed victim. Public work emphasizes the citizen as civic agent, co-producing public goods and collaborating with others in solving public problems.

“Our support for public work includes Public Achievement, a youth civic education initiative in hundreds of communities in more than a dozen countries; the Jane Addams School for Democracy, a partnership with new immigrants on the West Side of St. Paul; the Neighborhood Learning Community partnership with the mayor, school system, businesses, and others in St. Paul to revitalize education as the function of whole communities; Warrior to Citizen, a Minnesota-wide coalition that includes the National Guard, businesses, leaders from both parties, and others to reintegrate veterans as citizens into community life.

“We will use an emerging national partnership with the American Association of State Colleges and Universities (AASCU), called the Civic Agency Project, as an immense system for civic experimentation, development, and theory building. The Civic Agency Project’s goal is to integrate public work ideas and practices into the core curricula and co-curricular activities of AASCU institutions and their communities.”

—*Harry C. Boyte, co-director, Center for Democracy and Citizenship*

### **Affiliated Centers/Programs**

The **Center for Democracy and Citizenship (CDC)** creates and conducts workshops and presentations on practical public work for young people and adults. Topics include citizen action, issue development, power mapping, and democratic evaluation. CDC also conducts a variety of research projects related to democracy, what it means to be a citizen, and engaged and effective citizenship.

[www.publicwork.org](http://www.publicwork.org)

The **Center for the Study of Politics and Governance** is unique in its focus on the art and science of politics. The center strives to increase public understanding of politics through research by conducting studies relevant to Minnesota policymakers and legislators throughout the Upper Midwest and serving as a resource to the media and citizens on important policy issues. In addition, the center plays a convening role, bringing academics and community leaders together for public decision making and problem solving and offering a wide array of public events and programs to promote an informed and engaged citizenry.

[www.hhh.umn.edu/centers/cspg](http://www.hhh.umn.edu/centers/cspg)

## PUBLIC AND NONPROFIT LEADERSHIP

*“Leadership in public affairs—particularly among organizations involved in the implementation of public policy and the delivery of service to citizens—will change dramatically in the next two decades. Baby Boomers, who make up the majority of current public managers at the federal, state, and local level, will reach retirement age. Privatization and the devolution of some previously public responsibilities will continue to bring more nonprofit and private-sector organizations into the mix, increasing the demand for executive leadership in these areas. We can only begin to imagine how globalization, technology, and increased fiscal restraints will affect the provision of public goods and services.*

*“Looking forward, we will be asking how to create effective bridges between the node-based networks of internet communities and the more conventional partnerships found among governments, businesses, and nonprofit organizations.”*

—Melissa Middleton Stone, chair, public and nonprofit leadership area



### **CHALLENGE 1:** Understand governance and the relationships and intersections among public, private, and nonprofit entities.

Recent natural and man-made crises have brought into focus the complex relationships among actors providing public service and working toward the common good. Addressing disasters and other complex problems involves multiple levels of government, many types of nonprofit and philanthropic institutions, and the corporate sector. As we look forward, what are appropriate governing roles and responsibilities for public agencies? Nonprofit organizations? Philanthropic institutions? Public-private partnerships or these loosely formed networks? How do we determine accountability for public action and work?

### **CHALLENGE 2:** Improve the strategic management of public and nonprofit organizations.

New modes of governance place a premium on effective strategic thinking, acting, and learning, typically in concert with others. People and organizations may be involved in the formation or implementation of public policies, be affected by them, and/or have some responsibility to act. Grasping the complexity of some of these networks is challenging, placing a premium on strategic thinking, acting, and learning.

### **CHALLENGE 3:** Continue to connect leadership and management theory with practice.

Public policy involves professionals across their life span, in various institutions—public, nonprofit, private business, philanthropy. It demands both hard and soft skills—more than can be accommodated in a traditional two-year degree program. Public affairs education in the future will include expanded methods of peer-based learning, taking advantage of new technologies to create and run on-line simulations and other means of experimentation with the application of tools. Rather than faculty members and scholars as the expert holders of knowledge, they will become facilitators of discovery and reflection.



Joe Soss

“We are living through dramatic changes in the ways we direct, control, and coordinate the activities that shape our communities and the quality of our lives together. Governance today is less focused on the hierarchical institutions of government and more dependent on cooperation, competition, and communication among diverse actors and networks that span the public, private, and nonprofit sectors.

“Over the coming decade, we expect our field to move beyond the question of how actors work together across the different languages and logics that define their organizations. As collaborative relationships deepen and complex systems of governance mature, new questions are starting to emerge about what a desirable division of labor might look like, how we should structure the interface among different kinds of networks, and how we should define new terms of integration as the boundaries between traditional sectors become less well defined.”

—*Joe Soss, Cowles Chair for the Study of Public Service*



Zhirong "Jerry" Zhao

“Global devolution pushes more responsibilities down to lower levels of government, which are closer to our daily lives. We are moving toward a new system of governance, in which governments will redefine their relations with taxpayers, with other governments, and with nonprofit or private organizations. To meet these challenges, we need to consider how local governments relate to each other in an overlapping and fragmented system and how they may develop alternative modes of service delivery, including contracting out, privatization, or public–private partnerships.”

—*Zhirong "Jerry" Zhao, assistant professor of public administration*

“The big challenge I see right now is the need to develop integrated sets of methods that allow for inclusion—in terms of kinds of knowledge, people, and interests—reasonable analysis, and speed. The difficulty is that you can have any two of those things, but it is really hard to get all three. In other words, you can be inclusive and analytic, but not quick; analytic and quick, but not inclusive; and quick and inclusive, but not analytic. Getting all three is really, really hard, and—because it is needed—a worthy challenge for academics and practitioners to work on.”

—*John M. Bryson, McKnight Presidential Professor of Planning and Public Affairs*

### **Affiliated Centers/Programs**

The **Public and Nonprofit Leadership Center** enhances the leadership of institutions that serve the public and their ability to work together effectively to advance the common good and serve the public interest. The center examines unique and common challenges of leadership and management in and across nonprofit, philanthropic, and government organizations. The center offers research-based concepts and tools for more effective leadership and management and, ultimately, better policy development and implementation.

[www.hhh.umn.edu/centers/pnlc](http://www.hhh.umn.edu/centers/pnlc)

A partnership between the Humphrey Institute and the Carlson School of Management, the **Center for Integrative Leadership** is a University-wide initiative to examine complex leadership issues.

The center aims to develop a better understanding of how collective action across sectors (business, government, nonprofits, media, academia) and geographic boundaries can solve some of the world's most pressing and complex societal problems.

