Ohio State honors John Glenn and his historic flight in Friendship 7

CELESTIAL CELEBRATION

Glenn School moves into the top 10% of ‘Best Public Affairs Schools’

See Page 4
Letter from the Director

On behalf of the John Glenn School of Public Affairs, I am pleased to share with you the latest news and events from our growing school.

The Glenn School is thrilled to be included among the top 10 percent of public administration programs in the latest edition of the U.S. News & World Report. This ranking reflects the growth and diversification of the Glenn School that we have so often described in Public Address during recent years. It also reflects the hard work and dedication of our excellent faculty and staff. I am very proud to see the Glenn School recognized as among the best public administration schools in the nation.

In February, we had the great pleasure of celebrating the 50th anniversary of Sen. Glenn’s Friendship 7 space flight. The week of celebratory events at the Glenn School and Ohio State recognized the impact of a man who has given much more than just his name to our public affairs program. You can learn more about the anniversary events on pages 8-9 of this issue and also find more coverage of Sen. Glenn on our website, glenn.osu.edu/john_glenn.

Our faculty and students have been busy distinguishing themselves in recent months. Dr. Stephanie Moulton received a prestigious MacArthur grant this winter to fund her research on housing and financial security. Dr. Jos Raadschelders’s recent article in the Public Administration Review (PAR) journal was the most-downloaded article of the year from the PAR website and he recently had his 15th book published. The first public affairs undergraduates graduated this winter from Ohio State while 60 students in the undergraduate class made the dean’s list for the fall quarter. The school’s graduate students presented their research to the public this winter at the first Graduate Policy Forum. We are proud of our students’ accomplishments.

There are so many events and opportunities to be involved in at the Glenn School. Our career website (see p. 15) is a resource for students and alumni to post and look for job opportunities. The alumni association will be hosting networking events this spring. We host guest speakers weekly at the Glenn School. I hope that you will visit our website or social media sites soon to find out how you can become involved in the life of the Glenn School.
The John Glenn School of Public Affairs moved into the top 10% of America’s Best Graduate Schools, according to the 2013 edition of U.S. News & World Report’s rankings.

**First undergraduate majors graduate**

Abby Warner created her own specialization plan to achieve her ambitions of someday pursuing Public Health. “My major was Public Affairs and I developed my own specialization track in health policy and management. The Glenn School was absolutely amazing for allowing me to pursue classes that tailored to my interests while upholding a supervisory role to ensure my degree fully prepared me for the workforce,” said Warner.

Werner’s time at the Glenn School has been invaluable, as she defines the school as a tangible representation of what a “legacy” truly is: “Senator John Glenn and Annie exemplify the meaning of public service. They serve as such an inspiration for students in the school and reaffirm their dedication by visiting us frequently. Simply put, other colleges and programs don’t have John and Annie Glenn.”

Steven Redd aspires to apply his academic and extracurricular experiences while at the Glenn School to a future in teaching middle school language arts in Miami, Florida, as a member of the Teach For America Corps.

Fellow graduate Gianna Domine, like Redd, also chose a major in Public Affairs with a minor in Nonprofit Management in addition to a minor in Sociology. Huang advises future students to allot some time before really committing to their specialization track, as this was the aspect that she felt was most critical in the eyes of future employers reviewing thousands of possible resumes and major/minor combinations.

As these four students commence a new chapter of their lives, expanding upon their development and academic excellence received at the Glenn School, their legacy has already become the catalyst for a wave of new students ready to follow their example in public policy, leadership, and service. Despite the fact they are graduating, through their collective experiences and success, they will forever be remembered and intrinsic members to the Glenn School community.

“I am proud to be a part of this,” concludes Huang.

