



Schar School The Pulse

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Policy in Action: The Schar School Begins the 2018-19 Academic Year With a Fast Start

Speakers, Seminars, Polls, and Students Highlight Fall Semester

It might be our proximity to Washington, D.C., where the activity has been non-stop this autumn, but the fall semester at the Schar School of Policy and Government has been nearly as eventful—minus the high-stakes drama. The largest student body in the school's history arrived, ready and keen to acquire skills and to research ideas that will change their world. We've hosted guest speakers from Congress, the fields of espionage and intelligence, U.S.-Asian affairs, economics, biodefense, public policy, and private industry. We conducted a series of national polls with the Washington Post that accurately clarified the midterm election and identified issues that most resonate with voters. And we co-sponsored a Senatorial debate that engaged a state-wide television audience eager to hear from the candidates in a bellwether election. Our efforts have been noticed: Our regional chamber of commerce published a magazine story about our accomplishments that we republish on Page 6. Take a look inside this edition of The Pulse for details on what we've done and for insight on what we will be doing.

A Dynamic Education for an Evolving World



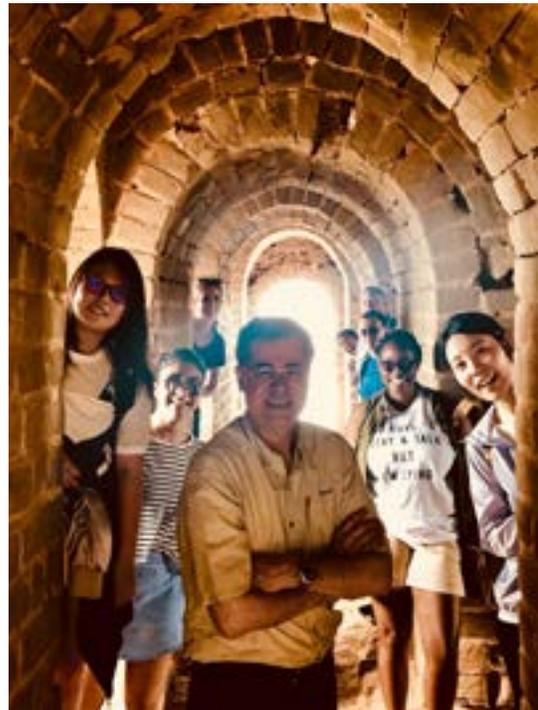
A Letter from Dean Mark J. Rozell

The fall semester at the Schar School of Policy and Government has begun with a remarkable amount of energy. Beyond the classroom, we've seen in this early semester a number of extraordinary events that have enriched the student experience and brought notice not just to the Schar School but also to the university as a whole.

In the last few weeks alone we have welcomed as speakers U.S. Rep. Don Beyer (D-Va.), former director of National Intelligence James Clapper, former CIA counterterrorism director Philip Mudd, recently retired NSA director Mike Rogers (making his post-retirement debut, by the way), respected scholars Anne-Marie Slaughter and Britta Waldschmidt-Nelson, former deputy assistant for national affairs Aaron Friedberg, former director of National Intelligence Admiral (retired) Dennis Blair, Air Traffic Control Association president and CEO Peter F. Dumont, chief architect for innovation and technology strategy at Northrup Grumman Nadine Alameh, FAA acting deputy administrator Carl E. Burlison, MSNBC's Nicolle Wallace, Republic of Georgia's ambassador to the U.S. David Bakradze, four Virginia state senators and several delegates, not to mention Gustavo E. Bordet, a governor from Argentina. I am certain I am leaving someone out.

We have debuted programs—among them, the Dwight Schar Colloquium Speaker Series, a new line of international security monographs, and an annual good-natured “roast” of a professor as a fundraiser for our energized alumni chapter—and we have collaborated on a series of battleground district election polls with the Washington Post, hosted a major symposium on domestic gang challenges, and, not the least of our accomplishments, engaged thousands of Schar School scholars who will be ready to change the world.

I can't wait to see what the rest of the academic year brings.



Summer study abroad students join Schar School Dean Mark J. Rozell at the Great Wall of China.

Mark J. Rozell

Dean, Schar School of Policy and Government
Ruth D. and John T. Hazel Chair in Public Policy



Michael V. Hayden, left, and Jamil Jaffer at the Hoover Institution

An Intelligence Briefing

“Post-truth is pre-Fascism,” the Schar School’s Michael V. Hayden told Jamil Jaffer, quoting from Hayden’s new book, “The Assault on Intelligence: American National Security in an Age of Lies.”

The occasion for the conversation between two of the country’s most often-quoted national security experts was an appearance in June at the Hoover Institution in Washington, D.C., to discuss the book and the state of the nation’s intelligence industry in an age of what Hayden calls “post-truth.” Jaffer is a professor and founding director of the National Security Institute at the Antonin Scalia Law School.

During the conversation, Hayden described his research methods (for one, spending time with pro-Trump supporters in his native Pittsburgh to learn how they got their news and formed their opinions), how Russia exploited the nation’s social media to intensify rifts in the social fabric, and how the president creates his own reality by means of fabricating “departure points” that eventually become believed.

“What do truth-tellers do when confronted by obvious falsehoods?” Jaffer wondered.

“It’s hard,” Hayden replied, drawing the first blank of the afternoon. “It’s very, very hard.” ❖

Center for Regional Analysis



Center for Regional Analysis Director Terry L. Clower

Center for Regional Analysis: Creating the Economic Data That Drives D.C.'s Economy

The Center for Regional Analysis was created by necessity.

In the early 1990s, the government and business leadership of the National Capital Region needed more and better data measuring the trends in demographics, employment, housing, transportation, and other factors affecting the local economy in the public and private sectors. They also needed estimates as to possible international and national influences on economic wellbeing of the 24 jurisdictions that make up the Washington region.

As it happened, George Mason University was building The Institute of Public Policy (TIPP), with a handful of professors working out of modest temporary trailers on the Fairfax City campus. TIPP's mandate was to create degree programs—the first PhDs were awarded in 1992—and “to build a research and outreach program to the external environment, especially for the National Capital Region and beyond,” said Roger Stough, who served as TIPP's first associate director.

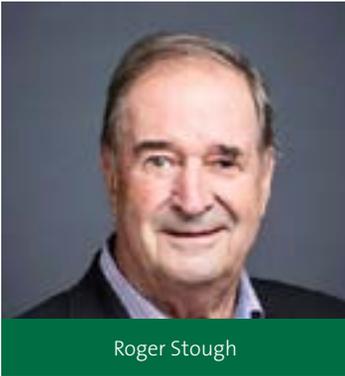
Stough and Kingley E. Haynes, who was TIPP's director and, later, the first dean of the School of Public Policy (now the Schar School), established the Center for Regional Analysis in 1991. The initial goal was to create an Economic Outlook Conference to serve as a forum for reporting findings.

Among other news delivered at the first CRA conference in January 1993 was a surprising finding: A study commissioned by the Washington Metropolitan Board of Trade showed the Washington region's workforce in technology had possibly even more workers than that of Silicon Valley. The report shattered the myth that Washington was a “government town,” opening doors, as well as minds, to the economic culture of the region.

“The early work established the CRA as an organization that provided useful information about the evolving economy of the region and the forecast of changes that were unfolding,” said Stough, the first director of the CRA and the eventual University Professor and Associate Dean for Research at what is now the Schar School of Policy and Government.

To deepen this role, Stough added, the CRA developed a “spatial econometric input-output model” that enabled not only making highly reliable forecasts of the regional economy of over a five-to-seven-year period, it also enabled banking and finance leaders, among others, to form their own opinions about changes in the economy.