[www.hhh.umn.edu/centers/cil](http://www.hhh.umn.edu/centers/cil)

## REGIONAL POLICY AND PLANNING



*“More than half the world’s population is urban, so, increasingly, the world’s problems are urban problems. We are creating larger places, and more of them. For example, greater Mumbai, India, has a larger population than 173 countries in the world. Currently, India has 31 cities with populations of more than one million people; China has 53 such cities. China added more urban dwellers to the world in the 1980s than did all of Europe in the 19th century.*

*“So, the size, scope, and rate of change all are accelerating. As the American sociologist and demographer Kingsley Davis said in 1965, ‘Cities exceed in size and densities the communities of any other large animal. They suggest the behavior of communal insects rather than of mammals.’ This is our challenge.”*

—Edward G. Goetz, chair, regional policy and planning area

### **CHALLENGE 1:** Create the infrastructure to manage urbanization.

Urbanization is occurring at astounding rates. In 1950, there were 86 cities in the world with populations of more than one million residents. In 2005, that number grew to 400. By 2015, at least 550 metropolitan areas will be of that size.

### **CHALLENGE 2:** Improve the ecological management of urban areas.

Most U.S. metropolitan areas are spreading spatially at a rate far greater than their population growth. Issues of sprawl and land consumption put pressure on productive farmland and on sensitive habitats and natural resources. And, not only do urban areas affect the environment, but the natural world also shapes cities. Twelve of the world’s “mega cities” are on coastlines. If global climate

change produces a rise in sea level, then millions will be at risk.

### **CHALLENGE 3:** Manage issues of population migration, immigration, and increasing social and ethnic diversity.

Suburbs in the United States now have more poverty and more immigrants than do central cities. Mobility and immigration patterns are producing ever-higher rates of diversity, with a bewildering array of social and ethnic differences sharing urban space. We want to build a multicultural society and take advantage of diversity and the economic and social benefits it can produce, but negative trends may push us toward a dystopian future of segregated spaces, gated communities, and the kind of economic and spatial separation that produced the riots in the suburbs of Paris in 2005 and 2008.

### **CHALLENGE 4:** Support forms of governance and citizen engagement in regional issues.

Advances in information technology are producing a population with different expectations regarding planning and the built environment. Managing, facilitating, and supporting public participation in the future will challenge existing expectations about the technocratic “expert” planner and the “amateur” citizen. Matching the scale of governance to the scale of problems will continue to be a challenge as urban areas grow into regions with housing markets, labor forces, transportation systems, and watershed and ecosystems that span municipal boundaries, county lines, state lines, and sometimes international borders.



Frank Douma

“As a settlement footprint grows, we need to devise transportation systems to move goods and people, to link jobs with housing, and to create and implement alternative settlement patterns. In addition to increasing density and implementing incentives, like value pricing, to reduce congestion, we could look at different ways of working. For example, telecommunications—things like telecommuting and shopping or banking on-line— eventually could have a much greater impact on transportation and transportation planning. Telecommuting still is relatively rare, but information and communications technology already modify commute times, especially among managerial, professional, and technical workers. Things that have evolved somewhat haphazardly in the past could be designed planfully in the future.”

—*Frank Douma, assistant director, State and Local Policy Program*



Carissa Schively Slotterback

“To address each of these challenges, it is essential to build knowledge and engage the public in creating effective planning solutions. Collaborative decision-making processes and new technologies are among the tools available to facilitate such deliberations. As an example, faculty members and researchers at the Humphrey Institute are working with colleagues across the University to strengthen the University's leadership in geospatial research and teaching and to offer a valued service to the community to support effective land-use, environmental, and transportation planning. Visual Interactive Planning (VIP) can allow multiple stakeholders to see and respond to a range of development options. Three-dimensional representations will allow citizens and policymakers to visualize alternative scenarios, highlight trade-offs, assess impacts, and provide instant feedback about the implications of design choices. These approaches can help stakeholders collaborate in developing a shared vision for a particular region or neighborhood.”

—*Carissa Schively Slotterback, assistant professor of urban planning*

### **Affiliated Centers/Programs**

The **State and Local Policy Program** engages in research and public education in the policy areas of transportation and economic development. Recent activity includes work on value pricing, rural vitality, knowledge clusters, corridor design, rural safety, and transportation technology.

[www.hhh.umn.edu/centers/slp](http://www.hhh.umn.edu/centers/slp)

The **Project on Regional and Industrial Economics** conducts research of planning and public policy interest on the intersection between industries and occupations. Each project involves a team of faculty members and students and disseminates results through scholarly publications, the popular press, and person-to-person outreach to parties directly concerned with the issue.

[www.hhh.umn.edu/projects/prie](http://www.hhh.umn.edu/projects/prie)

## SCIENCE, TECHNOLOGY, AND ENVIRONMENTAL POLICY

*"Many global problems are connected to science, technology, and the environment—from climate change and renewable energy sources to designer babies and genetic testing. How can we control and govern emerging technologies in society? How can we guide science and technology responsibly in society so we can reap the benefits and deploy new research in socially responsible ways?"*

*"As a premier organization in the state and Upper Midwest for science, technology, and environmental policy, we have an obligation to serve the common good and support decision making by addressing local, national, and global science and technology policy problems in integrative and innovative ways. But science and technology cannot do this alone. Alliances among students, other Humphrey Institute areas, and public and private organizations form the cornerstone of our scholarship and policy work."*

—Jennifer Kuzma, chair, science, technology, and environmental policy area



**CHALLENGE 1:** Ensure environmental sustainability while balancing the risks and benefits of emerging technologies.

The world is full of interconnected systems. If you change one piece of the puzzle, how will it impact other cultures or environments? For example, scientists did not realize that grain-based ethanol would have a massive impact on food prices when developing this renewable fuel. Too often in academia, researchers are stuck in their discipline, but we must take an interdisciplinary and problem-solving approach to environmental questions.

**CHALLENGE 2:** Support coordinated oversight and regulation of emerging technologies.

New technologies can enhance our quality of life, but how can we ensure the health and environmental safety of its applications? Using nanotechnology, scientists are able to manipulate matter at the atomic or molecular level. This emerging technology is used in a wide variety of sectors from agriculture and medicine to robotics. There are more than 500 items advertised as nanotechnology-based consumer products on the market. How can we regulate new technology? How can we deploy it safely to the commercial market? A coordinated effort is essential to monitoring new technology trends and applications.

**CHALLENGE 3:** Improve global economic and social development.

Science and technology policy goals traditionally cover such things as climate change mitigation and renewable energy. But a comprehensive list would include eradicating extreme poverty and hunger, reducing child mortality, and fighting HIV/AIDS. Creative applications of our technological discoveries can help the developing world meet the basic needs of food, health, and shelter. Beyond that, advances in information technology can help foster new economies and bring educational opportunities to remote areas, from rural Minnesota to the sub-Saharan plains of Africa. The technology is available, but we need the policies in place to implement it.