Taozhen Huang, Gianna Domine, Abby Warner and Steven Redd.
Ohio Board of Regents. research agenda in collaboration with the center for the state of Ohio, and will and under what circumstances, reverse and economic outcomes for families and relationships between housing and social Research Center of the new Ohio Education Joshua Hawley named director and grants from the Glenn School, and has been described as a "pleasure to teach," said Daniel. Phillips has already taken and excelled in various classes offered by the Glenn School, which they can receive credit and compose public policy, but they are also enrolled in and attend educational meetings and events. The Glenn School also highly encourages a diverse range of sponsors to offer internships to prospective students who are applying to the program. "It truly gives you unparalleled real-world experience. As a high school student, you have the opportunity to work in an organization that does meaningful work, and you get to interact with adults who are leaders in their respective fields. You are given responsibilities and tasks that many college students and graduates have yet to experience," adds Sunel. "In addition, the public policy class supplements a lot of the information you learn in your internship. As a result, you learn so many things that you cannot learn by simply sitting in a class. Furthermore, the internship helps prepare high school students to get used to the college atmosphere and study environment." Another intern, Allison Largent, from the Huckleberry House. Her experiences stem from a service-based angle on public policy, as she is able to contribute to the House by helping the children and making them feel "as comfortable as possible," Largent also received the opportunity to write a grant for the agency, and considers it a defining moment of her internship. "While it is only a small grant, I felt very honored that she had enough confidence in me to give me that type of project. I just finished writing it and they will find out in April whether or not Huck House will receive the grant or not." Largent's experience in the non-profit sector has had an impact on her, and expanded her lens of societal views and acceptance. "I have gained a lot of knowledge about how to work with a variety of different people. Working at a non-profit agency like Huckleberry House has given me the chance to see a very wide spectrum of the people in Columbus that I otherwise would not have experienced. It has also sparked my interest in helping the less fortunate and I hope to continue to give my time to this agency or ones like it in the future. It has been a very humbling experience that I would not trade for anything. Students should not pass up the opportunity to be involved in this program." Undergraduate program Students who achieve a 3.5 GPA or above on a 4.0 scale are eligible for the honor of being named to the Dean’s List. The Glenn School has 60 undergraduate students who made the Dean’s List during the 2011 fall quarter. Professor Stephanie Lavertu, an assistant professor at the Glenn School, weighs in on the overall atmosphere, teaching style, and student work ethic on a daily basis, as it is a relatively new institution and still developing even today. "Senator Glenn and the leadership at the Glenn School have articulated a clear mission— to inspire citizenship and develop leadership. That we have a clearly articulated vision in yourself distinguished us in many departments. That this mission is one that brings into alignment the goals of the students, Glenn School staff and faculty, The Ohio State University, and our broader community, further distinguishes us," said Lavertu. "We have the explicit goals of fostering democratic citizenship, helping students develop the knowledge and skills to lead their communities, and to provide a much needed link between academic research and governance— especially here in Ohio." Lavertu also reveals how Glenn School students are unique in their work ethic, describing them as "impressive." "While getting to know them [the students] I truly was impressed by their passion, the scope of their accomplishments, and their public service orientation. There is a lot of rhetoric out there asserting that young people are individualistic and that they lack the personality traits to participate effectively in public affairs. No reasonable person could make that claim after meeting my students. They have done much already to lead and contribute to their respective communities and they are clearly hungry to do more. The future looks bright if we keep in mind that these are the leaders of tomorrow."

Joshua Hawley named director of the new Ohio Education Research Center Associate Professor Joshua D. Hawley, faculty member in the College of Education and Human Ecology and the John Glenn School of Public Affairs, will serve as the director of the new Ohio Education Research Center (OERC). The OERC is a permanent education research center for the state of Ohio, and will produce and carry out a P-20 education research agenda in collaboration with the Ohio Department of Education and the Ohio Board of Regents. Learn more at: glenn.osu.edu/news/oerc

60 students in the undergraduate class make the Dean’s List

The Glenn School’s High School Internship Program recently finished its winter program, and those involved are already reveling in its immeasurable value both in and out of the classroom. Not only are students engaged in internships based in public policy, but they also are invited to participate in classes through the Glenn School through which they can receive credit and compose their own personal research projects. Internship sites range from sectors in politics, governmental affairs and non-profit/advocacy centers. When hired, students will be doing much more than clerical work and making coffee runs, as some of the internships can include working for political candidates on their campaign trails, conducting legislative research or coordinating fundraising projects for nonprofit organizations. While interning, students will also be participating in an academic seminar through which they can receive up to 10 Ohio State Class credits that focus on the impact that public policy initiatives and service involvement have on the community. The HISP class is taught by Jamie Levine Daniel, a graduate assistant at the Glenn School, and has been described as a "pleasure to teach," said Daniel. Phillips has already taken and excelled in various classes offered by the Glenn School, such as Public Affairs 200. "Public Affairs 200 was an excellent course — I was in the section taught by Stephanie Lavertu. The class was in the first quarter, and had everyone from my learning community (the JGLC) enrolled with me. It promoted great discussions in and out of the classroom." In addition to dedicating time to academics, most students of the Glenn School are also highly involved in the numbers clubs and extracurricular activities offered at Ohio State. Phillips is no exception, as he is a member of the club water polo team, ukulele club, a member of the Government Relations Committee of the Undergraduate Student Government, and also holds a chair position as Community Service Chair in his fraternity, Pi Kappa Alpha. While the Glenn School is one of the newest schools at Ohio State, it is eminent that this institution is well on its way to representing the university both academically and in the overall atmosphere, teaching stylistics, and student work ethic on a daily basis, as it is a relatively new institution and still developing even today. To learn how you can be a sponsor or apply to be part of the Glenn School’s High School Internship Program, contact Chris Adams at adams.615@osu.edu.