CRA staff programmed those views into the model “so that a different forecast based on the bankers’ views could be projected along with the base forecast,” he said. “This enabled the banking sector leaders to consider the influence their view may have not only on the economy in general but on different sectors and different parts of the National Capital Region.”

The insights were profound, and the work solidified the incipient CRA’s reputation for translating theory and methods to help local officials understand their economy and to enhance planning its maintenance and future.

In 1994, the Institute hired a 25-year veteran professor from George Washington University as a professor of public policy and regional development. Stephen S. Fuller served as director of the PhD program in public policy; in 2002 he was named the second director of the CRA as Stough focused on developing the newly branded School of Public Policy.

Fuller, who had developed his own forecasting model, expanded the annual economic forecast conference from an academic exercise for a few dozen into a highly anticipated multi-speaker event for some 600 regional business leaders. He also established weekly reports that calculated not just raw economic data but also how public policy, both local and national, was hindering or aiding the economy. Findings on immigration, the aging population, and, significantly, federal sequestration put Fuller and the CRA in the forefront of breaking news.

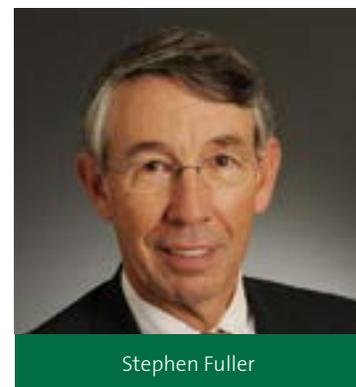
The Center moved to the School of Public Policy’s new home in Arlington, Va., in 2010, bringing the CRA within minutes of the media and policy makers in nearby Washington.

In August of 2015, Terry L. Clower was appointed as the third director of the CRA while Fuller became senior advisor and director of special projects. Clower, who had been director of the Center for Economic Development and Research at the University of North Texas, brought extensive experience in economic development and transportation to broaden the CRA’s traditional research areas beyond the region’s traditional boundaries.

Since January 2017, Fuller has been director of the Stephen S. Fuller Institute at the Schar School, focusing on short- and long-term policy options for Washington-area decisionmakers.

Under Clower’s direction, the Center for Regional Analysis has expanded its scope to include issues of importance across the Commonwealth of Virginia, reflecting the growing influence of George Mason University as the state’s largest public research university.

In addition, the CRA team increasingly engages with international scholars and research institutions to advance its mission beyond the region and into the globalized economy. The Center remains an important and reliable fixture in the economic world of Washington—and beyond. ❖





Profile: Mason Center for Excellence — Schar School of Policy and Government

An Outsider's View of the Schar School

This article first appeared in the Summer 2018 issue of The Business Voice, a publication of the Northern Virginia Chamber of Commerce and Inside NoVa by Laura G. Clark. It provides an external view of the Schar School and the changes we've been making over the last two years since becoming the Schar School of Policy and Government.

Under the leadership of Dean Mark Rozell, George Mason University offers an exceptional educational foundation through its Schar School of Policy and Government. While the name of the Schar School is new, Mason has long prepared students for careers in all sectors of government.

Two years ago, however, the opportunities for students and faculty at Mason increased dramatically as two separate but related units came together under one umbrella to share and strengthen resources as the Schar School. Programs include undergraduate, graduate, and PhD degrees, as well as certificate coursework.

Rozell says that Ángel Cabrera, the university's president, jokes that the merger of the legacy units was only somewhat more complicated than Coke and Pepsi coming together. Cabrera, however, had the wisdom to get the faculty's full backing, encouraging them to join forces with the school's administrators to make the endeavor successful.

These efforts resulted in an innovative format for faculty and students that allows collaboration and teaching across two campuses in Arlington and Fairfax. Mason is distinct, Rozell thinks, because "we're not afraid to combine the liberal arts field with policy practitioners and professional degree programs and let both strengthen each other. That makes this a really unique place."

About 2,000 students and 80 full-time faculty members comprise the diverse Schar School. The Fairfax campus primarily hosts the undergraduate degree programs in government and international affairs, while the Arlington campus serves as the main location for graduate students in fields such as public policy, public administration, and international security studies.

Some students are early-to-mid-career working professionals taking classes mostly at night, and many have impressive jobs in D.C. Rozell enjoys the blend of academics and professionals, noting that it benefits both students and faculty.

Faculty members are often practitioners as well. “A lot of highly educated, experienced professionals look for opportunities to teach what they know. It’s a huge asset to us because we can draw on local talent significantly in ways that really enhance the educational experience of our students,” notes Rozell.

Former congress members, ambassadors, and directors of federal agencies contribute their expertise. For instance, Michael Hayden, former Director of the CIA, has taught at the Schar School for 10 years. David Williams, the former inspector general at five federal agencies, has been at the school for four years.

As a public university, Mason manages economic challenges. Virginia has disinvested in higher education, so the university must generate more external funding to continue to provide a solid workforce in the region and beyond.

Additionally, the Schar School relies on funding for research. Both the Stephen S. Fuller Institute and the Center for Regional Analysis benefit the business community by providing in-depth economic information and analysis.

Scholarships are also of paramount importance. “A public university is supposed to be the great equalizer, and yet even public education at the university level is becoming a stretch for many people who should be here,” laments Rozell. “We’re also seeing more students taking an extremely long time to get their education because they can’t go through a traditional 4-year degree program.”

The business community can help not only through philanthropy, but also by communicating their needs. Rozell explains, “More than half of our graduate students go into the private and non-profit sectors. I would love to hear more from the business community about what skills they think would enhance what they’re trying to accomplish. We’re here to help, to train students to be high quality policy professionals in various sectors of the economy. We are the one institution on this side of the Potomac that does a lot of the things in public policy administration and security studies, among other fields, that service the community here.”

Rozell is a prolific writer, international lecturer, and media spokesperson in addition to leading the Schar School. He was part of a generation that was first in his family to get a high school degree. His father retired at 76 after working for 60 years.

With that perspective in mind, Rozell says he loves what he does. “How often in life do you get a chance to build something? I’ve embraced the opportunity and am trying to make the most of it.” If the Schar School’s success in any indication, he’s making the most of it and more. ❖



Schar School Swag

The inventory of Schar School-branded apparel and novelties continues to grow. In addition to water bottles, coffee mugs, business card holders, and other items, the first edition of Schar School hats arrived this semester, in green and white. The durable and stylish Legacy Relaxed Twill Adjustable hats are available at the Arlington campus Barnes & Noble Bookstore for \$22.98.



From left, Danielle Melton and Rebecca Dooley accept their inaugural GAP awards from Schar School Professor Bonnie Stabile.

A Shortage of Women in Leadership Positions Inspires a Conference — and Wins Accolades for Two Schar School Undergrads

If women make over half of the population in the United States, then why are there only about 20 percent of them in Congress? This is a question that Rebecca Dooley and Danielle Melton, both Class of 2018 alumni of the school's Bachelor of Arts in Government and International Politics degree program, found themselves grappling with two years ago while they were finishing up their studies.

"The problem is not that we have ineffective [female] leaders, it's that we have far too few of them. Women make up only 19.6 percent of Congress. This means 19.6 percent of Congress is supposed to represent 50 percent of the population. That doesn't add up," said Dooley.

And when they looked around them, they found that few people were paying attention to the potential in young college women to become future political leaders.

“Through my own experiences and the shared experiences of my friends, I realized that there was a problem with empowering women [to pursue] leadership positions,” Melton said. “I looked for ways that I could personally support women to embrace their ambition—especially political ambition—and support them in taking on leadership positions.”

Dooley and Melton teamed up to found the first ever George Mason University Women’s Leadership Conference in 2017. They also organized the first Women’s Leadership Networking Luncheon in the spring. For their efforts they won the inaugural Gender and Policy Leadership Award. The trophies were presented to them during the annual Schar School alumni gala in May.