“The field of science and technology is about drawing those connections between science and its applications. Discovery always has required innovation, and our area’s problem-focused, systems approach to policy analysis is very innovative. These policy issues don’t exist in a vacuum, and we must integrate our work with others to remain relevant. For example, how does our work relate to the Millennium Development Goals? Or other international and national goals?”

“We also must promote education and public participation in the process. Technology allows us to have global discussions without leaving our office, and inviting students to be part of the discussion is crucial to developing new leaders and fresh ideas. Students, scholars, and practitioners need opportunities for high-level, broad-based thinking on science and technology policy. The Humphrey Institute is an obvious convener for this type of conversation, which should result in recommendations for policymakers.”

—**Steve Kelley**, director, Center for Science, Technology, and Public Policy



“New technologies, such as carbon capture sequestration or CCS, could enable us to continue to use fossil fuels in a carbon-emission-constrained world. It is estimated that CCS could be used to achieve between 15% and 55% of the carbon emission reductions necessary to avoid dangerous levels of climate change. Benefits include economic competitiveness, energy security, and a non-disruptive transition to low-carbon energy systems. To achieve this potential would require large-scale, worldwide deployment of CCS in the electric utility industry, capturing and storing billions of tonnes of CO<sub>2</sub> per year.

“There are numerous regulatory issues surrounding CCS and other new technologies that require a regime to manage risks and support policies to facilitate technology investment. Protection of human health and the environment remains the primary objective, and regulatory bodies help with that.”

—**Elizabeth Wilson**, McKnight Land-Grant Professor of Energy and Environmental Policy and Law

### **Affiliated Centers/Programs**

The Center for Science, Technology, and Public Policy fosters understanding of the role of science and technology in society, particularly their relationships to economic growth, health, the environment, education, and national security. The center examines the effects of science and technology on society and on the political and economic relationships among nations. [www.hhh.umn.edu/centers/stpp](http://www.hhh.umn.edu/centers/stpp)

## SOCIAL POLICY

*"At its heart, social policy is about ending inequality and oppression. It often entails the most contentious public policy issues of our time—discrimination, poverty, sexuality, reproduction, immigration, and more.*

*"The Humphrey Institute's approach to social policy is distinctive in three ways: it is intersectional, global, and not exclusively governmental; instead, we recognize the importance of non-governmental organizations as service providers, governmental partners, and advocates for social justice.*

*"Will we tackle our problems or ignore them? Will we be driven by ideology or fact, evidence, and science? Will we continue to focus on white men and categories that assume commonality while erasing difference? Or will we recognize intersectionality? Which scenario becomes the reality is up to us."*

—Sally J. Kenney, chair, social policy area



### **CHALLENGE 1:** Bring women into full and equal participation in all aspects of policymaking in the United States.

The United States currently is ranked 70th by the Parliamentary Union, behind Rwanda, Afghanistan, and Mexico, in the number of women serving in elective office. Our *Front Runners* series and other initiatives help support women considering changing the world through electoral politics.

### **CHALLENGE 2:** Understand the intersectionality of identity so as to formulate more effective public policy.

Rather than understanding the combining of identities as additively increasing one's burden, we should see them as producing substantively distinct experiences—something unique is produced at the intersection point of different types of discrimination. Common categories, such as "single parent," conceal the fact that most are

women suffering wage discrimination, and, in the case of women of color, race and sex discrimination. Solutions to problems for one group may exacerbate inequities facing another group. Civil rights activist and professor of law Kimberly Crenshaw's work has exposed the flaws in such legislation as Title VII of the Civil Rights Act of 1964, which required black women claiming employment discrimination to choose whether they were being discriminated against on the basis of race or on the basis of sex, rather than recognizing black women's experience as different from that of either black men or white women.

### **CHALLENGE 3:** Develop social policies to address health care, retirement, immigration, employment, etc., to support individuals and create communities.

Social policy is where the "rubber" of legislation and policy implementation

meets the "road" of actual people's lives. Innumerable social policies can, do, and will affect us as individuals and as a society. For example, Chlamydia, and sexually transmitted infections in general, have reached epidemic proportions in Minnesota. This silent public health issue could be addressed with appropriate public policy. Or not. Another local example: The number of people aged 85 or older in Hennepin and Ramsey counties will increase by more than 50% between 1995 and 2025. Two-thirds of them will be women. Will we care about them? Or dismiss them? These are but a few illustrations of the issues we seek to—and must—train our students to address.



Samuel L. Myers, Jr.

“Using pioneering tools and well-tested techniques, my colleagues and I work with state and local entities to achieve their goals in developing race- and ethnic-based affirmative action programs that comply with federal regulatory and constitutional requirements. Our innovative methods for conducting disparity studies are helping governments meet demanding legal and econometric standards.”

—**Samuel L. Myers, Jr.**, *Roy Wilkins Professor of Human Relations and Social Justice*

“The challenge of social policy is to bring facts and reason to the study of contentious social issues. Minnesota is a wonderful place to study the causes and consequences of one such issue—international migration. The state has a broad mix of residents from Asia, Africa, Latin America, and the former Soviet States, as well as a number of nonprofits and human rights organizations that work with immigrants and refugees.”

—**Katherine Fennelly**, *professor*



Katherine Fennelly

### Affiliated Centers/Programs

The **Center for School Change** works with educators, parents, business people, students, policymakers, and other concerned citizens throughout the United States to increase student achievement, raise graduation rates, improve student attitudes toward learning, and strengthen communities by building stronger working relationships among educators, parents, students, and other community members.

<http://centerforschoolchange.org>

Formed in 1985 as the nation’s first comprehensive teaching, research, and outreach center devoted to women and public policy, the **Center on Women and Public Policy** has a long tradition of leadership in the field in women’s human rights, global feminism, and specific public policy issues, such as comparable worth. The center focuses on women, law, and public policy and leads policy schools, not just in employing a gender lens in public policy analysis across the curriculum and in public programs, but also in bringing race, class, and sexuality into the understanding of gender.

[www.hhh.umn.edu/centers/wpp](http://www.hhh.umn.edu/centers/wpp)

The **Race, Gender, and Public Policy Post-Doctoral Fellowship Program** is the first program in the United States to investigate the intersection of race, gender, and public policy. Hosted jointly by the Institute’s Center on Woman and Public Policy and its Roy Wilkins Center for Human Relations and Social Justice, the program gathers scholars and students from across the University, the nation, and the world to analyze issues of race, gender, and public policy through research, panels, lectures, workshops, and conferences. The Institute welcomed the first three post-doctoral fellows during the 2007–08 academic year.