34 The percent of Glenn School undergraduate majors who made the Dean’s List from the fall 2011 quarter.

Faculty News MacArthur Foundation awards $427,000 grant to analyze the use of reverse mortgages and its impact on older adults A research team led by Dr. Stephanie Moultou, an assistant professor at the Glenn School, was awarded one of five competitive grants from the John D. and Catherine T. MacArthur Foundation for research to explore the relationships between housing and social and economic outcomes for families and communities. The grant will be used to fund a three-year study that will provide a better understanding of whether, and under what circumstances, reverse mortgages lead to increased financial security, well-being and independence in older age. Learn more at: glenn.osu.edu/news/macarthur

GlenSchool Programs HSIP gives high school students real-world experience in public service

Glenn School Programs

Glenn School Programs

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To learn more.
Celebrating the 50th anniversary of Glenn’s historic space flight

A week of events at the Glenn School and The Ohio State University remembered Glenn’s 1962 space flight in Friendship 7

The Glenn School and Ohio State celebrated the 50th anniversary of Sen. John Glenn’s historic Friendship 7 flight with a weeklong series of events that culminated with a gala in his honor. On February 20, 1962, piloting the Friendship 7 space capsule, Glenn became the first American to orbit the earth.

Hundreds of John and Annie Glenn’s admirers packed the ballroom at the Ohio Union to hear Neil Armstrong, the first man to set foot on the moon, and Mark Kelly, commander of the space shuttle Endeavour’s final mission, talk about the senator’s impact on the space program and the nation.

Armstrong spoke warmly about Sen. Glenn, recalling their first meeting and time working together in space program. Calling Glenn “no ordinary pilot,” Armstrong said when the space program needed leadership, Glenn “literally rose to the occasion.”

Capt. Kelly spoke about his own experiences as a naval officer and space shuttle commander. Senator and Annie Glenn also shared time in the spotlight, responding to questions from the stage during the gala. Proceeds from the celebration dinner will benefit faculty, students, and programs related to science and technology research and policy at the Glenn School and the College of Engineering at The Ohio State University.

Other events celebrating Sen. Glenn and the anniversary of the Friendship 7 flight took place at Ohio State throughout the week leading to the gala. A “Love Story Lunch” invited couples to dine with the Glenns and hear about their lifelong romance. The NASA Future Forum featured a retrospective of Sen. Glenn’s career and panels exploring the challenges and needs in STEM education to sustain U.S. leadership and global competitiveness.

NASA administrator Charles Bolden (far right) surprises Sen. Glenn with a live conversation with astronauts working on board the space station (on monitor at left).

NASA Future Forum

The two-day NASA Future Forum, one of the activities celebrating Sen. Glenn’s space flight, was a series of forums spotlighting technology, innovation, science and education with topics ranging from the transference and commercialization of technology to the shifting roles for public, private, and international players in space. A highlight of the forum was a retrospective look at Sen. Glenn’s career and a surprise video link with the astronauts aboard the International Space Station.

More lighthearted activities included serving astronaut ice cream in the Ohio Union and a space-themed trivia night at Woody’s Tavern.

Not only the university, but the entire nation, recognized Sen. Glenn’s historic flight. Gov. John Kasich designated Feb. 20th “John Glenn Friendship 7 Day.” Sen. Glenn was interviewed and featured in major newspapers and television broadcasts across the country. In November, Sen. Glenn was awarded the Congressional Gold Medal for his space flight.