“We wanted to encourage our female peers to speak up more in class, take the lead on a group project, run for president of a university organization—and most importantly, we wanted to remind them that their ideas and opinions are valid,” said Dooley.

“Initiatives like these are key to empowering the next generation of women leaders” by providing a platform to discuss the important ways in which gender and policy influence politics, she added.

Dooley and Melton met in their freshman year and bonded over their mutual passion for politics and feminism. For this initiative, they partnered with Mason and received sponsorship from the Honors College that helped bring their idea to fruition.

“*Initiatives like these are key to empowering the next generation of women leaders.*”
- Rebecca Dooley

“Not only did we develop the idea for the conference, but we also executed the plans from start to finish—we developed and implemented marketing strategies and coordinated all logistics,” said Dooley.

The conference, held on Mason’s Fairfax, Virginia, Campus last fall, attracted more than 100 audience members. Speakers included Delaware Lt. Governor (and Mason alumna) Bethany Hall-Long and Mason Associate Professor Wendi Manuel-Scott.

Following this success, Dooley and Melton partnered with the Schar School’s Gender and Policy Initiative (GAP), working closely with professor Bonnie Stabile, founder of the initiative and director of the Schar School’s Master of Public Policy program.

In collaboration with the GAP Initiative, Dooley and Melton also hosted a follow-up networking lunch so that female students and faculty could become better acquainted and foster mentorship opportunities.

“Danni and I are both so passionate about gender issues and women’s leadership, and receiving this award validated these passions and our work. I am so grateful for the Schar School, the Gender and Policy Initiative, and Dr. Stabile for helping develop and shape my interests and the skills I need to pursue them,” said Dooley.

“Young women also need to have access to relatable role models who can support and sponsor them in the future. I hope that the women’s conference and leadership lunches will [continue to] provide these skills and opportunities,” said Melton. ✨



The tchotchkes are syringes with thick green liquid (actually, ink pens) and vials of hand sanitizer: This can only be a biodefense workshop.

‘Wicked Problems’ Probed During Three-Day Biodefense Workshop

What other workshop, besides one dealing with biosecurity, is likely to hand out bottles of hand sanitizer and ballpoint pens disguised as syringes filled with green fluid? (The rumor was the syringes were filled with zombie vaccine.)

The speakers at the summer workshop called “Pandemics, Bioterrorism, and Global Health Security: From Anthrax to Zika” addressed all manner of “wicked problems,” from foodborne outbreaks to misguided Ebola responses to “cyberbiosecurity.” The three-day workshop was organized by Biodefense Program Director Gregory Koblenz and hosted in July by the Biodefense Graduate Program at the Schar School, which includes biodefense programs at the master’s, doctoral, and certificate levels.

Saskia Popescu, a PhD candidate and graduate research assistant in the program, reported that attendees included representatives from other universities and public agencies— including the Department of Health and Human Services, the Department of Defense, Sandia National Lab, and the Pentagon Force Protection Agency— and private firms such as Merrick & Company and Emergent Biosolutions.

“From anthrax to zika: The workshop was three days of addressing how to tackle ‘wicked problems.’”
- Saskia Popescu, PhD Candidate, Biosecurity

Highlights included:

- ◆ MIT's Sanford Weiner addressed the challenges facing organizations confronting complex biological threats with limited information, high degrees of scientific uncertainty, and a dynamic political environment;
- ◆ David Franz, previously of the U.S. Army Medical Research Institute for Infectious Diseases and the National Science Advisory Board for Biosecurity, reviewed the "dual-use dilemma" that has characterized biotechnology throughout history and how to balance security and innovation in light of new advances in synthetic biology and genome editing;
- ◆ Industry veteran Robert House provided a technical account of how medical countermeasures (MCM) are developed and the opportunities and obstacles for innovation. He also provided a fascinating review of the most promising disruptive technologies in the field;
- ◆ Virologist and Biodefense Program adjunct professor Andy Kilianski discussed the importance of biosurveillance, and the technical and bureaucratic barriers to information sharing. He also led a rousing discussion regarding wearable technologies, including smart textiles, tattoos, keychains, and the struggle with their utility against potential for data-misuse;
- ◆ Supervisory Special Agent Edward You from the Federal Bureau of Investigation discussed the range of potential risks to the life sciences research enterprise—from insiders, terrorists, hackers, and spies—and the role of the FBI's weapons of mass destruction coordinators preventing and detecting biocrimes;
- ◆ Filovirus expert Jens Kuhn discussed the importance of scientifically based risk assessments of biological threats such as Ebola for calibrating public health preparedness and response activities. Kuhns provided not only a thorough understanding of the virus, but also highlighted the many myths and misperceptions surrounding Ebola that complicate risk assessment and preparedness; and
- ◆ The workshop closed with a presentation and engaging discussion led by Biodefense Program director and Schar School professor Gregory Koblenz on why biosecurity is such a wicked problem and how greater collaboration among stakeholders is needed to develop effective biosecurity policies. ❖



Biodefense PhD student Saskia Popescu stands in front of a Cold War landmark: the aerobiological test sphere at Fort Derrick, Md., known as 'the Eight-Ball.'



From left, Schar School's Michael Hunzeker, Sonia Ben Ougrham-Gormley, Mark J. Rozell, Gregory Koblenz, Ellen Laipson, and John Crist, acting dean of Mason Korea

Schar School Research on International Security Finds an Audience in South Korea

Just days before President Trump met with North Korean leader Kim Jong Un in Singapore in early June, a delegation from the Schar School arrived in South Korea for a week of presentations addressing a topic of great unease for the South Koreans: "Issues and Concerns in International Security."

Led by Schar School Dean Mark J. Rozell, the delegation participated in forums in Seoul and Song-do and included faculty members Ellen Laipson, Sonia Ben Ougrham-Gormley, Michael Hunzeker, and Gregory Koblenz. The events were covered widely in South Korean media and the information imparted by the Schar School representatives was received enthusiastically.

The Schar School faculty members were likewise affected by what they encountered.

"I came away with a more textured view of the mood in South Korea and how experts there calibrate the likely results of the flurry of diplomatic encounters in the region," said Laipson upon her return to the U.S. Laipson is director of the Schar School's Master's in International Security Program and director of the Center for Security Policy Studies and is former director of the Stimson Center in Washington, D.C. "Its cosmopolitan citizens, deeply committed to democracy, are becoming a bit wary of the sudden enthusiasm of the Trump administration as they try to calibrate the various security, political, and economic effects of this high-stakes, high-risk diplomacy."

The itinerary for the delegation included visits to the National Assembly, the National Human Resources Development Institute, the Asan Institute for Policy Studies, the Korea National Diplomatic Academy, and the executive office of the Blue House, the official residence of the head of state. The program was organized by Mason Korea Campus assistant professor of global studies Soyoung Keon.

Ben Ougrham-Gormley, an associate professor in the Master's in Biodefense and PhD in Biodefense programs, was making her first visit to South Korea. "Culturally it was amazing," she said. "This is a completely different culture, but you don't feel lost. Everyone speaks English and is ready to help."

The highlight of the visit for her was a trip to the Demilitarized Zone. "Although our visit was shorter than planned due to the preparations for the Trump-Un summit, I visited an area that is 'mythical' in security studies," she said.

The biggest surprise, she said, "was to observe how the country was preparing for the unification, even though there is no guarantee that it might ever happen.

"For example, a brand new train station and a train line were built to connect Seoul, the DMZ, and North Korea in the future. Right now, the line ends at the DMZ but there are plans to extend the line into North Korea post reunification and later into Europe. In other words, South Koreans are not just hoping for reunification, they are preparing for it."