[www.hhh.umn.edu/projects/rgpp\\_initiative](http://www.hhh.umn.edu/projects/rgpp_initiative)

Named for the famed civil rights leader and longtime head of the NAACP, the **Roy Wilkins Center for Human Relations and Social Justice** studies and formulates solutions to problems of racial and ethnic inequality. The center conducts quantitative and qualitative research and develops graduate curricula. It promotes dialogue and provides community outreach on issues of greatest concern to communities of color and that have an impact on deteriorating race relations and widening inequality in the United States.

[www.hhh.umn.edu/centers/wilkins](http://www.hhh.umn.edu/centers/wilkins)

## Humphrey Institute ranked 6th among public university peers according to *U.S. News & World Report*

The Humphrey Institute is ranked 6th among schools of public affairs at public universities (ranked 14th overall), according to the 2008 *U.S. News & World Report* rankings. The Institute has moved up from the magazine's previous rankings in 2004 when the school was tied for 21st overall. Public affairs graduate programs are ranked by *U.S. News* every three to four years through peer assessment surveys completed by deans, directors, and department chairs.

The Humphrey Institute also is highly regarded at the programmatic level. The Institute's nonprofit management program ranks 6th; the health policy program ranks 16th (tying with the University of Chicago); the public management program is ranked 17th (not previously ranked); social policy ranks 15th (previously ranked 17th); and public policy analysis is ranked 18th (not previously ranked).

## Humphrey Institute and Carlson School launch dual degree

The Humphrey Institute and the Carlson School of Management have created a Master of Public Policy and Master of Business Administration (MPP/MBA) dual degree. The degree was approved by the University of Minnesota Board of Regents at its February meeting and will be available for full-time students beginning in September 2008. Demand for the program is high. The two schools have seen an increase in the number of business and public policy students taking courses in both programs and growth in the number of graduates who take jobs that require cross-sector knowledge.

This is one of several collaborative initiatives between the Humphrey Institute and the Carlson School. Others include the **Center for Integrative Leadership**, a nonprofit

management certificate for professionals, an undergraduate minor in nonprofit management, and **Commons Grounds**—a student organization that brings together graduate students from the Humphrey Institute, the Carlson School, and the Law School to explore the intersections of policy, business, and law.

## University fellowship honors Twin Cities housing advocate Charles Krusell



Charles R. Krusell

The Humphrey Institute and the Center for Urban and Regional Affairs (CURA) created a new fellowship honoring **Charles R. Krusell**, a Twin Cities pioneer in

urban renewal and city development. The Charles R. Krusell Fellowship in Community Development provides scholarship funds for University of Minnesota graduate students enrolled in urban and regional planning and public policy programs.

Krusell Fellows receive academic training through the Institute, while CURA works with community development agencies to develop fieldwork placements for each student.

Krusell was a pillar in the Twin Cities housing community. When he passed away in 2006, his family, friends, and colleagues partnered with the Humphrey Institute and CURA to honor his lasting contributions to the community. Nearly half of the \$1.3 million endowment goal has been raised, which will support three Krusell Fellows each year. The fellowship is made possible through lead gifts from the Family Housing Fund, the McKnight Foundation, the Greater Metropolitan Housing Corporation, the Dick and Mary Jo Kovacevich Family Foundation, and a number of individual gifts.

## Humphrey Fellowship Program renewed

The Bureau of Educational and Cultural Affairs of the U.S. Department of State will fund the **Hubert H. Humphrey Fellowship Program** at the Humphrey Institute for the next five years. The Humphrey Fellowship Program provides a year of professional enrichment in the United States for experienced professionals from designated countries throughout the world. Fellows are selected based on their potential for leadership and commitment to public service. Each year, approximately 160 fellows are funded for non-degree study and related professional experiences at selected American universities. The University of Minnesota has hosted fellows for the past 27 years as part of the Institute's International Fellowship Programs.

## Faculty contributions in print



Joe Soss

**Harry C. Boyte**, senior fellow and co-director of the **Center for Democracy and Citizenship**; **Joe Soss**, Cowles Chair for the Study of Public Service;

and **Elizabeth Wilson**, McKnight Land-Grant Professor, recently published new books in their fields. Soss is co-editor of *Remaking America: Democracy and Public Policy in an Age of Inequality* (Russell Sage Foundation, 2007), which explains how the broad restructuring of government policy has affected the character of inequality and democracy in the United States. The contributing writers include Professor **Lawrence Jacobs**, who writes about how partisan politics, public opinion, and interest groups have shaped the evolution of Medicare. Wilson co-edited *Carbon Capture and Sequestration: Integrating Technology, Monitoring, and Regulation* (Blackwell Publishing, 2007). The book is considered the first systematic presentation

## HONORS AND AWARDS

of the technical, legal, and economic forces that must coalesce to deploy carbon dioxide capture and geologic sequestration as a viable technology within a large CO<sub>2</sub> reduction strategy. In *The Citizen Solution* (Minnesota Historical Society Press, 2008), Boyte celebrates the everyday citizen's power to make change. He writes about the renewed civic movement in America to come together as citizens to shape our lives and communities, without needing the prodding or assistance of government. Boyte uses personal experiences and the civic heritage of Minnesotans to articulate his case.

### New to the Institute

**Yingling Fan** has accepted a position as an assistant professor of urban planning at the Institute. She will begin fall semester. A native of China, Fan holds a B.S. in transportation engineering from Southeast University in Nanjing, China, and a doctorate in city and regional planning from the University of North Carolina at Chapel Hill. Fan comes to the Humphrey Institute from the College of Urban Planning and Public Affairs at the University of Illinois at Chicago. Her dissertation, titled "The Built Environment, Activity, Space, and Time Allocation: An Activity-based Framework for Modeling the Land-Use and Travel Connection," was nominated for the 2008 Graduate Dean's Distinguished Dissertation Award.



**Dawn M. Fish** has joined the Institute as senior director of development. Her past experience includes serving as executive director of the John T. Petters Foundation; an assignment

as vice president of advancement and communications for Scholarship America, a national scholarship fundraising organization; and seven years as director of development with the University of Minnesota's Diabetes Institute for Immunology and Transplantation.

