The Schar School Launches New Hayden Center

Inaugural Event Examined Global Attack on Facts and Truth

October 3, 2017 was another auspicious day for the Schar School. On that day, the Michael V. Hayden Center for Intelligence, Policy, and International Security was launched. This was followed by the first in a three-part series of major events focused on Truth Tellers in the Bunker. This event focused on how those committed to delivering fact-based information are under attack around the world, and intentionally so.

For more information, see page 3.
The Schar School is proud of the work by its faculty both in the classroom and externally. Faculty members are active in the community, commenting in media on their areas of expertise, speaking at professional conferences, and publishing studies that influence scholarship and public policy debates. At the core of our activities are various research and policy centers. Two of our many notable centers, one new and one that has existed for quite a few years, are, the Michael V. Hayden Center for Intelligence, Policy, and International Security and the Terrorism, Transnational Crime and Corruption Center (TraCCC), are highlighted in this newsletter.

Professor Michael Hayden, founder of the Hayden Center, this year has taken on the theme of Truth Tellers in the Bunker. The center’s inaugural event, Evidence-Based Institutions in a Post-Truth World, is described in this newsletter. Two more events will be presented under this aegis – watch for announcements of them in April. One will examine truth-telling in academe, the other with truth-telling in the popular culture/entertainment world.

Professor Louise Shelley, director of TraCCC, has been active internationally with research, lectures, and testifying before Congress. She has joined with Professor David C. Williams, formerly the Inspector General of the Postal Service (and several other agencies), to study the nation’s opioid crisis.

Two years ago, the Carnegie Classification recognized George Mason University as a “Highest Research Activity (R-1)” university. The Schar School is doing its share to maintain that classification. Over this past year, we have increased the number of proposals submitted to the federal government, state governments, and foundations. And, perhaps more importantly, we have increased our success rates. Our Office of Research staff is featured in a set of interviews in this newsletter. In addition, the research of our faculty members has attracted the attention of local, regional, and national newspapers, radio shows, and TV outlets, among other media. Rarely a day goes by that the University’s listing of faculty-in-the-news does not include at least one or two of our professors.

We are proud of the accomplishments of our faculty and staff. And we are especially proud of our graduates. In this newsletter, we introduce the work of one of our graduates who has founded a non-profit organization to help teen parents in the Washington, D.C., area. Her work has not stopped there, as she is expanding the organization to other cities across the nation. Her commitment to advancing the public good represents the best of the Schar School. Our faculty, staff, and students are committed to assuring that the next generation of leaders will be ever more creative and strategic in finding solutions to the challenges that communities face both domestically and abroad. They are helping to shape the policy leaders of tomorrow. I hope that you see this in our newsletter and that you see it in the Schar School. Visit our website and learn even more about us.

Mark J. Rozell

Dean, Schar School of Policy and Government
Ruth D. and John T. Hazel Chair in Public Policy
This past October saw the formal launch of the Michael V. Hayden Center for Intelligence, Policy, and International Security. Founded by Michael V. Hayden, General (Ret-USAF), former director of both Central Intelligence Agency and National Security Agency, and first Principal Deputy Director of National Intelligence, the Hayden Center seeks to examine intelligence and its interplay with US national security, including:

- How it works, what defines success and failure, what are its limits, and what the President and key decision-makers should realistically expect;
- The role of intelligence—stealing secrets and providing context—and intelligence professionals in an age of information abundance, particularly in relation to other elements of government and the private sector;
- The essential role of espionage in preserving security and liberty in America and providing stability abroad;
- The persistent concerns about the politicization of intelligence;
- Oversight and governance of intelligence in an era when demands for transparency are growing and leaks, unauthorized disclosures, and insider threats persist; and
- The explosion of technology and how it helps and hinders intelligence.

In addition to examining broader issues related to intelligence, the Hayden Center also explores more topical and timely concerns of the day, providing recommendations and solutions to decision-makers that are based on expert observations gleaned from years of experience. As part of this effort, the Hayden Center will sponsor a series of public speaking events and private policy breakfasts moderated by General Hayden.