Hunzeker, an assistant professor specializing in military innovation who presented some of his work on conventional deterrence, said it was his second time in the region—the first was to study nuclear proliferation in East Asia in 2007—"but so much has changed in 11 years it was like visiting for the first time," he said.

"For me, the highlight was getting to spend some time with our Mason-Korea students," he added. "They were really impressive: well-traveled, well-spoken, and professional. They didn't hesitate to ask tough questions or offer unique insights and perspective I hadn't before considered." ❖



From left, Greg Koblentz, Mark J. Rozell, and Ellen Laipson in South Korea

Custom-Tailored Executive Education Programs Meet Growing Global Demand

In an effort to meet the growing world-wide demand for executive education, universities increasingly are turning to customizable models of program delivery that are tailored to suit the evolving needs of 21st century organizations.

According to Sisi Jou, director of executive development programs at the Schar School, “the past few years have seen growing interest towards innovations in technology and public policy as hot topics of study in executive education.”

To meet this need, the Schar School partners with public, private, and nonprofit organizations to develop tailor-made courses that enable organizations to discover innovative ways to achieve their strategic objectives. Ranging from half-day briefings to several week-long workshops, programs address a wide range of topics including customs policies; think tanks and policies; government audit and taxation; copyright and law; higher education accreditation; diplomacy; food safety; and emergency management, among others.

Programs suit diverse learning styles, including experiential and co-learning opportunities, site visits, and case studies. They also tap into faculty and alumni networks for specialized speakers on key policy areas such as international trade and public sector service.

“Due to our proximity to Washington, D.C.—and including our faculty’s experience and engagement with different levels of government, and [their] expertise in public and foreign policy—the Schar School is uniquely suited to meet the requirements of this market,” said Jou.

One of the growing international markets for customized education programs is China. Within the past year, the Schar School received nearly 1,000 participants and delivered more than 50 programs for SAFEA, China’s State Administration of Foreign Experts Affairs that runs overseas training for Chinese professionals.

Why choose the Schar School? Jou highlights a combination of factors. “I will have to say it’s the white glove service we offer. Our professionalism, flexibility, ability to customize programs, and our dedication to delivering what [clients] want.

“With flexible training options, high quality programs with a fair rate, and outstanding customer care, a lot of our clients are returning clients for years.” ❖



Sisi Jou
Director of Executive
Development Programs,
Schar School





Schar School associate professor Guadalupe Correa-Cabrera, at microphone, introduces panelists, from left, Jim Witte, Mark Greenberg, Maria Sacchetti, Adam Isacson, Ron Nixon, and Celina Realuyo.

CINA, Schar School Forum: Are Gangs and Migration National Security Issues?

While the issue of migration is dominating the on-going news cycle, a forum in October at George Mason University gathered a dozen academic, media, and policy experts on the issues of migration and gangs to discuss the complex nature of forced immigration and gang activities and their relation to homeland security.

The two-panel, four-hour forum, called “Migration, Homeland Security, and Gangs” drew an audience of more than 100 to the MIX on Mason’s Fairfax Campus. The discussion was sponsored by the Schar School of Policy and Government and the Department of Homeland Security’s Criminal Investigations and Network Analysis (CINA) Center of Excellence, a multidisciplinary academic consortium led by Mason professors and administrators.

“As we are pursuing evidence-based approaches to help our government address crucial issues of national security, it is essential for us to better understand the complex processes that drive migration and gang activities,” said Anthony Stefanidis, director of Mason’s CINA Center. “By bringing together recognized experts from both sides of our borders, this event helped deepen our knowledge regarding these important national security issues.”

Participants in the first session, which addressed the causes and challenges of migration around the world but particularly Central America, included Ron Nixon of the New York Times; Maria Sacchetti from the Washington Post; Adam Isacson from the Washington Office on Latin America; Mark Greenberg of the Migration Policy Institute; and moderator Celina Realuyo of the National Defense University. Jim Witte, director of Mason’s Institute for Immigration Research, served as a discussant.

The second session included José Miguel Cruz from Florida International University; Óscar Martínez, special investigations editor for the Latin American digital newspaper El Faro and author of “The Beast: Riding the Rails and Dodging Narcos on the Migrant Trail”; Insight Crime’s Hector Silva; and moderator Clare Seelke from the Congressional Research Service. Schar School professor Louise Shelley, director of the Terrorism, Transnational Crime and Corruption Center, was a discussant.

Schar School associate professors Mariely López-Santana and Guadalupe Correa-Cabrera were the organizers.

“Forced migration from Central America seems to be as much an economic and human problem as it is a security problem,” said Correa-Cabrera after the event. “Sometimes focusing solely on the security aspects of this issue may obscure the root causes of this complex phenomenon. Extreme poverty and violence are at the core of an appropriate explanation.”

“From my perspective, I think that the fact that there were no disagreements between the speakers was very telling,” added López-Santana. Regarding gangs such as MS-13 and how they are portrayed, “we must adopt a holistic and historical perspective to the fully grasp the issue of gang violence both in the U.S. and in Central America.” ❖

Mitigating Disaster: Schar School Professor Creates a 'Risk Assessment' for Foreign Arms Sales

Selling arms to foreign states is big business. Between 2002 and 2016, the U.S. sold \$197 billion worth of arms and training through the Foreign Military Sales program to foreign countries. The U.S., in fact, rarely turned down a request despite possible national security threats.

A new “risk index” created by Schar School associate professor of international security A. Trevor Thrall and Caroline Dorminey, a policy analyst at the Cato Institute’s Defense and Foreign Policy Department, reveals that 32 of the 167 nations receiving weapons and training from U.S. sources had higher risk index scores than the average score of 16 banned countries.

Thrall, who is a senior fellow at the Cato Institute, was surprised by those numbers. “First, that the U.S. has sold arms to 167 countries,” he said of the data that most alarmed him. “And second, that 32 of those customers scored higher than the countries banned from buying any weapons by the United Nations.”

Thrall said he was inspired to create the index “because even though the government is required by law to conduct a risk assessment before approving arms sales, I could not find any evidence of whether or how such assessments were done,” he said.

“That’s when I realized it would be a good idea to figure out just how much risk was involved in U.S. arms sales and to make that data available to everyone.”

In doing his research, Thrall said he was struck by the lack of transparency in U.S. arms sales and the apparent ease with which arms deals are made. “When I looked at the historical arms sales data, I realized that there was no sign that a risk assessment had ever caused the government to refuse a sale,” he said.

“The United States should adopt a more cautious approach to arms sales. An easy first step would be to stop arms sales to any nation that scored as ‘most risky’ in one or more components of the risk index.”

Thrall and Dorminey spent about a year creating the index using a variety of different available metrics, including the Fragile State Index, the Freedom House Index, the Political Terror Scale, the Global Terrorism Index, and the UCDP/PRIO Armed Conflict Dataset.

Those tools are available to the governing agencies, but the vetting process mandated by the 1976 Arms Export Control Act generally ends up approving every request, Thrall said, adding that it’s difficult for the U.S. to turn down the money—particularly since there is no constituency on Capitol Hill that opposes arms sales. For proof, consider the Trump White House decision to sell arms to Ukraine.



“Failed states, countries with terrible human rights records, and countries mired in conflict are not places that should be receiving American weapons.”

A. Trevor Thrall, Associate Professor
of International Security



“The failure to conduct adequate risk assessments means that weapons will wind up being used in ways that intensify civil and interstate conflict, amplify insurgencies, or promote corruption and instability,” he said.

The negative consequences of arms sales don’t materialize until much later, once the damage has been done, such as when American weapons are turned on American forces or they wind up in the hands of criminal groups, Thrall pointed out.