*Continued on page 16*

Dean **J. Brian Atwood** received the Dr. Jean Mayer Global Citizenship Award from the Institute for Global Leadership at Tufts University in February. The award was established in 1993 to honor the former Tufts president by bringing to campus distinguished practitioners to challenge and inspire Tufts students. The award citation reads as follows:

*"In recognition of your lifetime of stellar leadership and distinguished public service around the globe; in admiration for the extraordinary portfolio of your activities, tackled with integrity and vigor; for your tireless efforts at government reform and more focused development strategies in one of the most distinguished tenures as the Administrator leading the U.S. Agency for International Development; and for your commitment to the nurturing and support of the concept of international public citizenship."*

Humphrey Institute graduate student **Mohamed Bakri** received a 2007 Jack Kent Cooke Graduate Scholarship. Bakri is a 2006 *summa cum laude* graduate from the University of Minnesota. With the support of the Cooke Scholarship, Bakri began work toward a master's degree in public affairs at the Institute last fall. An outspoken advocate for democracy, religious tolerance, and women's rights, Bakri won recognition in journalism, poetry, and drama before leaving his native Sudan as a political refugee in the late 1990s. He and his family settled in Minnesota, where he began taking classes at Century College before transferring to the University of Minnesota.



For 20 years, **Don Brauer** has offered guidance, motivation, and personal experience to Humphrey Institute students through the alumni mentor program. With gratitude, the University awarded Brauer—a University graduate with master's degrees in public planning and political science—the Alumni Service Award in October.

Professor **John M. Bryson** received the Charles H. Levine Memorial Award for Excellence in Public Administration. Given jointly by the American Society for Public Administration (ASPA) and the National Association of Schools of Public Affairs (NASPAA), the award recognizes a public administration faculty member who demonstrates excellence in teaching, research, and service. Bryson is the first faculty member from the Humphrey Institute to receive this award.

Humphrey Institute community members were recognized as outstanding community partners by the University of Minnesota's Campus Community Coordinators Alliance at the University's second annual Public Engagement Day in April. Congratulations to **CHANCE**, a student-founded initiative to connect the Institute with the Cedar-Riverside neighborhood; the **Jane Addams School for Democracy**, a community outreach initiative of the **Center for Democracy and Citizenship**; and Humphrey Institute graduate student **Adam Maleitzke**, director of U-PLAN, a nonprofit community planning studio that provides planning and design support to businesses, residents, and organizations along the University Avenue corridor in St. Paul.

*Continued on page 16*

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Dennis Donovan

**Dennis Donovan**, research fellow in the **Center for Democracy and Citizenship**, received the 2008 Outstanding Community Service Award from the University of Minnesota in April. Established in 1999 by President Robert H. Bruininks, the award recognizes members of the University community who have devoted their time and talent to make substantial, enduring contributions to the community and to improving public life and the well-being of society. Donovan is the national organizer for Public Achievement, a theory-based practice of citizen organizing to do public work for the common good.



Arvonne Fraser

Senior Fellow Emerita **Arvonne Fraser** and Humphrey Institute advisory council member **Tom Swain** received Outstanding Achievement Awards (OAA) from the University of Minnesota this academic year. One of the University's most prestigious awards, the OAA is conferred upon graduates who have attained unusual distinction in their fields or in public service.



Samuel L. Myers, Jr.

Professor **Samuel L. Myers, Jr.**, director of the **Roy Wilkins Center for Human Relations and Social Justice**, has been elected a fellow in the National Academy of Public Administration (NAPA). Fellows provide leadership, analysis, and recommendations on projects commissioned by Congress, federal

agencies, state and local governments, and the private sector. He joins Professor Emeritus and former Dean **Harlan Cleveland** (class of 1968), Professor and former Dean **John Brandl** (class of 1994), Professor **John Bryson** (class of 2005), and Dean **J. Brian Atwood** (class of 2006).

Associate Professor **Melissa Stone**, director of the **Public and Nonprofit Leadership Center** and chair of the public and nonprofit leadership area, received a 2008 Distinguished Teaching Award from the University of Minnesota. This award honors outstanding contributions to post-baccalaureate, graduate, and professional education. Honorees are inducted into the Academy of Distinguished Teachers. Stone joins previous Humphrey Institute recipients Professor **Ragui Assaad** (2005) and Associate Professor **Deborah Levison** (2006).



Elizabeth Wilson

Assistant Professor **Elizabeth Wilson** was named a 2008 recipient of the University of Minnesota's McKnight Land-Grant Professorship. Established in 1987, this prestigious research award aims to nurture the careers of the University's most promising junior faculty members. The professorship includes significant research funding, which Wilson will use to advance her research related to climate change and energy needs within a carbon-managed world. Her recent work examines the regulatory and legal contexts for the deployment of carbon capture and sequestration technologies.

From page 15



Kaye Husbands Fealing

**Kaye Husbands Fealing**, a visiting professor in economics and trade policy, joined the science, technology, and public policy area in January. She is on leave from

her current position as the William Brough Professor of Economics at Williams College in Williamstown, Massachusetts. Her previous work with the National Science Foundation gives her broad expertise in science policy development. Husbands Fealing earned a Ph.D. in economics from Harvard University and a bachelor's degree in mathematics and economics from the University of Pennsylvania.



Greg Lindsey

**Greg Lindsey** will join the Humphrey Institute in August as associate dean. He succeeds Professor Emeritus **John S. Adams**. Lindsey previously served as a planning professor

and as associate dean of Indiana University's School of Public and Environmental Affairs, the top-rated public affairs program at a public university in the country. Lindsey earned a doctorate in geography and environmental engineering from The Johns Hopkins University. His research interests include environmental and land-use planning, decision making, and management.

**V.P. 101: Walter Mondale in the classroom**



Walter F. Mondale

Last fall, Vice President **Walter F. Mondale** returned to the classroom to teach a course on "America's

Constitutional Crisis, 1946 to Present." Co-taught with Professor **Lawrence Jacobs**, the undergraduate course took students through key conflicts between 20th century presidents and Congress, from Truman's attempted seizure of U.S. steel mills in 1952 to George W. Bush's proposal for treating detainees, which limited their constitutional rights under the rules of war. Said Humphrey Institute student **Zach Bikus**, who signed up for the class even though it did not count toward his Master of Public Policy degree, "The opportunity to learn about the most defining moments in American history from a man who had such a large role in them was too good to pass up."

#### Humphrey Institute 2.0

Research, teaching, and outreach have gone viral at the Humphrey Institute. A grant-funded initiative led by Humphrey Institute student **Graham Lampa**, "Emphasizing the 'Public' in Public Affairs," has successfully advanced the Humphrey Institute's public outreach efforts by leveraging the new media technology of blogging. Since the launch of the **Center for Democracy and Citizenship's** "By the People" blog, the first weblog funded through this initiative, five research centers (and counting) are hosting research-driven blogs. The blogs can be found at <http://blog.hhh.umn.edu/>, a one-stop site that aggregates content from all Humphrey Institute blogs.

