

## The Parts of Our Sum

*Like any potent blend, our signature mix of people and programs depends on individual pieces that are remarkable themselves.*

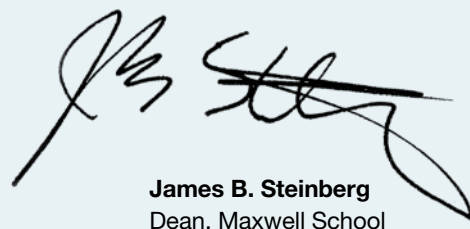
We often say that Maxwell is more than the sum of its parts. The School is unique in the opportunities for synergy and collaboration that take place every day — among the social science departments, between the professional and academic programs, within our interdisciplinary research centers, and in the interaction between graduate and undergraduate students.

But the parts themselves are pretty remarkable in their own right, and in this issue we feature just a few of the extraordinary individuals who make up the Maxwell community, beginning with Peg Hermann, Gerald B. and Daphna Cramer Professor of Global Affairs and director of the Daniel Patrick Moynihan Institute of Global Affairs. During her 15 years at Maxwell, Peg has not only pioneered work on the impact of leadership styles in decision making and crisis, but she also has selflessly nurtured many generations of scholars and practitioners working in government, NGOs, and the private sector. We also pay tribute to a true legend at Maxwell, David Bennett, whose career spanned an amazing six decades at Syracuse. David not only taught American history, but lived it; and, in doing so, touched the lives of uncountable Maxwell students and colleagues, many of whom came to pay tribute to him at the moving farewell event this spring.

Much of what unites the disparate elements of Maxwell is the strong commitment to public service, reflected in these pages by Walter Broadnax's continued high level of engagement in public life, as seen in his role on a National Academy of Public Administration committee reviewing plans for the U.S. Postal Service; and by Robert Rubinstein's thoughtful reflections on the challenges facing the academic anthropologist in advising the U.S. military.

The opportunities — and tensions — in bridging the worlds of scholarship and practice were brought home to us again in Samantha Power's powerful remarks at this spring's Graduate Convocation. She reminded our graduates that problems facing us are complex, but that passionate, committed individuals can truly make our "city" greater and better than they found it — something Maxwell students, faculty and staff members, and alumni do every day.

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**James B. Steinberg**  
Dean, Maxwell School



**On the Cover:** Margaret "Peg" Hermann (front) with (from left) students Hanneke Derkson, Corina Rebegea, and Christiane Pagé (photo by Steve Sartori/SU Photo & Imaging Center)



### Centers & Institutes

## Beyond al-Qaeda

*In its first decade of existence, SU's security and counterterrorism institute has broadened its scope much as the world's understanding of international security has evolved.*

When Syracuse University's Institute for National Security and Counterterrorism (INSCT) was founded after the 9/11 attacks, its primary focus was on perceived immediate threats to the United States, such as al-Qaeda and the "war on terror" in Iraq and Afghanistan.

Now INSCT is 10 years old and its base is much broader. INSCT has kept abreast of the rapid evolution of U.S. national security and counterterrorism law and policy, and has developed an international reputation for its graduate education programs, research, and policy analysis.

"The legal fabric of security and counterterrorism is becoming more complex and substantial," says William C. Banks, INSCT director, Board of Advisors Distinguished Professor of Law, and professor of public administration and international affairs. While at the time of INSCT's founding national security was seen as an extension of U.S. military operations and defense strategy, threats today are more diverse and interconnected, a phenomenon Banks calls "cross-domain security."

The risk is not only to the U.S. military or the physical infrastructure of U.S. cities. Terrorists or rogue nations fighting an asymmetric war might target U.S. financial, education, transportation-management, and healthcare networks, or a combination of physical and virtual targets. A cyber attack could compromise infrastructure such as power plants, with far-reaching effects. "If a power plant is taken down in a cyber attack, for example, many people who rely on powered medical devices would be in severe danger," says Banks, the author of foundational texts including *National Security Law* and *Counterterrorism Law* (both published by Aspen).

To engage such breadth, INSCT takes an interdisciplinary approach — greatly bolstered when, in 2004, the Maxwell School and SU's College of Law agreed to co-sponsor INSCT. Thanks to this partnership, INSCT brings top legal minds together with public and international affairs experts to approach security issues from multiple

*At their year-end awards ceremony, members of the INSCT team: Keli Perrin '04 JD/MPA, assistant director; Director William Banks; Vice Admiral Robert B. Murrett, deputy director; Corri Zoli '91 BA (PSc), research assistant professor; and Nicholas Armstrong '08 MPA, research associate.*

**"The legal fabric of security and counterterrorism is becoming more complex and substantial."**

*INSCT Director William C. Banks*



**Duncombe Remembered.** William Duncombe '87 MPA/'89 PhD (PA), professor of public administration and international affairs, passed away in May.

Duncombe joined the faculty in 1991 and conducted research on education finance, property taxes, public budgeting, and financial management. He was editor of *Public Budgeting and Finance* and a fellow in the National Academy of Public Administration.

He received many accolades for teaching, including his department's first Birkhead-Burkhead Teaching Excellence Award.

More about Duncombe at [maxwell.syr.edu/news](http://maxwell.syr.edu/news)

**Maxwell Hosts Young Middle East Leaders.** During a five-week stay this spring, 22 young people from 15 Middle Eastern and North African countries took part in the seventh annual Leaders for Democracy Fellows program, sponsored by the U.S. State Department.