“Failed states, countries with terrible human rights records, and countries mired in conflict are not places that should be receiving American weapons,” he said. “The federal government should make the arms sales approval process more transparent so that both Congress and external analysts can track the decision making behind arms sales.”

The risk evaluation should not end once the sale is complete, Thrall added.

“The U.S. needs to start doing more end-use monitoring to determine what actually happens with U.S. weapons in the years after a sale is made. With that data in hand, future risk assessments will be much more useful.”

The index will be revised and updated this fall by Thrall and Schar School political science PhD student Jordan Cohen. ❖

Study: Why Are Black Women Shut Out of Leadership Roles in State Houses?



A record number of women of all races currently are serving in state houses across the country. While Jatia Wrighten said she is thrilled by the progress women have made in state legislatures as senators and representatives, she’s less excited by the leadership gaps that exist in every state capital.

“There are more black women and white women in state legislatures, and more recently we’ve seen more black women gaining more seats, which is exciting because for a very long time they legally couldn’t run in the first place,” she said. “In fact, black women are actually gaining seats at faster rates proportionally to white women.

“However, those black women are not in leadership positions. Even though they are descriptively represented at state legislatures, there’s no substantive representation.”

Being in the house or senate isn’t enough to enact policy, said Wrighten, who is a political science PhD candidate at the Schar School. “[Black women] don’t have the power to create policy agendas and set the calendars,” she said. “Often what we see is even though there’s a number of black women in state legislature, those policies that they’re interested in aren’t getting to the floor. Their voices aren’t being heard.”

Her study, “My Sister’s Keeper: An Examination of Black Women’s Ability to Gain Leadership Positions in State Legislatures,” examines the reasons for this discrepancy. Her early conclusions are predictably disconcerting.

Continued on Page 18

“I examine ideologies—perhaps it’s the differences between black and white women’s ideologies. Maybe black women are too liberal, or seen as too liberal, in comparison to white women and that’s why they’re not gaining leadership positions.

“I also look at perceptions by other members. Is it because their peers perceive them as being more liberal than they actually are? I talk about how perceptions of black women can be rooted in stereotypes, and discrimination, and prejudices. There are a lot of things that people think about them that’s dictating their inability to gain those leadership positions.”

Wrighten’s work is among the first studying sexual and racial disparity in the leadership at the state-level—and she’s found considerable variations across the 50 U.S. states.

“Currently four states have never had women in any leadership position, black, white, brown, whatever—no women,” she said. “Nine states have never had black women in their state legislatures. I think this is clearly politically relevant at this point in time.”

The chairman of her political science PhD committee, Associate Professor Robert J. McGrath, agreed.



From left, Zoe, Jatia, Ava (on lap), Eli, and Andrew Wrighten:
Her PhD is a family affair.

“[Jatia’s] dissertation is highly promising, from both theoretical and empirical perspectives,” he said. “[She] is influenced by scholars of women in politics, but rightly recognizes that much of the recent work in this important field has ignored race and the intersectionality of race and sex. Her perspective is an especially timely corrective to a field that is gaining influence as more women run for and win elective office in the United States.”

The research was made easier when she won the Southern Regional Education Board-State Doctoral Scholars Program fellowship this summer, a highly competitive fellowship that comes with a \$25,000 grant.

The Schar School was “amazingly accommodating,” Wrighten said, when it came to scheduling her mandatory teaching assistant duties. “With three children at home, ages 11, 8, and 4, scheduling is tight,” she said. Her husband, Andrew, is a policeman whose own schedule is often in flux.

“The grant gives me time and flexibility to write at home and continue with my education. And I can apply for other grants that will allow me to continue my trajectory for the PhD.”

The support she’s received from the Schar School—from learning about grant and fellowship opportunities to writing the proposals to scheduling her TA time—is welcome validation of her ideas.

“I’m very excited I won the fellowship because I felt like it was a longshot—you never realize how important your work is because you are so ‘in’ it you can’t see what other people are seeing,” she said. “What I know now is my work is important, and somebody else noticed.” ❖



Master of Public Administration Students Hear Policy in Action During Special Capitol Hill Session

The classroom for the day was the Gold Room of the Rayburn House Office Building on Capitol Hill, across the white marble hall from the Committee on Foreign Affairs. The five “professors” were not academics but active practitioners in legislative affairs, representing federal agencies, congressional offices, and lobbying firms.

And when the bell rang, as it did several times during the four-hour session, it wasn’t to end class but to alert members of Congress in the building to attend a vote that had been called to the floor.

The “Capitol Hill Day” event was an off-site meeting of about 30 students in the Master of Public Administration (MPA) program at the Schar School. The students were accompanied by Schar School professors Priscilla M. Regan and Connie L. McNeely, who arranged the morning’s series of speakers.

The class visit by MPA students to the symbolic seat of federal power has been taking place for more than 15 years, Regan said, and is a requirement for the MPA degree. The idea, she said, is to “connect students with speakers and hear them say what they’ve been reading.” The MPA program is ranked No. 40 in the world by the Academic Ranking of World Universities.

The Capitol Hill event takes advantage of the Schar School’s proximity to Washington, D.C., and its relationships with policy makers and influencers. “You couldn’t do this if you were in the middle of Kansas,” Regan said.

Students in her public policy process class will write a paper on what they hear during the Capitol Hill visit.

The October 12 session included presentations by Nancy Kingsbury, managing director of applied research and methods at the Government Accounting Office; longtime lobbyist Theo Sittler, director of the peacebuilding policy program of the Friends Committee on National Legislation; Damian Murphy, a senior staffer on the Senate Foreign Relations Committee; Lauren Inouye, vice president of the Council of Graduate Schools; and James Walkinshaw, chief of staff for U.S. Rep. Gerry Connolly, the Virginia Democrat who helps book the Rayburn room for the Schar School program.

“I’m always really excited to come down to the Hill,” said Master of Public Administration candidate Samantha Brien, a restaurant liaison specialist for the Arlington County Police Department (she’s also studying for an MPA concentration in administration of justice). The new setting for the class, the Massachusetts native added, “keeps me engaged.”

For some, it was a rare trip to the seat of the federal government. Master’s candidate Jennifer Prioleau, who lives in Richmond, Va., and works as an administrative assistant with the Virginia Board of Accountancy, said she had not been to the Capitol building “in at least five years. This is my first time in the Rayburn building.

“It’s great to come here and see what’s actually going on,” she said. “I’m a visual learner. In class, I’m hearing about these [policy issues] but I can’t really visualize it. Being here helps me see how it works.”

For at least one, coming to the Hill wasn’t new—but the learning session was still effective.

“I used to work in politics and coming to the Hill was the bane of my existence,” said master’s candidate Raleigh Dierlam, a development research associate at the Mercatus Center at George Mason. “But it’s nice to come here for a different setting, to see the hustle, and hear different perspectives.” ❖

Government and International Politics Major Wins Award in Global Politics Fellows Program

Caroline McCaig was visiting her grandmother in New York City when she learned she had been awarded the Rachel Gradia Scholarship in support of her participation in Mason's Global Politics Fellows program this fall.

"I hadn't seen my grandmother in over two years, so receiving [this news] became an incredibly special moment between the two of us since we don't usually get to experience life-changing news when we are together," she said.

Established in 2014 by the family of Rachel Gradia, in the memory of Rachel who passed away as a Mason student, the scholarship offers a one-time grant worth \$4,700 to support students enrolled in the Global Politics Fellows program, a 15-credit academic program designed for undergraduate students of the Schar School of Policy and Government or the College of Humanities and Social Sciences at George Mason University.



Rachel Gradia Scholarship
winner Caroline McCaig

"Receiving the scholarship took significant stress off of myself and my family," McCaig said. "I believe I received this scholarship due to my engagement in on-campus student groups," she said. "By being a part of student groups, I demonstrated my understanding of forms of justice, and the ways that it can be obtained."