#### 2008 Hubert H. Humphrey Public Leadership Awards

The Humphrey Institute honored **Ward B. Chamberlin, Jr.**, public broadcasting pioneer and co-founder of AFS Intercultural Programs; **Jane C. Freeman**, Minnesota's former First Lady and longtime political activist; and the Honorable **Al Quie**, former governor of Minnesota, at the 2008 Humphrey Public Leadership Awards dinner in June. The awards ceremony also

recognized the public service of Humphrey Institute alumnae **Jennifer Godinez**, associate director of Minnesota Minority Education Partnership, and **Kiely Todd Roska**, executive director of the Minnesota Religious Coalition for Reproductive Choice, for her commitment to advancing leadership opportunities of young women in Minnesota.

#### In Memoriam: Regents Professor Emeritus G. Edward Schuh dies at 77



G. Edward Schuh

Regents Professor Emeritus **G. Edward Schuh** died on May 4, 2008, due to complications following heart surgery. He was 77 years old. An expert in the areas of

economics and agriculture, with particular interest in agricultural and food policy, economic development, international trade, and exchange rate policy, Schuh held joint appointments in the University's Humphrey Institute of Public Affairs, Department of Applied Economics, and Department of Economics. He served as head of the then-Department of Agricultural and Applied Economics from 1979 to 1984 and as dean of the Humphrey Institute from 1987 to 1997. In the intervening period, he was the director of agriculture and rural development for the World Bank in Washington, D.C. From 1996 until his retirement in 2006, Schuh served as director of the **Orville and Jane Freeman Center for International Economic Policy** in the Humphrey Institute.

For his work in developing agricultural economics research and teaching institutions in Brazil, Schuh was named the first "Legendary Member" of the Brazilian Society of Rural Economics and Sociology in 2004. He also received Brazil's highest scientific award, the National Order of

Scientific Merit, Gra Cruz, the equivalent of the U.S. Presidential Medal of Freedom. This May, Schuh was named a recipient of the 2008 President's Award for Outstanding Service from the University of Minnesota. This award recognizes exceptional service to the University, its schools, colleges, departments, and service units by University faculty and staff members. Recipients of this award are recognized for going well beyond their regular duties and have demonstrated an unusual commitment to the University community.

#### Investments in the Institute

At this time, charitable support for the Institute is running 48% ahead of last fiscal year. Included in this success are three endowed fellowships: one for students studying women and public policy, one for students with public leadership promise, and one for students under-represented in the housing and community development fields. The **Alumni Tuition Grant Program**, which provides valuable financial aid to second-year students, also has increased donations by 28%, compared with the last year.

To learn more about investing in the Humphrey Institute, contact Dawn M. Fish at (612) 625-9588 or [dawnfish@umn.edu](mailto:dawnfish@umn.edu).

**TENURED AND TENURE-TRACK FACULTY**

**John Adams, Professor and Associate Dean**

Housing policy; housing finance and markets; American cities; local, state, and regional economic development policy; land use; urban planning; urban sprawl.

**Ryan Allen, Assistant Professor**

Immigrant and refugee policy; social networks; urban planning in diverse communities.

**Ragui Assaad, Professor**

International economic development; labor market analysis; politics and economics of the Middle East and North Africa; urban planning; poverty in developing countries; quantitative methods; women's work in developing countries.

**J. Brian Atwood, Professor and Dean**  
Former Administrator of USAID.

International development; foreign assistance; the United Nations; UN peacekeeping operations; policy leadership; post-conflict reconstruction; government reform.

**Michael Barnett, Professor**  
**(Harold Stassen Chair of International Relations)**

The Middle East; international affairs; international organizations; humanitarianism.

**John E. Brandl, Professor**

Former Minnesota State Senator. Social policy; state finance; education policy; politics.

**John M. Bryson, McKnight Presidential Professor of Planning and Public Affairs and Associate Dean**

Public leadership; policy entrepreneurship; strategic management of public and nonprofit organizations; project management; collaboration; government and nonprofit organization innovation and reform; design and management of public participation processes.

**Jason Cao, Assistant Professor**

Land use and transportation interactions; transportation planning and policy; travel behavior analysis and demand modeling; neighborhood design and public health; mobility of transportation-disadvantaged people.

**Nancy N. Eustis, Professor**

Aging and disability policy; long-term care policy; health care for the elderly; policy toward people with disabilities; program evaluation.

**Katherine Fennelly, Professor**

Immigration and public policy; diversity and cross-cultural relations; health and public policy; leadership in the public sector.

**Greta Friedemann-Sánchez, Assistant Professor**

International development; occupational stress by gender; health services research.

**Edward G. Goetz, Professor (chair, regional policy and planning area)**

Housing policy, markets; community economic development; politics of urban and regional planning, growth management strategies; urban planning; urban poverty; urban sprawl.

**Maria Hanratty, Associate Professor**

Health care; medical economics, economics of poverty; comparative social welfare institutions.

**Stephen A. Hoenack, Professor**

Higher education policy; K–12 innovation, reform, policy; economic behavior within organizations; economic development and education in developing countries; econometrics; government innovation, reform; organizational planning; women and gender equity.

**Lawrence R. Jacobs, Professor**  
**(Walter F. and Joan Mondale Chair for Political Studies and chair, politics and governance area)**

Presidential and legislative politics; elections and voting behavior; public opinion and polling; Social Security and health care policy; American political history; Midwestern swing states; third party politics.

**Kenneth H. Keller, Professor and President Emeritus**

Science and technology policy; global technology development; technology in health care; energy policy; the environment.

**Sally J. Kenney, Professor**  
**(chair, social policy area)**

Women, law, and public policy; judicial selection; women judges; women and electoral politics; the European Union; employment discrimination; feminist organizations.

**Morris M. Kleiner, Professor**  
**(AFL–CIO Chair of Labor Policy)**

Public policies on work and pay; role of labor unions in democratic societies; human resource policies and organizational performance.

**Robert T. Kudrle, Professor**  
**(Orville and Jane Freeman Chair in International Trade and Investment Policy and chair, global policy area)**

Competition policy; tax policy; policy problems of globalization; international economic policy cooperation.

**Jennifer Kuzma, Associate Professor**  
**(chair, science, technology, and environmental policy area)**

Biotechnology policy; biochemistry/molecular biology; regulatory policy; risk analysis; renewable energy programs; nanotechnology policy.

**Deborah Levison, Associate Professor**

Child labor and education in poor countries; gender issues; population studies; labor economics; child care.

**Ann Markusen, Professor**

Arts, culture, and economic development; regional economics and planning; industrial organization; economic development, local, state, regional; industrial and occupational planning; economic impact of high technology, military spending.