Participants learned about democracy at Maxwell and then traveled to Washington, D.C., to complete internships. They return to home countries with knowledge and skills expected to benefit organizations, sectors, or specific communities there.



**Fund Honors Schroeder.** A new prize for doctoral research in public administration honors Larry Schroeder's 30-plus years on the PA faculty.

It is funded by Rosemary O'Leary, former faculty member and Schroeder's wife.

Schroeder, also a professor of economics, is a leading scholar of public finance. He has won many teaching awards, including Maxwell Professor of Teaching Excellence.



**O'Hanley Supports Faculty.** Ronald O'Hanley III '80 BA (PSc), a member of the Maxwell Advisory Board, has made a \$500,000 commitment to endow

a fund to help recognize, reward, and retain excellent teachers at Maxwell. O'Hanley Scholars will receive three-year awards.

In addition, O'Hanley's commitment will create a fellowship to supplement the Robertson Fellows program. (See page 6.)

O'Hanley is president of Fidelity Investments Asset Management.

vantage points. "Our experts can quickly adapt to the dynamic nature of the field," says Banks. "We can add to or subtract from our portfolio and staff as circumstances change."

Security today isn't all about "guns and tanks and military posture," says Robert B. Murrett, a vice admiral who joined INSCT in 2011 as deputy director while joining the faculty of Public Administration and International Affairs. Murrett, a former director of the U.S. National Geospatial Intelligence Agency, collaborates with SU's Institute for Veterans and Military Families and notes that the nation's approach to veterans' affairs impacts national security. "Simply put," he says, "our way of treating military veterans is directly related to the willingness of the American people to secure this country's future through military sacrifices."

Learn more at [insct.syr.edu](http://insct.syr.edu)

INSCT has formed many other educational and research partnerships in 10 years. Through its relationship with the Institute for Counter-Terrorism in Herzliya, Israel, INSCT sends study abroad fellows during the summer. With the Georgetown Law School, INSCT publishes the Journal of National Security Law & Policy. And, at SU, INSCT works with Maxwell's Moynihan Institute of Global Affairs and other units to offer an array of security-related curricular programs, comparable to the certificates offered through academic departments.

"We began by offering a curricular concentration in national security and counterterrorism law," says Banks. "Since then, we've added two advanced-study concentrations and an online cybersecurity class. We're talking now about a cross-campus concentration in cybersecurity."

These programs attract a mix of about one-third law and two-thirds Maxwell students. "We offer training that's timely in today's job market," Banks notes, pointing to the placement of dozens of program graduates in top national security positions. "We have alumni in professions across federal government, local government, the consulting industry, and law firms. They are the best evidence of INSCT's success."

— Renée Gearhart Levy / Martin Walls

Faculty Expertise

## Postal Service Reforms

*Professor Walter Broadnax, a former deputy secretary of Health and Human Services, served on a panel reviewing USPS reforms.*

After four industry leaders authored a white paper advocating a retooling of the U.S. Postal Service (USPS), the National Academy of Public Administration (NAPA) decided to take a look. With funding from Pitney Bowes, it formed a panel of five NAPA fellows — among them, Walter Broadnax '75 PhD (PA), Distinguished Professor at Maxwell — to review the paper.

The USPS lost \$15.9 billion last year due to digital communications, declining mail volumes, and other factors. The industry-leaders' white paper proposed a new model for the USPS, in which private companies collect, process,

and transport packages, and USPS letter carriers are responsible for the "last mile" of delivery.

To review that proposal, the NAPA panel sought input from more than 90 stakeholder groups, among other forms of research and analysis. Its report, issued in March, does not endorse the white paper's version of a public-private partnership. For one thing, the partnership raises implementation challenges unaddressed by the white paper. But even if it were implemented, it is insufficient to address "the depth and breadth of the Postal Service's challenges," the NAPA panel says.

Put simply, Broadnax and his colleagues have reaffirmed that the USPS's problems are fundamental and systemic, and will be solved by a broad-minded, unfettered approach to possible reform. The white paper's public-private partnership "merits serious consideration," but only "as part of a more comprehensive policy reform effort."

Broadnax is a former deputy secretary of Health and Human Services, where he oversaw the restructuring of the Social Security Administration. He has been president of Clark Atlanta University, dean of the School of Public Affairs at American University, and director of the Bureau of Governmental Research at the University of Maryland.

— Jill Leonhardt / Dana Cooke



Walter Broadnax served on a NAPA panel reviewing plans to "fix" the U.S. Postal Service.

Panel findings at [napawash.org](http://napawash.org)

Centers & Institutes

## Helping Darfur

*SU-based Near East Foundation and anthropologist Peter Castro provide training in natural resources conflict management.*

In Darfur, in western Sudan, the government and rebel factions struggle to establish peace. But the region's citizens are not waiting to start rebuilding their lives and communities. "People are very eager to get back to their lives," says Peter Castro, associate professor of anthropology. "They are trying to reoccupy land and re-establish communities and strengthen the way they manage natural resources," he says.

For a week last August, Castro trained community leaders in natural resource conflict management in central Darfur as a consultant and lead trainer for the Near East Foundation (NEF). He also helped develop a training manual, in collaboration with the NEF, Zalingei University, and NGO partners in the area. The NEF, which has operations in several nations and has worked in the Sudan for decades, is based at Syracuse University and affiliated with Maxwell. NEF Darfur program manager Mohamed Dahia worked with Castro on the project.

As communities in Darfur look to rebuild after years of instability, conflict has erupted over land use and other issues between farmers

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Peter Castro