McCaig is the current president of Student Power, Mason's chapter of the grassroots Student Power organization which is focused on making education more affordable in Virginia. She is also president of Students for Richmond Public Schools, which she co-founded, and is active in Mason's chapter of the Young Democratic Socialists of America.

"While change starts locally, having a global understanding of our struggles is necessary in obtaining true freedom," she said. McCaig and her Global Politics Fellows cohort will have the dual benefit of classroom style learning as well as an internship component which will afford them the opportunity to experience theory in action in the field of government and global affairs.

A rising junior majoring in government and international politics at the Schar School, with a minor in data analysis, her passion and drive towards a career in government and politics is evident in an already impressive resume that includes community service and leadership experience.

Schar School associate professor Bassam Haddad, for whom McCaig has served as research assistant, sees her potential. "Caroline is an exemplary student. She is determined, inquisitive, and innovative; capable of succeeding in graduate studies as well as the private sector and the NGO world," he said.

The Richmond native has worked for the Democratic Party of Virginia as a voter engagement intern, and beginning this fall, she will be interning at the Metro DC Democratic Socialists of America.

"I will be working with them on multiple committees, such as their migrant justice working group," she said. ❖

Schar School Master's Student, Soldier, and Iraq War Survivor Ali Nayyef Wins Pat Tillman Scholarship

Ali Nayyef, a student in the Schar School's political science master's program and an infantryman in the Virginia Army National Guard, is one of 60 recipients of 2018 Pat Tillman Foundation scholarships. The foundation is named for Pat Tillman, an NFL player who lost his life as a U.S. Army Ranger fighting in Afghanistan. The \$10,000 award is earmarked for tuition and fees, books, and living expenses.

Scholarship recipients are selected for their strength of character, academic excellence, and potential, according to the foundation website. Award recipients are expected to apply the best lessons they've learned in life and the military to positively affect America in the fields of medicine, business, law, science, education, and the arts.

Schar School Dean Mark J. Rozell said Nayyef and Melissa Swensen, a Mason doctor of nursing student who also won a Tillman award, are the kinds of extraordinary students who help make the university special.

"Mason honors those who serve the nation and we are very proud that our students are recipients of the prestigious Tillman Scholarship," Rozell said.

Nayyef, who earned his bachelor's degree at Christopher Newport University, came to the United States in 2010 following the death of his father at the hands of Al Qaeda in their native Iraq. His father had served as an interpreter alongside U.S. military forces in the aftermath of the U.S. invasion of 2003.

"I can apply the lessons I have learned at war and as a refugee, along with my passion for studying international relations, to address many of the security challenges the United States and the world continue to face," Nayyef said.

Shortly after the family's arrival in the United States, Nayyef's sister, who also had worked as an interpreter for U.S. forces, enlisted in the U.S. Army and served three years on active duty. Nayyef followed suit and enlisted in the Virginia Army National Guard following his graduation from high school in 2014, and continues to serve as an infantryman.

"Every day I get to wake up and live the American dream because of the bravery of the men and women who came before me," he said. "I intend on honoring them and this country by living up to my full potential and to give back not only as a soldier, but as a scholar." ✨



Ali Nayyef



From left: Capt. Jose 'Chris' Romero, Capt. Benjamin Leape, Capt. Benjamin Broadmeadow, Capt. Matt Somers, Capt. Jorge 'Jay' Hernandez, Capt. Josh Culver, Major Levi Hofts, Major Adam Link, Major Jason Bowers

First Marine Corps Congressional Fellows Begin Coursework for Master of Public Policy at the Schar School

The first students selected in a new Headquarters Marine Corps program to give higher education opportunities to Marine Corps Officers began studies this summer at the Schar School.

The nine Marines—eight of them began as Captains, one a Major—are enrolled in the Master of Public Policy (MPP) program, which provides graduates with the skills in policymaking and analysis necessary for understanding and solving critical problems. Once they have earned their degrees, they will serve for a year as legislative assistants to members of Congress on Capitol Hill.

The Schar School's proximity to the Pentagon, where the officers are now stationed, and its favorable cost efficiencies, were factors in the Marine Corps Office of Legislative Affairs choosing the Schar School, said Tres Smith, the recently retired Marine lieutenant colonel who chose the students and is teaching one of the courses.

"The program is ongoing and will continue at Mason," he said. "The public policy degree was key [in choosing the Schar School]. It was exactly what we were looking for. The adaptability and flexibility to meet our needs and work around the needs of the Marine Corps were important to make this happen. And the curriculum was tailored to what we needed; that's what sealed the deal for us."

"This is a great opportunity for Marines to gain higher education," said Major Jason Bowers, one of the students. "Three of us already have master's degrees, but this second one for myself allows me an opportunity to do something more focused on what I'll be doing in the future."

The advanced degrees are important to the officers if they wish to move up in rank, said Bowers. "As your rank increases, there are additional requirements, and if you want to be competitive, you really need to have a master's degree," he said.

For a year after graduating, the Marines will serve as military representatives to senators or members of Congress. "We'll be representing the Department of Defense as a whole, not just the Marines, and be a proponent for the entire military," Bowers said. "We're expected to be experts in all policy matters—for the Navy, for the Air Force, for the Army—when it comes to me serving my representative."

"The adaptability and flexibility [of the Schar School] to meet our needs and work around the needs of the Marine Corps were important to make this happen."

- Tres Smith

Their studies began this summer with a challenge: A 14-week course, Culture, Organization, and Technology, was condensed into a little more than six weeks, with classes meeting sometimes three times a week.

"Because of their background and rigorous training that emphasizes attention to detail, I had no doubt the class would adapt and excel at this advanced pace," said Rainier A. Sommer, a professor in public policy and enterprise engineering at the Schar School. "I am quite sure that this first cohort will do just as well in all their other program course requirements."

The officers also will take assorted courses that "will directly benefit our experiences on the Hill by being intimately familiar with government processes and policy writing," Bowers said. These include classes that emphasize policy analysis, program evaluation, and ethical context, said Bonnie Stabile, director of the MPP program.

"The policy analysis answers the question, 'What should we do?' The program evaluation answers, 'How well did we do it?' And the ethics asks the question, 'Should we do it?'" she said, adding that as part of the fellowship the officers also will attend congressional sessions and meetings on the Hill for first-hand experience.

Smith said the fellows in next year's cohort are applying now. ❖



Faculty Spotlight: Ken Reinert

Is access to economic prospects more important for human development or is it the provision of basic goods and services that meet human needs? This is a question that is contested by economists and development experts but one that Kenneth Reinert seeks to answer in his latest book, *No Small Hope: Towards the Universal Provision of Basic Goods* (Oxford University Press).

Reinert, professor of public policy and director of the Master's in International Commerce and Policy at the Schar School, contends that poverty is a result of lack of basic goods and services and not necessarily due to poor economic prospects.

"The provision of basic goods and services can support economic growth and the expansion of human capabilities," he said. "We have empirical evidence that shows education, for example, is very important to economic growth."

Food, water, sanitation, housing, electricity, and health services are the other basic human goods and services that are at the core of his discussion.

Also central to what Reinert termed as an alternative perspective to human development is how economic growth translates into providing these basic goods and services.

"Is it just translating into the consumption of luxury goods, or is it actually providing basic goods and services to poor people?" he posed.

Reinert argues that the provision of basic goods and services is a prerequisite for human development and capabilities expansion. This is the alternative that he proposes.

"Basic goods are basic rights. This has been recognized in many cases, multiple times by the UN system. So, it should be a priority if we care about human rights.

"If you don't have access to sanitation, education, clean water, and health services, human development will be stunted. That is the message of the book," he said.