The first event was held on October 30, 2017, at the National Press Club on the theme of *Truth Tellers in the Bunker: Evidence-Based Institutions in a Post-Truth World*. Over 300 attendees gathered for the 90-minute panel discussion examining how those committed to delivering fact-based information are under attack around the world, and intentionally so. Panelists included James R. Clapper, former Director of National Intelligence; Jack Goldsmith, Professor, Harvard Law School and former Assistant Attorney General; Mark J. Rozell, Dean, Schar School of Policy and Government; and Nicolle Wallace, NBC News political analyst and former White House Communications Director.
“[President] Trump is emblematic of something going on around the world,” said James Clapper. “There is a general resentment of traditional government.”

The discussion was centered around current events, namely the turmoil surrounding the current administration regarding what the federal indictments of those close to the President mean to the institutions of law enforcement, media and academia, especially when the president himself calls the investigation a hoax.

“I am shocked at the attack on the special prosecutor,” said Nicolle Wallace. As for the small margin for error in modern journalism, Wallace added, “I would posit journalism has never been truer or more accurate” despite constant negative questioning.

Directed by Laurence M. Pfeiffer, former senior director of the White House Situation Room and chief of staff at the CIA, the Hayden Center also will benefit from the guidance of two groups including a Board of Advisors and a Faculty Advisory Committee. New initiatives will be added as the center grows, including policy papers, additional speaker series featuring Schar School faculty, sponsored events in major cities across the United States and world, a Distinguished Fellows program, and the establishment of awards and scholarships.

“Effective espionage under the rule of law is not just compatible with a modern democracy; it is essential to it. But less obvious is the role of intelligence in preserving liberty,” says General Hayden. “In my experience, rarely has something so essential to liberty and security been so misunderstood by the population it serves. The Hayden Center seeks to address such questions and will build upon a solid work of scholarship, talented and interested faculty, and a sponsor in the Schar School who shares that ambition.”

For more information, visit http://www.haydencenter.gmu.edu.
The Alumni Scholarship Fund

In December 2017, the Office of Development and Alumni Relations announced the creation of The Alumni Scholarship Fund dedicated to students of George Mason University’s Schar School of Policy and Government.

The Alumni Scholarship Fund facilitates student growth and promotes academic success. Support from this Fund enriches student learning opportunities, leadership development, and ensures that the Schar School experience remains every bit as transformational as it always has been.

The scholarship is a one-time award in the amount of $1,500 to both graduate and undergraduate students. In the Fall 2017 semester alone, the Fund provided 31 students with scholarships, raised the acceptance rate by prospective students to 80 percent of all applicants, and outperformed every other type of merit aid awarded by the Schar School over the last three years.

Alumni and friends play an integral role in attracting and retaining the brightest students here. Recalling our own experiences, we can appreciate the importance of maintaining an enriched environment for students to pursue their education, regardless of their financial circumstances.

Giving to the Alumni Scholarship Fund is a clear message to current students and faculty that they can count on the support of the alumni community. For our students, it means the chance to embark on a career advancing public good by helping to solve problems across both the private and public sectors and achieve a lifelong goal. It also enables the Schar School to continue to recruit and retain students in an increasingly competitive market. Many of our initiatives, accomplishments, and scholarships would not be possible without generous contributions from alumni and friends.

A gift to the Alumni Scholarship Fund is an investment in all of the dedicated students at the Schar School and helps students like Paul to have a powerful effect on our world. Your support is a critical part of the Schar School of Policy and Government’s continued success. Be there for Schar School students by filling the gap between their resources and their educational costs.

Every contribution truly does make a difference.

To make a gift, visit: schar.gmu.edu/scholarship

Continued financial commitment is crucial. For every dollar given to this scholarship, the Schar School will receive a one-to-one match, up to $500K! This is a rare opportunity to have an investment in the Schar School doubled!

For more information, visit: schar.gmu.edu/engage/give/alumni-scholarship-endowment

If you wish to learn more about our initiatives or desire to arrange a meeting to discuss new and innovative ways to support our students, please contact:

Zavin R. Smith, Director of Development & Alumni Relations
Phone: 703.993.4035 | Email: zsmith@gmu.edu
Schar School of Policy and Government
3351 Fairfax Drive, MS 3B1 | Arlington, VA 22201

“This just made my day! Thank you so much for this recognition! This helps me so much with my graduate school decision.”
– Paul Helfgott ’17 GVIP ’19 MPP, Alumni Scholarship Recipient

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GEORGE MASON UNIVERSITY
The Schar School and The Washington Post Partnership: In Virginia and Beyond

The Schar School and The Washington Post joined forces in 2016 to conduct a series of political polls in Virginia. The strategic partnership, designed to illuminate voter sentiment on a broad range of political and public policy issues in Virginia, became a catalyst for further collaboration.