**Samuel L. Myers, Jr., Professor**  
**(Roy Wilkins Professor of Human Relations and Social Justice)**

Microeconomic policy analysis; racial inequality and public policy; analysis of discrimination; racial disparities in test scores; anti-racism programs; government procurement and contracting; credit and housing markets; child protective services; violence analysis; science and engineering workforce; academic labor markets; race-neutral remedies.

**Jodi Sandfort, Associate Professor**

Nonprofit management; welfare, workforce, and early childhood policy; social policy implementation.

**Carissa Schively Slotterback, Assistant Professor**

Environmental and land-use planning; public participation; planning decision making; plan implementation; sustainable development.

**Joe Soss, Professor**  
**(Cowles Chair for the Study of Public Service)**

Welfare reform; organization and governance of social policy; public service; politics of inequality and poverty; role of race, class, and gender in public affairs.

**Melissa Middleton Stone, Associate Professor**  
**(Gross Family Professor of Nonprofit Management and chair, public and nonprofit leadership area)**

Nonprofit management and governance; government-nonprofit relationships; cross-sectoral partnerships.

**Judy Temple, Associate Professor**

Public economics; economics of education; early childhood education; cost-benefit analysis; policy evaluation.

**Elizabeth Wilson, Assistant Professor**  
**(McKnight Land-Grant Professor)**

Energy and environmental policy; regulatory and legal analysis of emerging technologies; climate change;

geologic carbon sequestration; public perception of emerging technologies.

**Zhirong (Jerry) Zhao, Assistant Professor**

State and local public finance; nonprofit management; public management; performance; budgeting; GIS applications in public affairs.

**SENIOR FELLOWS, FELLOWS, AND OTHER FACULTY**

**Steve Andreasen, Lecturer**

National security; foreign and defense policy; arms control; nuclear weapons; nuclear proliferation; missile defense; intelligence; crisis management.

**Richard Bolan, Professor Emeritus**

Planned social change; planning theory; social and environmental planning; planning in Central and Eastern Europe.

**Harry C. Boyte, Senior Fellow**

Civic engagement; theory and practice of democracy; citizen politics; citizen professionalism; international democracy promotion; national service initiatives.

**Barbara C. Crosby, Associate Professor**

Leadership and public policy; women in leadership; media and public policy; strategic planning; leadership in transnational contexts; leadership and cross-sector collaboration.

**Gary DeCramer, Senior Lecturer**

Former Minnesota State Senator. Political leadership; reflective practice; program evaluation; rural development; transportation policy; cooperative development.

**Dennis Donovan, Research Fellow**

Theory and practice of democracy; civic engagement; citizen politics; culture change in K–12 settings; strategies for public engagement of K–12 and university students; democracy building in international settings.

**Kaye Husbands Fealing, Visiting Professor**

Global trade and economics; science policy development.

**Steve Kelley, Senior Fellow**

Former Minnesota State Senator. Science, technology, engineering, and mathematics (STEM) education policy; telecommunications and information technology policy.

**Jay Kiedrowski, Senior Fellow**

Former Minnesota Commissioner of Finance. Financial management; federal, state, and local budgeting and deficits; organizational development; leadership; public and nonprofit management; innovative reforms for public and nonprofit organization; state and local government.

**LaJune Lange, Senior Fellow**

Retired State of Minnesota trial court judge. Legal and constitutional standards for discrimination in state and federal courts; civil rights; human rights.

**Lee W. Munnich, Jr., Senior Fellow**

Transportation policy; economic development; state and local finance; industry clusters; science and technology policy; planning; public finance; value pricing.

**Joe Nathan, Senior Fellow**

Charter public schools; parent and community involvement; school choice programs; legislation and research; youth community service; public education reform.

**Helzi Noponen,**

**Visiting Associate Professor**

Microfinance; international development.

**Tim Penny, Senior Fellow**

Former U.S. Congressman from Minnesota. Agriculture; federal and public sector budgeting; federal budget deficit/surplus; leadership; politics, political parties; Social Security; transportation, planning, finance; veterans policy.

**Joe Ritter, Associate Professor**

Labor markets and macroeconomics; macroeconomic data; incentives in employment relationships.

**Nan Skelton, Fellow**

Civic engagement; youth policy, including making the connection between in-school learning and out-of-school time; neighborhood and community development, particularly in areas with immigrant populations.

**Paul Stone, Lecturer**

American political and institutional history; behavior in American public life; Minnesota political history.

**Steve Sviggum, Instructor**

Commissioner of the Minnesota Department of Labor and Industry. State finance; leadership; taxation; education funding and policy; labor management; special legislative sessions.

**Vin Weber, Senior Fellow**

Former U.S. Congressman from Minnesota. Agriculture; federal and public sector budgeting; federal budget deficit/surplus; government finance; politics and political parties; state government; welfare system.

**Karen Anderson**

*Former Mayor, City of Minnetonka*  
Minnetonka, Minnesota

**J. Brian Atwood (Ex-officio)**

*Dean, Humphrey Institute of Public Affairs*  
University of Minnesota  
Minneapolis, Minnesota

**Peg Birk**

*Of Counsel, Briggs and Morgan, P.A.*  
Minneapolis, Minnesota

**Jill Buckley**

*Consultant, Former Assistant Administrator,*  
U.S. Agency for International Development  
San Francisco, California

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*Executive Director,*  
The Center for Public Integrity  
Washington, District of Columbia

**Mary Choksi\***

*Managing Director,*  
Strategic Investment Group  
Arlington, Virginia

**Jay Cowles**

*President, Unity Avenue Associates*  
Minneapolis, Minnesota

**Deborah Cundy**

*Assistant Dean, External Relations,*  
Carlson School of Management,  
University of Minnesota  
Minneapolis, Minnesota

**Charles M. Denny, Jr. (Chair Emeritus)**

*Former Chairman and CEO,*  
ADC Telecommunications  
Minneapolis, Minnesota

**Caren Dewar**

*Executive Director,*  
Urban Land Institute–Minnesota  
Minneapolis, Minnesota

**Marion Etwiler (Honorary)**

*Former President and CEO,*  
The Minneapolis Foundation  
Minneapolis, Minnesota

**Jane C. Freeman**

*Former President, Girl Scouts USA,*  
*Former First Lady of Minnesota*  
Minneapolis, Minnesota

**Hon. Bill Frenzel (Honorary)**

*Guest Scholar, Brookings Institution*  
Washington, District of Columbia

**Joan Anderson Growe (Honorary)**

*Former Minnesota Secretary of State*  
Minneapolis, Minnesota

**Keith Halleland (Chair)**

*Founder and Shareholder,*  
Halleland, Lewis, Nilan, & Johnson, P.A.  
Minneapolis, Minnesota