And who will drive this alternative?

"It can happen with the private sector, it can be national governments, it can be multilateral organizations. The World Bank now has a sanitation program," he said.

No Small Hope stands apart from the traditional development agenda that often frames development challenges as issues only of the "Global South."

“I would say there is a lot of lack of provision of basic goods and services even in the U.S. Spend some time in Washington, D.C., you will see that there are people who fundamentally lack some key basic goods and services,” he said.

“Life expectancy in the U.S. is now falling. That reflects a lack of basic goods and services. We have an education problem, we have a homelessness problem, so I think this is relevant beyond the low- and middle-income countries.”

Reinert, an economist who has consulted for international organizations that include the World Trade Organization, the World Bank, and the U.S. International Trade Commission, said that the timing of the book is not tied to current events in the United States.

“It is something I’ve thought about for a very long time, so the timing wasn’t in response to any particular events occurring globally.”

He did acknowledge that “this [current] movement to look inward and to sever ties to multilateral relationships with other countries is not helpful.

“I’m a trade economist so that is something I see as very negative. I think multilateral ties and cooperation to do lots of things including the agenda of this book are really important.”

In fact, the World Trade Organization invited Reinert to present his book at the annual WTO Public Forum in October.

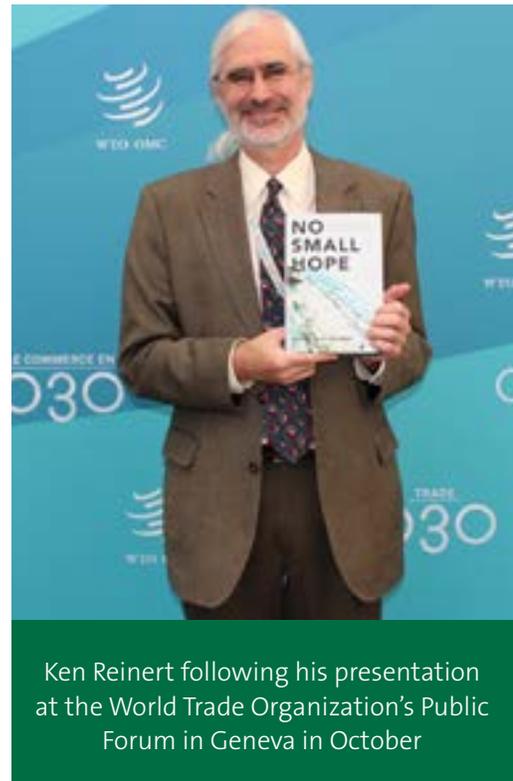
While he is already an accomplished author and editor of several books—and over 75 academic papers published in leading journals—Reinert was quick to reveal that he found writing this book particularly challenging.

“Many of the chapters are on things I knew very little about,” he said. “I am not an expert on water, sanitation, or education. I am an international economist, not an ethicist nor a human rights scholar.

“So most of the book was me learning new things. It was challenging from that perspective. And I am very glad I wrote it.”

As to the choice of title for the book, Reinert said, “the purpose of this book was to emphasize the role of human need in development and development policy.

“Fulfilling these basic human needs is no small hope. It will not come easily. It’s as difficult as it is important, and that is what I was trying to communicate with the title.” ❖



Ken Reinert following his presentation at the World Trade Organization’s Public Forum in Geneva in October



Schar School Grad, Former GSA Head Denise Turner Roth Appointed to Mason BOV

Denise Turner Roth, who earned her bachelor of arts degree in Government and Politics in 1999 in what is now the Schar School, has been appointed to the George Mason University Board of Visitors by Virginia Governor Ralph Northam. She began serving her four-year term this fall.

Roth was appointed by President Obama and confirmed by the U.S. Senate as chief executive of the General Services Administration, a title that came with 12,000 employees, a \$27 billion budget, and \$80 billion in federal contracting activity. The GSA oversees federal building, acquisition, and technology services to federal agencies.

She currently is chief development officer of WSP USA, a global engineering and professional service firm, where she assists public and private clients with buildings, infrastructure, and energy projects.

Little known facts: While an undergraduate, Roth, a first-generation college student, served on the Student Council, landed a job working for then U.S. Rep. Jim Moran (D-Va.) before graduating, and was on the Mason Dance Team.



Schar School alumna
Denise Turner Roth:
The former head of
the General Services
Administration joins
Mason's Board of Visitors



As the Needs of Graduate Students Change, so Does the Schar School's Career Development Program

Brian Bar thought he knew exactly the type of career field he would get into after college. But after completing an unsatisfactory senior-year internship in his chosen field, he decided to change course.

But to what?

Bar confessed his uncertainty to one of his faculty advisors at the University of Wisconsin-Green Bay, where he was completing a bachelor of science in psychology.

"She said to me, 'Aren't you involved in, like, 20 different things here? You seem to get more enrichment out of working with students than anything else,'" he recalled. "This got me thinking more about the general area of student affairs."

Bar went on to earn a master of science in educational leadership and policy analysis with a concentration in higher education administration from the University of Wisconsin-Madison.

“Initially it was focused on service learning,” he said of his master’s program capstone. “I researched the area of service learning and how it can help students develop their passion projects that eventually lead them into fulfilling career fields.”

It was not until he started working for AmeriCorps VISTA that he really found his niche in “experiential learning,” which he explained is an umbrella term for several components within student affairs.

“Experiential learning encompasses service learning, career services, and internships,” he explained. “And it is one of the most effective ways to engage students as well as give them real-world experiences to apply their learning to.”

So in a very real way, Bar, who is the new assistant director of career development at the Schar School, became the student affairs professional he needed when he was in college.

This fall, Bar is running the Professional Development Planning Program (PDP), one of the signature career development programs that is tailored exclusively to first-semester graduate students.



“[Experiential learning] is one of the most effective ways to engage students as well as give them real-world experiences...”

-Brian Bar

PDP is an optional non-credit program that was created five years ago by the Schar School’s career development office to help new graduate students develop a plan that aligns with their career ambitions.

According to Duane Bradshaw, director of career development at the Schar School, the number of students fresh out of undergraduate programs has grown exponentially over the past decade.

“The needs of graduate students have changed, with a larger number needing more specific support as they prepare for their careers,” said Bradshaw.

The PDP program builds a foundation for new students to be successful in their graduate studies. “[The program addresses] how they’re contemplating doing their career search, what they need to take into account, where their skills sit and what they still need to develop, and how courses they take help them develop those skills.”

The Schar School career development office provides all enrolled students and alumni individualized career support. In addition to signature Schar School programs such as PDP and the annual career and internship fair, professional career advisors work with students and alumni to explore and develop career goals, identify employment and internship opportunities, and offer resume and cover letter reviews.

What advice does Bar want to share with students? “It never hurts to have a second pair of eyes on your resume. Yes, even if you think you have the perfect one.” ❖



Meet the Newest Members of the Alumni Chapter Board



Following August's elections, the Schar School Alumni Chapter Board of Directors now numbers 10—more than three times our number less than a decade ago. Our growth is reflective of both the commitment by alumni and the school's current competencies, including 13 undergraduate and graduate degree programs offered on two campuses with 80 full-time faculty members.

I'm very pleased to welcome back our re-elected board members, including Khushboo Bhatia ('16 GVIP), Chair of the Undergraduate Outreach Committee and member of the Golden Quill Society; Emily Mark ('09 MPA), Secretary of the Board, Co-Chair of the Student Support Committee, and one of the developers of the highly successful mentoring program; and J.J. Stakem ('12 ODKM), Chair of the Veteran's Committee, point person for the Veterans ERPi Patriot Scholarship, and a leader in outreach to Mason's veteran community.