The timeliness of these poll results, and the remarkable accuracy with which they forecasted results, has further established the Schar School of Policy and Government as a top-notch research and policy institute.

“Through this series of polls, the Schar School and The Post will contribute to the public’s understanding of policy issues and elections, which is central to our mission as the state’s largest public policy program,” said Mark J. Rozell, dean of the Schar School.

A series of polls on key Virginia issues proved so valuable and insightful that the partnership was extended beyond Virginia to other key issues on a national scale. In the high-stakes Alabama senatorial elections, while other polls around the country and in Alabama had Republican Roy Moore winning, only The Washington Post-Schar School poll and Fox News predicted a victory by Democratic underdog Doug Jones.

“The Post and we did it the right way,” said Rozell. “All of the other polling organizations used automated calls or online polling. Even though it is more expensive, our poll had actual people doing live interviews of eligible voters likely to vote.”

Having access to the raw data collected through these polls gives the Schar School faculty and students an opportunity to take a deeper dive into the issues of public concern. Mason’s staff of nationally recognized political scientists and public policy scholars will provide insight and analysis of the data. Students will also have the opportunity to study the data for their research.

“This is important to our mission as a top-tier research institution. Having original polling data that we can mine can give us a deep understanding of political and policy issues,” said Rozell.

The Washington Post-Schar School poll is now three for three in major elections. In addition to the Alabama senate race, the poll accurately anticipated Hillary Clinton would win Virginia by 5 percent over Donald Trump in the 2016 presidential election. In the Nov. 7 Virginia governor’s race, the poll projected Democrat Ralph Northam would defeat Republican Ed Gillespie by 5 percent, with a 4 percent margin of error. Northam won by 9 percent.
Mind the GAP: A Conversation on Gender Disparity in Elected Office

This past fall, the Schar School hosted the Second Annual Tolchin Symposium, bringing together a panel of national- and state-elected women leaders to discuss issues of gender disparity in electoral office. Named for the late Schar School professor of political science, Susan Tolchin, the symposium was organized under the Gender and Politics (GAP) initiative that is led by Schar School professors Bonnie Stabile and Toni-Michelle Travis.

Moderated by NPR’s/ABC’s Cokie Roberts, the panelists included 22-year judge Diana Becton, the first woman District Attorney for Contra Costa County, California; Eleanor Holmes Norton (D), Congresswoman, District of Columbia since 1991 and the first woman to serve as Chair of the US Equal Employment Opportunity Commission; and Kathleen Kennedy Townsend (D), first woman Lieutenant Governor of Maryland. Sharing experiences from both sides of the political divide, the discussion sought to promote a public conversation on the gender disparities in all levels of electoral offices.

“In the US, women occupy about 20 percent of elected offices even though they are 50 percent of the population. There is a strong global sentiment for proportional representation. That is a widely shared democratic value and we’re not anywhere near it,” remarked Stabile. Becton added that “95 percent of elected prosecutors are men, and, of those, 79 percent are white men.” Subsequently, issues of perception come into play. Cokie Roberts, whose mother Lindy Boggs served in Congress, noted the issue of implicit bias when it comes to visualizing who holds political office.

“We don’t know what a powerful woman looks like. Having a discussion about this in an open forum makes people aware of their own implicit biases and promotes conversation that will ultimately drive change to more and more women running for local and national elective office,” added Stabile.

In moving the conversation into action, the role of young women is key. In the upcoming year, Stabile plans to establish a local chapter of IGNITE, a national non-partisan organization that provides exposure and opportunity for training in civic and political leadership for young women, with the aim of inspiring a generation of women to pursue political office.