To see more photos of the gala, NASA future forum and other events, go to flickr.com/photos/glenschool

The Glenns answer questions during an on-stage interview at the Feb. 20 gala.
Students Share Research at First Student Policy Forum

Graduate and Ph.D. students at the Glenn School made their policy research public during the first Graduate Student Policy Forum. Forty-six students presented policy recommendations to attending faculty, students and community members. Two hundred attended the policy forum and the school plans to make the forum an annual event. The students’ policy briefs outlining their recommendations are available online at glenn.osu.edu/graduate_research

Guizhou University Admins Explore Ohio State

The John Glenn School of Public Affairs hosted a delegation of Chinese university officials from Guizhou Province, China, in February. The university officials’ visit was part of a developing partnership between from Guizhou Normal University and The Ohio State University. Guizhou Province is a mountainous province in southwest China.

The program developed for Guizhou University administrators focused on the ways that Ohio State pays attention to the student experience—not only how the university is involved in crafting the experience that students have, but also how broadly the university defines the student experience. “It’s not just the academic experience; it’s also elements of quality of life, safety, and the community,” explains Cindy Holodnak, associate director of outreach and engagement at the Glenn School and a member of the Guizhou delegation program planning team. The program also examined how the university pays attention to the job market—employer needs and community needs—and how the university views faculty members as having a three-part role: research, service, and teaching. Rather than relying on lectures and a classroom setting, throughout the week the visiting administrators saw Ohio State professors and programs in action.

The partnership between Guizhou and Ohio State was started three years ago by Dr. Xiaosong Zhang, a visiting professor from Guizhou Normal University who also serves in government as the Chinese equivalent of a state representative. Since Dr. Zhang returned to Guizhou, Ohio State has been sending graduate students to Guizhou Province to intern with an NGO that helps minority women in Guizhou market their handicrafts. The Knowlton School of Architecture has an ongoing project helping develop sustainable tourism infrastructure for rural towns in Guizhou. McAloon is helping develop a study-abroad program in Guizhou for consumer science students to study fair-trade practices.

As the partnership with Guizhou University grows, the Glenn School hopes to develop a public administration training program to enhance the skills of government officials from Guizhou Province. Meanwhile, the program developed for the Guizhou University officials can be replicated by the Ohio State-China Gateway initiative to introduce delegations from other international universities to Ohio State.

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Innovative leadership is critical to public sector success

Much thought has been given as to how the role, image, and necessity of government have changed due to the political and economic events of the last few years. Whereas headlines once reported that banks were saved by governments, it seems a question that arose from 2011 was “how to save governments?” State and local governments face continued austerity, fiscal conditions remain strained following these governments’ reliance upon one-time funding measures and support from the federal government to maintain services. Worse yet, we must tackle these problems with smaller workforce; Standard & Poor’s reports that state and local governments cut 579,000 jobs, seasonally adjusted, from June 2008 to November 2011.

What this reflection has led to is the realization that, now more than ever, we need to attract leaders who enhance professional competency and also beyond professional competency to include what the Innovative Leadership Fieldbook defines as “internal capacity.” Skills and abilities include:

- Dealing with a high degree of complexity;  
- Making decisions with limited information;  
- Identifying unconventional solutions to solve problems;  
- Demonstrating emotional intelligence required to promote engagement with employees and partner organizations;  
- Developing and maintaining personal resilience;  
- And aligning leadership with culture and systems to maximize results.

Let’s consider the following trends and how innovative leadership behaviors can improve them.

Government’s stagnant revenues will separate innovative leaders from those waiting on recovery. Local governments, in particular, are being squeezed: from the top by state funding cuts, and from the bottom by diminishing or static local tax revenues. Given cuts in employment, we’re continuing to ask our governments to do more with less.

Leaders should seek opportunities to partner with talent within their borders. San Francisco recently created a technology accelerator to test for the purpose of connecting web developers and other high-tech minds with municipal government. Programmers are given access to an online library of regional statistics, and as a result, are able to produce commercially available software products that help San Francisco, as well as other governments, efficiently manage key services such as transportation, tourism, and zoning regulations.

Leaders in this scenario must demonstrate skills in partnering with the broader community, building a shared vision, creating alignment across multiple organizations and managing in a much more complex environment than if the resources were within their employ. Take advantage of a sluggish economy. This economy presents a huge opportunity for government leaders to focus attention in areas of their communities that may go overlooked during otherwise robust times. Officials in Columbus have partnered with leaders of Columbus’s oldest neighborhood, Franklin, to reinvigorate community pride by defining existing resources, identifying the community’s image, and planning accordingly for the future material, spatial, and cultural environments. This is having an impact on the type of development being explored in Franklin today, primarily live/work spaces and retail facilities that will encourage residents and business owners.