New Members

Laura Gouge joins the Board after a dedicated and continuing stint on the Student Support Committee, where she has been a mainstay of the mentoring program and a critical link to our new and current students. Gouge currently works for the American Sugar Alliance as the special projects coordinator. When not working on Schar School events, she focuses her boundless energy on creating stage sets for the Arlington Players volunteer theater group. Gouge graduated in 2015 from the Master's in International Commerce and Policy degree program.



Craig Buckley serves as Vice President of the Board and brings his 22 years of experience as a member of the Fairfax City Police force. During the course of his career, he has served as a patrol officer, field training officer, and general crimes detective. Captain Buckley is currently commander of the Criminal Investigations Division and received his Master of Public Administration from the Schar School in 2016.



Jason Matechak has spent his legal career in international government contracting, lecturing, and working around the globe. A founding partner at Impressa Legal Group, Matechak also serves as the Director for the Center for International Procurement Law and Policy at the International Law Institute. A true Patriot, he earned his law degree from the George Mason University School of Law (now the Antonin Scalia Law School) and his Master's in International Commerce and Policy from the Schar School in 1993.





Reflective of the many unique careers held by Schar School alumni, Mark O'Malley serves as the Director of Operations and Plans in the Division of Sealift Operations and Emergency Response at the U.S. Maritime Administration in Washington, D.C. O'Malley directs the management of shore-side logistical support for 53 Ready Reserve Fleet vessels that support Department of Defense and humanitarian assistance and disaster relief operations. He served 30 years in the United States Coast Guard in the fields of maritime safety, security, and search and rescue, retiring in 2012 at the rank of captain. Mark received his Master of Public Administration from George Mason in 1996.



Ever ready to parley, Joshua Pipes graduated from the Schar School's Master's in Peace Operations program in 2014. He works as a federal contractor at the U.S. Department of State, supporting the Bureau of Information Resource Management. He previously served as a federal contractor in the Bureau of Near Eastern Affairs and the Bureau of Conflict and Stabilization Operations. Pipes has taught English in South Korea and now is working to develop our First Year Initiative to inform Schar School students about alumni chapter activities.



Jenny Walters joins the board as the new Chair of the Events Committee and is bringing her natural enthusiasm to the Chapter. She is the Communications Director for the Office of the Chief Financial Officer of the Department of Homeland Security. Walters holds a Master of Public Policy degree from the Schar School in 2008. She began her career at the Department of Homeland Security at the Science and Technology Directorate, where she spent seven years before moving on to her current position working at DHS Headquarters.

Please join me in welcoming these new members to the Board and feel free to contact me directly at colin@freedomcapllc.com or Zavin R. Smith, Director of Development and Alumni Relations, at zsmith@gmu.edu.

Colin R. Hart ('93 ICP)

President, Schar School Alumni Chapter



Schar School Grad Joins Competitive Fellowship in Jamaica's Prime Minister's Office

After returning home to Jamaica this summer, fresh from earning her PhD in Public Policy at the Schar School, Karelle Samuda began work as a Jamaica House Fellow, a program created by the Office of the Prime Minister to attract talented young professionals to Jamaica's public sector.

Samuda interacts with senior government officials and Cabinet members in an ambitious research and analysis effort to stimulate economic growth and development in the business community and the public at large. It is a two-year paid position intended to provide fellows hands-on training in public policy decision-making. By the end of her fellowship, Samuda is expected to become a leader in the field of Jamaican public service.

"I'm very excited about it," Samuda said. "The country is changing, young people are becoming involved."

Samuda is uniquely prepared to tackle policy and economic issues, said Janine Wedel. Wedel, a University Professor of international commerce and an anthropologist in the Schar School, worked closely with Samuda as Wedel was writing her latest book, *Unaccountable: How the Establishment Corrupted Our Finances, Freedom, and Politics and Created an Outsider Class* (Pegasus Books).

"She has been exposed to different literature, different methods of research and different people in the field," Wedel said. "And she's done field work, which is important as you continue to encounter new environments."

"All of this has helped prepare her for what she will do in Jamaica, but I think she really has a future beyond one government agency."

"Professor Wedel is an anthropologist who taught me how to ask questions and not just think a data set can derive a policy response," Samuda said. "There are other ways to gain data using ethnography and participation methods."

During her academic career at Mason, Samuda worked at the World Bank in Washington, D.C., researching data regarding human development in resource-rich nations around the world, but particularly in sub-Saharan Africa. The work became a book, *From Mines and Wells to Well-Built Minds: Turning Sub-Saharan Africa's Natural Resource Wealth into Human Capital* (World Bank Publications).

Meanwhile, she wrote her dissertation on a "comparative analysis of a constituency development fund that is used in about 25 countries around the world, but I compared Jamaica and Kenya," she said. "It's a pool of funds that is given to elected officials, in this case Members of Parliament. These funds are used to finance projects that promote the development of communities within a constituency, or improve the well-being of residents within the constituency. I basically looked at what factors determine how the CDF is spent on public, private and club goods and the implications."

Her work at the Schar School, Wedel said, has prepared Samuda well for a bright future in civic engagement. ❖



*"The country is changing.
Young people are becoming
involved."*

-Karelle Samuda



‘Truth on Trial’ at the Schar School

The concept of honesty in the media was examined in early June when the Schar School hosted a multiple-panel afternoon of discussion called “Truth on Trial: Implications for Communicators—Ethics and the Collapse of Institutional Trust.”

Some 10,000 viewers (and counting) have watched the two-hour livestream during which former special counsel to President Trump Ty Cobb revealed publicly for the first time that White House counsel Don McGahn recused his office from the Mueller Russia probe. Cobb was joined in the event by, among others, CBS’s chief White House correspondent Major Garrett; National Review contributing editor Andrew McCarthy; former White House chief ethics counsel Richard W. Painter; Karen DeWitt, columnist for the Baltimore Post-Examiner; chairman and CEO of LEVICK Richard S. Levick; Cox Communications Virginia Vice President Nneka Chiazio; and president of the National Black Public Relations Society Neil Foote.

Schar School chief operating officer and professor Judith Wilde, pictured, was the program’s host.

All in Good Fun: Prof. Deitz Is 'Roasted' by Colleagues in Alumni Chapter Benefit



For a first-ever ceremonial roasting of a professor, the September 7 barbecuing of Schar School Professor Robert Deitz was as hilarious as expected. The sold-out event, an elegant sit-down dinner in Founders Hall on the Arlington Campus, was a fundraiser for the Schar School Alumni Chapter and included two hours of good-natured barbs describing the former lawyer for the CIA and NSA's storied career in espionage, White House politics, and academia.

Inaugural "Roast Mistress," Professor Tonya Neaves, pictured stifling a laugh during Deitz's back-at-you closing remarks, was joined on the panel by Distinguished Professor and former inspector general for five federal agencies David Williams, Associate Professor and reliable wise guy, Jeremy Mayer, and Ian Nicholson, a 2017 Master of Public Policy graduate and now an investigator at the U.S. Senate Committee on Finance. Former CIA and NSA director and Distinguished Visiting Professor Michael V. Hayden made a surprise appearance via video from a fortified bunker in an unidentified location.

Contributors

Ron Aira

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*Kaz Sasahara,
Lancer Photography*

Saskia Popescu

Mark J. Rozell

Seong Jae Shin

Wanjiku Wainaina

Judith Wilde



The Schar School offers classes at Mason's Fairfax and Arlington campuses in Virginia. Both campuses are located within the heart of a dynamic region and close to the nation's capital. Opportunities for internships, jobs, and research are unequalled, as is access to archives and museums, policymakers and think tanks, and diverse career opportunities. With 80 full-time faculty, we offer 13 degree programs across undergraduate, masters, and doctoral levels.