Stabile, who is also the director of the Master’s in Public Policy program, describes gender as being integral to public policy in that it informs a wide range of policy indicators such as health, education, well-being, and employment. She adds, “Public Policy is about diagnosing and prescribing solutions to public problems. In order to diagnose them, you need to see what contributes to them and how they differentially play out.”

Through events such as the Tolchin Symposium, the GAP Initiative aims to help students develop intersectional competency in analyzing public policy by placing gender front-and-center and also provide them with a unique platform to network with industry experts.
It was a momentous occasion when George Mason University was recognized as a Highest Research Activity (R-1) category school by the Carnegie Classification two years ago. However, the challenge is in maintaining the university’s R-1 status.

“The Schar School faculty and students are fortunate in that the dean is committed to facilitating research by putting many resources to support faculty in that endeavor,” said Assistant Dean for Program Management, Beth Eck Olchowski.

The Schar School’s in-house research and funding facilitation office, the Office of Research, is led by a professional staff dedicated to the Schar School’s mission of commitment to public service in regional, national, and global communities.

The mission of the Office of Research is three-fold:

- To promote the research of Schar School faculty;
- To encourage, support, and facilitate faculty and student research interests by matching them to funding sources that fit their interests; and
- To increase and support multidisciplinary research collaboration between Schar School faculty with other Mason researchers, such as those from Engineering, Science, and the Humanities.

Professor Naoru Koizumi is the director of research at the Schar School. Professor Koizumi holds a prominent role in shaping the university’s research policies and its support infrastructure. She represents the Schar School’s interests in the broader Mason community. She also brings to the position extensive experience as the principal investigator for research supported by the National Institutes of Health (NIH) and the National Science Foundation (NSF), as well as experience from private organizations such as the Gates Foundation.

Beth Eck Olchowski seeks federal and private funding opportunities pertinent to Schar School faculty research projects. She creates tailored funding searches for individual projects and matches faculty with organizations interested in their research areas. Staying in close contact with doctoral students, Olchowski matches them with faculty to work as research assistants. Moreover, she remains informed of both faculty and student research interests to find the best funding opportunities for them.

As Senior Grants Administrator, Ryan Pryke brings 11 years of experience to help faculty and doctoral students with the technical preparation of grant applications. His expertise is in the regulations, budgetary guidelines, and legal requirements of the sponsored research. He shepherds them through the entire proposal writing and submission process.

Over the past several years, the availability of the funding has gotten smaller. “It is getting harder and harder for people to get these awards but we strive to make sure faculty and students are submitting as much as possible. The more we get out there, the better chance we have of securing funding,” said Pryke.
At the Schar School, training students in the process of funding proposals starts early in a student’s academic career. Students are exposed to a variety of research and dissertation fellowships that funders are looking for; the Schar School also offers a graduate-level class in grant writing that shows students the “how-to’s” of funding their interests. Through these efforts, students start to tailor their research to best fills the gaps in research that suits the needs of the funding organizations.

For students, talking to Olchowski is often a good start.

For the Office of Research team, each successful submission by a faculty member or a student is an investment that strengthens their position as researchers. Recently, a PhD student was awarded NSF’s I-Corps grant to apply to his research in business. Another student received a “revise and resubmit” request from NSF for her research. This is a testament to the capacity and the commitment of Schar School students in taking a leading role in tackling some of the most pressing challenges of our times.

The Research team might be working on as few as four or five or as many as 10 proposals at a given time. However, all the time and commitment that goes into supporting faculty and students has paid off in having one of the best success rates of funding in the entire university.

“Successful proposals must have the right topic,” explained Koizumi. “After that, how much you highlight the novelty of your research and answer, why is it important? What is its significance? Also, including the cutting-edge knowledge to the question makes an excellent proposal.”

The research of the Schar School faculty and students has been funded by several federal, state and local agencies. These agencies include the National Science Foundation (NSF), National Institutes of Health (NIH), Department of Defense (DoD), and Department of Transportation (DoT), as well as foundations such as the Carnegie Foundation for the Advancement of Teaching and The Henry Luce Foundation to name a few.