**Hubert (Buck) H. Humphrey IV**

*(Honorary)*  
*Consultant, ASI Communications, Inc.*  
Minneapolis, Minnesota

**Mark Irion\***

*CEO, Dutko Worldwide*  
Washington, District of Columbia

**James A. Johnson**

*Vice Chairman, Perseus, LLC*  
Washington, District of Columbia

**Bernadine Joselyn\***

*Director of Public Policy and Engagement,*  
Blandin Foundation  
Grand Rapids, Minnesota

**Geri M. Joseph (Chair Emerita)**

*(Honorary)*  
*Former Ambassador to the Netherlands*  
Minneapolis, Minnesota

**Shar Knutson**

*President, Saint Paul Area Trades and Labor Assembly, AFL-CIO*  
Saint Paul, Minnesota

**Jay Kiedrowski\***

*Senior Fellow,*  
Public and Nonprofit Leadership Center,  
Humphrey Institute,  
University of Minnesota  
Minneapolis, Minnesota

**Reatha Clark King, Ph.D.**

*Former President and Board Chair,*  
General Mills Foundation  
Minneapolis, Minnesota

**Peggy Leppik**

*Member, Metropolitan Council*  
Golden Valley, Minnesota

**Peggy Lucas**

*Founding Partner,*  
Brighton Development Corporation  
Minneapolis, Minnesota

**Whitney MacMillan**

*Former Chairman, Cargill, Inc.*  
Minneapolis, Minnesota

**Hon. Walter F. Mondale**

*Senior Counsel, Dorsey & Whitney L.L.P.*  
Minneapolis, Minnesota

**Vance Opperman**

*President and CEO, Key Investment, Inc.*  
Minneapolis, Minnesota

**Roger Parkinson**

*Chairman, University of Toronto Press*  
Toronto, Ontario, Canada

**Bill Pearce**

*Former Vice Chairman, Cargill, Inc.*  
Minneapolis, Minnesota

**Mitch Pearlstein, Ph.D.**

*Founder and President,*  
Center of the American Experiment  
Minneapolis, Minnesota

**Paula Prael\***

*Vice President of Public Affairs,*  
Best Buy Co., Inc.  
Richfield, Minnesota

**Dave Richardson\***

*Partner, Artemis Strategy Group*  
Fairfax, Virginia

**Steve Rothschild**

*Founder and Chairman, Twin Cities RISE!*  
Minneapolis, Minnesota

**Kate Rubin**

*President,*  
Minnesota High Tech Association  
Minneapolis, Minnesota

**Hussein Samatar**

*Executive Director,*  
African Development Center  
Minneapolis, Minnesota

**Jim Seifert**

*Vice President and General Counsel,*  
Bemis Corporation  
Minneapolis, Minnesota

**Jim Solem\***

*Former Commissioner,*  
Minnesota Housing Finance Agency  
*Regional Administrator, Metropolitan Council*  
Saint Paul, Minnesota

**Ed Spencer (Chair Emeritus) (Honorary)**

*Former Chairman and CEO,*  
Honeywell, Inc.  
Wayzata, Minnesota

**Tom Swain**

*Mayor, City of Lilydale*  
*Former Executive Vice President,*  
The St. Paul Companies/Travelers, Inc.  
Lilydale, Minnesota

**Hon. John R. Tunheim**

*U.S. District Judge, District of Minnesota*  
Minneapolis, Minnesota

**Ruth Usem**

*Philanthropist and Community Leader*  
Minneapolis, Minnesota

**Ted Van Dyk**

*Columnist, Seattle Post-Intelligencer*  
Seattle, Washington

**Charlie Weaver**

*Executive Director,*  
Minnesota Business Partnership  
Minneapolis, Minnesota

**Pam Wheelock**

*EVP and CFO,*  
Minnesota Sports and Entertainment  
Saint Paul, Minnesota

**Dan Whalen\***

*Philanthropist, Whalen Family Foundation*  
Oakland, California

\*These members of the Advisory Council also are graduates of the Humphrey Institute.

**Statement of Financial Position for Fiscal Year Ending June 30, 2008 (projected)**

<b>Revenues</b>	<b>Projected</b>	<b>Expenditures</b>	<b>Projected</b>
Grant and Contract Revenue	\$ 4,421,325	Grant and Contract Expenses	\$ 4,421,325
Tuition and Student Fees	5,439,563	Faculty and Teaching Professionals (Salaries and Fringe Benefits)	3,682,082
State Subsidy	5,911,815	Administrative and Instructional Professionals (Salaries and Fringe Benefits)	2,896,215
Endowment Earnings Paid Out*	2,498,545	Civil Service/Bargaining Unit Personnel (Salaries and Fringe Benefits)	2,092,238
Outright Gifts	942,000	Student Support (Salaries and Tuition Benefits)	1,033,559
External Consulting and Educational Sales	515,000	Student Support (Scholarships and Awards)	607,512
Indirect Cost Recovery	444,112	General Operations (Non-salary, including Contracts)	1,743,833
Reserve Funds	1,498,189	Reserve Funds	1,812,846
Other Income (One-time transfers, etc)	868,629	University Assessments	4,249,569
<b>Total Revenue</b>	<b>\$ 22,539,178</b>	<b>Total Expenditures</b>	<b>\$ 22,539,179</b>
<p><i>* As of May 22, 2008, the Humphrey Institute's endowment balance stands at \$75,362,477; it is among the highest endowments at public affairs schools in the country.</i></p>			

**Definition of Terms**

**Grant and Contract Revenue:** Funds provided by external sources that are administered through the University's Sponsored Projects Administration. These funds are restricted for use in accordance with the purpose of the granting agency and cannot be used for general operating support.

**State Subsidy:** This revenue is called "General Operations and Maintenance" and is the allocation the Humphrey Institute receives from the University's Board of Regents, based on money the State Legislature appropriates to the University of Minnesota.

**Indirect Cost Recovery:** This revenue is dependent upon external grant and contract expenditures. Some grant and contract awards are charged overhead as a percentage of total expenditures. This overhead is returned to the Institute to use on an unrestricted basis.

**University Assessments:** The University's budget model charges the Institute and other collegiate units fees based on their share of actual costs to the institution.

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**Editorial:** Julie C. Lund  
**Contributing writer:** Jamie B. Proulx  
**Graphic design:** Carr Creatives; Evans Stark Design  
**Photography:** Dawn Vilella, Paula Keller, Tim Rummelhoff, Bill Alkofer

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UNIVERSITY OF MINNESOTA

300 Humphrey Center  
301 - 19th Avenue South  
Minneapolis, MN 55455  
Phone: (612) 626-8910  
[www.hhh.umn.edu](http://www.hhh.umn.edu)