Government leaders should look to changes in economic tides as opportunities to re-focus development within certain industries.

Global challenges will demand local attention. Disorder in the international financial markets has led to near-immediate effects on domestic state and local governments’ borrowing costs and investing rates. Other global matters, including climate issues, poverty, and biological/health concerns, will show a similar global-to-local course, yet are chiefly beyond the ability of any single nation or leader to solve. We need leaders who possess the capacity to identify unconventional solutions that require creating unprecedented levels of collaboration. This should happen within local communities, as leaders seek to economically improve the delivery of high-quality services by collaborating with neighboring governments, and upwards as a means of solving multinational problems.

Because the level of complexity public-sector leaders are facing is increasing exponentially and the solutions that worked in the past are no longer sufficient to solve the current problems, leaders need to expand their skills to address these dilemmas. The best leaders of the past are floundering now. Innovative public sector leaders will succeed by identifying creative solutions such as looking beyond the borders of their existing organizations and demonstrating new skills to build and manage unconventional alliances to produce mutually beneficial results.

Maureen Metcalf is the CEO of Metcalf & Associates, a management consulting, coaching, and leadership development firm headquartered in Columbus, Ohio, and author of the "Innovative Leadership Fieldbook." Megan Kilgore is the assistant city auditor of the City of Columbus, Ohio, and founder and president of Ohio Women in Public Finance, a professional organization for women in the public sector.

Last Spring Quarter, I was asked to attend the Glenn School’s pre-commencement ceremony to present awards. Knowing there was a good chance of talking with Sen. Glenn, I told my young son about the opportunity in advance and asked if he wanted to join me.

How many ten-year-old boys will get dressed up in tuxedos, shoes and a jacket on a summer day to sit for a formal ceremony? Without hesitation, he said, “I’m in.”

We sat just three seats away from Sena- tor Glenn and were lucky enough to talk with him for a few moments. My son was excited to shake his hand and get his picture taken with the former astronaut. After the ceremony, we walked through the ground floor of Page Hall and looked at the space memorabilia. Upon seeing the senator’s office connected to the catwalk high above the ground floor, my son remarked, “Mom, you’re really lucky to have gone to school with John Glenn.”

Seeing aside the chronological inaccuracy of that statement for just a moment, it gave me a new perspective on my own path at the school. I received my MBA in 1995, working closely with the now retired and legendary Dr. Mary Marvel. When I was taking classes and working on my policy paper, most of my time was spent in the un-renovated previous iteration of Hagerty Hall, well-known for its peeling paint and seeming lack of climate control. My impression of the program at the time was this: My professors were smart and inspiring, and my classmates were people that I respected and with whom I enjoyed collaborating. But if my son had taken a walk through Hagerty Hall circa 1993-95, he would not have felt the same way.

Today, he is impressed, and so am I. What’s constant is the same quality of teaching, research, and service that has always characterized The Ohio State University’s policy programs. What’s different is the space—truly an inspiration for students, faculty, and visitors—as well as the vision of Director Wise, the energy and areas of exploration led by a crop of new faculty intent on leaving their mark, and 185 undergraduates in a program that didn’t exist prior to this academic year.

It’s safe to say that the Glenn School now has “brand.” Marking the 50th anniversary of his historic first U.S. moon orbit on Feb. 20, John Glenn continues to serve as an enduring and unique American role model for all of us associated with the school. He has brought us so much more than his familiar and respected name. We are now nationally known for having a culture of innovation inspired by an astronaut combined with a mission of leadership driven by a senator.

For a year now, I’ve served on the newly formed John Glenn School of Public Affairs Board of Advisors Society, and I’m excited about the opportunities for all alumni of the programs associated with the school. Even if, like me, you attended an Ohio State policy program prior to the beginning of the Glenn School in 2006, you belong. We all do.

I encourage you to get involved, in a way that makes sense for you. I guarantee that the experience will give you a fresh perspective, much like my son’s opinion of the school did for me.