The Research team is constantly working to develop new partnerships to increase the recognition of the intellectual contributions of Schar School faculty and students.
Checking in on TraCCC

These days it’s really difficult to catch Professor Louise Shelley in her office. Among her many accolades, she is the Omer L. and Nancy Hirst Endowed Chair for civic intellectual, University Professor, in the initial class of Carnegie Fellows, has had fellowships from Guggenheim and Fulbright, and has received grants from the MacArthur Foundation, the Carnegie Corporation, and the Rockefeller Foundation. And that’s not to mention teaching at the Schar School, and directing the Terrorism, Transnational Crime and Corruption Center (TraCCC) within the Schar School. Professor Shelley has written books, book chapters, and articles on the subject of transnational crime and corruption and currently is working on a book for Princeton University Press on illicit trade and how it is undermining the sustainability of life and the planet.

She served for six years as a member of the Global Agenda Councils on Organized Crime and Illicit Trade of the World Economic Forum. She is a life member of the Council on Foreign Relations. She is a member of the Global Initiative on Transnational Crime. Dr. Shelley has testified for the United States Congress repeatedly on these issues and has addressed fora of several national and international bodies and appears in the media frequently.

However, with all these accolades, she focuses on TraCCC. It was a busy fall semester, with many very well attended events at which practitioners, policy-makers, and the Schar School community interacted. Several students are working on TraCCC’s diverse research projects and the policy community is increasingly turning to TraCCC for advice within its areas of expertise. As you might anticipate, TraCCC is preparing for a lively Spring. Below is a brief overview of some of the successful events. For more information, contact TraCCC.

✦ September 2017

TraCCC hosted Judge Fausto Martin de Sanctis, one of Brazil’s most renowned judges. He is particularly known for his fight against organized crime, corruption, tax evasion, and money laundering. He is a leader in many of the key investigations that have attracted attention to Brazil’s important anti-corruption efforts against its ruling elite.

✦ October 2017

TraCCC and COPI (the Schar School’s Center for Organizational Performance and Innovation) hosted a day-long conference at the Schar School on The Illicit Business Behind the Opioid Epidemic. More than 150 policy-makers attended, including representatives of the White House Office on Drugs, members from the law enforcement and intelligence communities, private sector participants, and scholars. The conference examined the illicit businesses behind the crisis, challenges to law enforcement and government agencies, and the role of the private sector and emerging technologies to counter the trade. The group developed a series of multifaceted recommendations to address the problem, which will be released shortly along with a comprehensive conference report.

✦ November 2017

November was an especially busy month. TraCCC hosted a noon-hour discussion, Antiquities Looting from Syria and Iraq: Why should you care? that attracted an audience of more than 100, including museum experts, criminologists, law enforcement, and community members. The speakers drew on TraCCC’s strong and multi-disciplinary international team. The discussion was the public launch of a new United States State Department-funded project, CLASI (Countering the Looting of Antiquities from Syria and Iraq) that TraCCC embarked on in September. The project will analyze the illicit trade in looted cultural property from Iraq and Syria, with a particular emphasis on links to terrorist finances. This information will guide the development training materials and workshops for law enforcement in partner nations. To carry out the project, TraCCC has assembled a 20+ person team of staff and advisors, ranging from Assyrianologists to criminologists, to Kurdish and Arab language specialists, and including two Schar School students.
TraCCC also co-sponsored a high-level conference with the Hudson Institute's Kleptocracy Initiative. This focused on how kleptocratic regimes abscond with national assets and use those assets against both their own citizens and the United States and its allies. The national security implications of this global phenomenon were discussed in a far-reaching discourse in which nearly 100 participants from government, NGOs, think-tanks, academia, and the private sector participated. The conference focused on the threats that are caused or exacerbated by kleptocracies: great power competitors, nuclear aspirants, terrorism, organized crime, state failure, genocide, and obstruction of peace and stability operations. A report with developed recommendations will be released by TraCCC shortly.

The semester also saw the debut of a new course on Money Laundering and Terrorist Threat Finance at the Schar School, taught by experts from the DC Chapter of ACAMS (Association of Certified Anti-Money-Laundering Professionals.) The class brought many different distinguished practitioners to the Schar School to share their experiences. A special session on September 11th brought in speakers who helped unravel the financial side of the 9/11 attacks. A significant audience of approximately 100 attended that session. TraCCC is partnering with ACAMS on a number of events designed to help Schar students who wish to pursue careers in this fast-growing area.

Almost two dozen students attended the course on human trafficking offered as part of the specialization on transnational crime and new security challenges. Distinguished guest speakers and a premiere of a documentary film were part of the class.

The spring semester looks just as busy with several major events planned. TraCCC’s first public event of the semester was a February 6 noon talk by Alan Bersin, former acting Commissioner of US Customs and Border Protection, entitled *Lines, Flows, and Transnational Crime: Toward a Revised Approach to Countering the Underworld of Globalization.* On March 23 TraCCC will sponsor a daylong conference at the Schar School on *Money Laundering in Real Estate (MLRE)* in partnership with ACAMS and the Washington Institute.

On April 14-15, in cooperation with Blue Compass and the GMU CINA project, TraCCC will host a *Hackathon on Human Trafficking.* This two-day event is designed to bring together young social scientists and techies, and encourage them to put their skills together to help solve a pressing social problem. Participants will be grouped into five-member teams with varied skill sets, and over the weekend the teams will compete to develop the most promising app to solve a specific problem related to human trafficking. Monetary prizes, job interviews, and mentoring opportunities will go to the winners. During the spring semester, TraCCC also will be collaborating with Babson College and the International Organization on Migration to sponsor a Webinar series on the nexus between organized crime and human trafficking.

Follow-up to the October Opioid Conference will be focused on policy work and research on transnational criminal network involvement in the trafficking and counterfeiting of drugs and pharmaceutical. Two Schar School students will be helping with the research, advocacy, and events.

TraCCC also will organize a conference in May or June to present the findings of a research project with partners in France and Italy, on the trafficking of illicit cigarettes in Europe and their connections with other illegal activities and terrorism.
Last October, through the Schar School’s Global Health Security Ambassador Fellowship, we had the opportunity to attend the 4th Annual Global Health Security Agenda (GHSA) Ministerial Meeting in Kampala, Uganda. The meeting brought together ministerial officials, private stakeholders, academics, and community leaders from around the world to discuss the future of the GHSA, an all-hazards approach to infectious disease threats that emphasizes robust prevention, early detection, and rapid, effective response. Embedded in this milieu were the Next Generation (NextGen) GHSA Network Representatives, a group of students and early-to-midcareer health security professionals representing various pertinent disciplines such as public health, policy, and laboratory sciences from places as diverse as Uganda, Kenya, Tanzania, Kazakhstan, Pakistan, Canada, and the United States. NextGen members had ample opportunities throughout the meeting, formal and informal, to discuss the future of health security with global leaders. Among them were Dr. Brenda Fitzgerald, CDC Director; Dr. Tim Evans, Senior Director of Health, Nutrition, and Population at the World Bank; and Yoweri Museveni, President of Uganda. Below are our individual reflections on our respective experiences at the GHSA meeting.

Anthony Falzarano, 1st Year MS Biodefense Student

In Kampala, I attended a breakout session titled, “Engaging the Non-Governmental and Academic Sectors into the Next Phase of GHSA,” which underlined a distinct need for proper education and training of those who eventually will implement the policies, as well as the need for NGOs to facilitate interdisciplinary collaboration. They emphasized that education and training build the foundation among students and young professionals to tackle the difficult issues in global health security. As a student of global health security, this was a meaningful message to hear – and was almost reassuring in a way – affirming that my courses are preparing me for a meaningful career.

I seized every opportunity to network and converse with leaders, field experts, and policymakers from around the world. Representing a wide range of backgrounds from politics, security, finance, academia, and many more, these individuals showed a willingness to exchange ideas and speak with someone whom some might refer to as “just a student.” This was an inspirational testament to the cooperative nature of tackling global health issues. Those of us in the NextGen initiative feel inspired by our experiences in Uganda and are striving to make an impact in this important and growing field. We will continue to pursue our passions and careers solving health problems across the globe, in pursuit of a comprehensive and secure health system that works for all.
Stephen Taylor, 2nd Year MS Biodefense Student

The meeting was a great forum to interact with high-level makers and implementers of policy, as well as NextGen professionals. RADM Tim Ziemer, first coordinator of the Presidential Malaria Initiative, stated the importance of interdisciplinary collaboration and preparing young professionals to be well versed in different areas of expertise. Allen Tennenberg, Chief Medical Officer at Johnson and Johnson, readily interacted with NextGen members to explain the importance of private sector engagement with health security in order to foster stable markets, reliable supply chains, and sound business environments. We also had the opportunity to network with representatives from the National Security Council and were invited for a follow-up meeting about Next Generation Engagement at the White House upon our return to the United States.

The GHSA meeting heavily emphasized the need to move the burden of health security capacity building beyond the health sector and promote intersectoral cooperation. Ugandan Minister of Finance, Planning, and Economic Development, Matia Kasaija, emphasized that countries have finite resources to disperse among competing ministries. Further complicating health security financing is the fact that it is a multilevel endeavor involving international organizations, NGOs, and governments at all levels. In order to encourage the participation of ministers of finance to fund pandemic preparedness sufficiently, there must be an intersectoral, multilevel consensus on its prioritization. This holistic, inclusive approach to garnering support for global health security was reminiscent of my approach as a Peace Corps Volunteer in Mozambique. Before initiating any project in my community, I had to involve a myriad of community stakeholders and face the difficult task of obtaining community buy-in for a project. As with my work in Peace Corps, the most essential prerequisite for building health security capacity worldwide will be multilevel consensus-building across sectors.

In the final plenary session of the GHSA Meeting, the Steering Committee announced its decision to extend the GHSA through 2024. As up-and-coming global health security professionals, we were heartened to see such broad-based support for the GHSA initiative across the international community, the private sector, and, closer to home, from the Trump Administration.

This semester we are launching a George Mason University chapter of the Next Generation Global Health Security Network (NextGen GHSA). NextGen GHSA brings together emerging leaders in health security from across the globe to engage in solving the biggest challenges facing the health security fields today. Through the GMU chapter, we hope to connect up and coming health security professionals at Mason with our sister campus chapters at McGill University, Columbia University, and Uganda Christian University, as well as the NextGen network of over 140 professionals spread across five continents.

Mason community members interested in being a part of our kick-off semester should contact Anthony Falzarano (afalzar@masonlive.gmu.edu) or Stephen Taylor (staylo30@masonlive.gmu.edu).
“Recent high levels of violence in Mexico are the product of a new configuration of organized crime as well as of government responses to this phenomenon.”

Dr. Guadalupe Correa-Cabrera, a new addition to the Schar School faculty, explains that Mexico’s high levels of crime and violence are convoluted matters that may get even more complicated with the Trump administration’s border control policies and the intended 1,900-mile-long border wall to tighten the border between the US and Mexico. The new policies bring no novel value to lessen the effectiveness with which coyotes (human smugglers) operate. In this quest, they have broadened their boundaries to expand into transnationally organized crime operatives, which often threaten peace, stability, welfare, and the development of nations.

According to Dr. Correa-Cabrera, a better border policy should incorporate regional cooperative efforts and the recognition of shared responsibility as Mexico, the US, and Central America face an immigration crisis that continues to worsen. According to her, the one-sided border policies by the current US administration leave Mexico to bear the burden of irregular immigration from Central America and the increased deportation of its natives from the United States. In this context, Mexico might consider adhering to a hard line in trade talks and limiting immigration/border security cooperation – both of which would cause US-Mexico diplomatic relations to deteriorate rapidly and affect the region’s development and stability.

A Residential Fellow at the Woodrow Wilson Center, Dr. Correa-Cabrera spoke at a joint Wilson Center and World Bank event, setting the record straight on distinguishing between crime, organized crime, and violence observed in Mexico, and the increased effect of economic disparity and technology. A native of Mexico (born in Texcoco de Mora), Dr. Correa-Cabrera’s areas of expertise include Mexico-US relations, energy policy, border security, immigration, human trafficking, and organized crime. She served as an Associate Professor at the University of Texas-Rio Grande Valley before joining the Schar School.

Her most recent books are Democracy in “Two Mexicos”: Political Institutions in Oaxaca and Nuevo León (Palgrave Macmillan, 2013), and “Los Zetas Inc.”: Criminal Corporation, Energy, and Civil War in Mexico (UT Press, August 2017). Dr. Correa-Cabrera also is co-editing a volume titled North American Borders in Comparative Perspective: Re-Bordering Canada, The United States of America and Mexico in the 21st Century. She was the Principal Investigator of a research grant to study organized crime and trafficking in persons in Central America and along Mexico’s eastern migration routes supported by the US Department of State’s Office to Monitor and Combat Trafficking in Persons. Dr. Correa-Cabrera currently serves as President of the Association for Borderlands Studies.

Dr. Correa-Cabrera runs 10 miles every day and is a marathon runner. She also enjoys traveling and theater. She has written many short stories and wishes to dedicate more time to writing fiction.
How She Made It:
Nicole Lewis on Finding the Balance

Nicole Lynn Lewis is the founder and chief executive officer of Generation Hope, a non-profit that supports teen parents enrolled in college in the Washington, D.C. Metro area. She defied seemingly insurmountable odds as a teen mom herself, completing college and becoming a nationally recognized social entrepreneur, a highly sought-after speaker, and an author. Nicole, who holds a Master’s in Public Policy from the Schar School, took some time from her busy schedule to share some lessons on work-life balance while pursuing her dreams.

In what ways would you say the Schar School affected your life professionally and/or personally?

**NL** - The Schar School helped me understand the legislative landscape in which social entrepreneurs must operate. This is vital to creating social change. Parenting a college student is affected by so many decisions that are made in Washington, from changes to Pell Grants to immigration reform. I have to keep my eye on what may happen policy-wise so that Generation Hope is ready to assist students and keep them on track to their degree -- if needed. The Schar School also encouraged me to ask the fundamental question, “How will this policy affect real people, in their everyday life?” It’s easy to get lost in the statistics, the risk, the probability, but we have to remember that policy is about people and making their lives and our country better. I try to ask this question in each decision I make for Generation Hope -- how will this affect the day-to-day lives of our scholars? And I encourage my team to do the same.

How did you achieve a balance between your family life, academics, and work?

**NL** - It was not easy, and it still isn’t easy! I was a single mother who was working full time in public relations for a major insurance company while also going to grad school full time. My daughter was 4 when I started on my master’s degree, and I had to manage my time wisely. When I got home from work or school, it was all about my daughter and spending as much time with her as I could. Sometimes that was just 30-45 minutes for dinner, bath time, and tucking her in. Sometimes it was an entire evening. By grad school, we were experts in a way because I had spent undergrad juggling raising a baby and earning my bachelor’s degree in English from the College of William & Mary.

What advice would you give to graduate students who are facing life challenges alongside the challenge of grad school?

**NL** - My best advice is to connect with your professors and communicate any challenges you’re having. I had some wonderful professors while at the Schar School. Not only were they experts in their fields, but they genuinely cared about their students. I had great relationships with a few of my professors, including one professor who agreed to meet with me for extra help at her house. When my daughter was sick, for example, I reached out to my professors to let them know what was going on, and they were very understanding.
Looking into the next five or ten years, what does the future hold for Generation Hope? And for you, personally?

NL - I think Generation Hope will continue to grow in various ways. One thing we know for sure is that the need to help teen parents earn college degrees exists nationwide -- not just here in the D.C. metro region. So, we will likely be exploring how to help teen parents pursue their education in other cities. Personally, in five to ten years, I hope I’ll be watching my children pursue their own dreams (my oldest is starting as a freshman at Towson University next week, and I have an eight-year-old and a one-year-old as well).

Running an organization such as yours no doubt keeps your calendar packed. How do you unwind?

NL - I love to cook! So, I’ll often turn on some good music and cook a good meal or dessert to unwind. Because my schedule can get hectic, just coming home and spending time with my family can be one of the best ways to relax.

Finally, we would love to celebrate with you on your successes and achievements. What are some of your recent accomplishments that you are most proud of?

NL - Personally, one of my biggest recent accomplishments is sending my oldest off to college. As the child of a teen mother, the statistics say that she is less likely to graduate from high school, go to college, etc. I am so proud of her as she is about to embark upon her own college journey at Towson -- defying the statistics. Professionally, I was named a 2017 Minority Business Leader by The Washington Business Journal and a 2017 “Top 40 Under 40” by Washingtonian Magazine. These successes are in large part because I have an amazing team in my staff, board, donors, and volunteers at Generation Hope who make Generation Hope so special.