Here are some ideas:

- Follow us on Facebook, at facebook.com/GlennSchoolAlums. We are posting information about alumni-specific events, as well as student gatherings that will also be of interest to you. Social media like this and the school’s LinkedIn group help us find more ways to interconnected and share our common interests.
- Volunteer to speak in a class. I recently spoke with Dr. Amanda Gitt’s Nonprofit Management class for a guest lecture. Many of the students stayed after class and asked insightful questions. Clearly, some had even done research about my topic prior to the class. The week after the lecture, I received a thoughtful thank-you note with a personal message from each student in the class. I was pleased by their level of engagement in the discussion, finding them to be much more responsible and “grown-up” than I remember being as an undergraduate.
- Mentor a graduate student. My friend and fellow board member, Lisa Patt-McDaniel, has been mentoring a student and tells me how rewarding it has been for her. I have this on my to-do list for the coming months.
- Hire a Glenn School student or graduate. Board member and long-re- spected Columbus downtown development leader Gay Worley recently pointed out that a majority of his new company hires are alumni from the John Glenn School. Why don’t you join him in this approach?
- Donate to the School. Did you know that you can earmark your Ohio State Alumni donations toward the school? We also have a scholarship fund where you can donate directly. Whether your donation is small or large, it makes a difference. Go to glenschool.osu.edu/support for more details on how to give.
- If you need more ideas, email me at ratcliff.4@osu.edu, or call me at (614) 441.1452. I’d like to hear about what would bring you back to Glenn.

Kimberly Ratcliff is the vice president of the Glenn School Alumni Board of Advisors and manages marketing efforts for Battelle for Kids.

A Lesson about the Glenn School — from My Son

Fresh perspective

[Image 647x553 to 728x646]
Mike Champaign, MPA ’87, was featured on The Ohio State University Alumni Association’s “On This Day...” webpage. The webpage profiles Ohio State alumni and their recent accomplishments. Champaign was featured on International Civil Aviation Day. He writes about the work he did establishing Afghanistan’s civil aviation system.

How long were you in Afghanistan helping establish their civil aviation system and what were your impressions of the country?

I left for Afghanistan on 9-11-10 and returned on Memorial Day 2011. Not surprisingly, my biggest impression was how far they have to go, particularly in the training and development of talent, most notably women. The literacy rate in Afghanistan is low, as well as the average salary, so it is very difficult to find and keep good people. The low salaries contribute to corruption because people can’t feed their families on what they are paid. Despite this, there are a number of dedicated people working in the Ministry, particularly Minister Daoud Ali-Najafi himself, who welcome and deserve our help.

What was the scope of your responsibility in working with the Afghan Ministry of Transport and Civil Aviation?

I was the Director of Liaison to the Ministry for the U.S. Air Force. My job was to help coordinate the contributions to civil aviation development of the U.S. Air Force, NATO, U.S. Embassy, and other foreign partners so that our collective efforts complemented and did not duplicate each other. I also worked on economic development opportunities arising from civil aviation. In fact, one year ago to this day, I returned from Mazar-e-Sharif where I had participated in an economic development trip that included a helicopter ride with Minister Daoud Ali-Najafi himself, who welcome and deserve our help.

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What were some of the biggest challenges you faced in completing your objectives?

1. Encouraging cooperation. No one is under any obligation to work with anyone else, and often want to work on the same high-profile activities (such as training air traffic controllers), versus spreading out to ensure that less-visible but essential activities (such as mentoring Afghans in day-to-day operations of the Ministry) are also covered.

2. The Air Force has to pursue its interests from behind. While the International Security Assistance Force is the military lead for Afghan civil aviation development, the U.S. Air Force is the largest donor to Afghan civil aviation because it operates the airspace. While this gives it arguably the largest financial stake in ensuring that Afghan civil aviation operations can be transferred smoothly to Afghan control, it also breeds resentment among NATO partners. On the U.S. side, the U.S. Embassy and not the Air Force is the U.S. country team lead for Afghan civil aviation development. This means that unless the Embassy and Air Force agendas are well meshed, the Embassy could make commitments to the Afghans that the Air Force is not prepared to financially support.

3. Egos and personal agendas. They are everywhere and are not always visible. Unfortunately, I witnessed many situations where personal desires took precedence over mission accomplishment, and it was not only among Afghans.

What does Ohio State mean to you?

Ohio State is where I got my professional degree and set me on my path from Dayton, Ohio, to Washington, D.C. It’s where I began my transition from technical expert to policy entrepreneur. I relish the opportunity to get ahead of the curve on issues that are not usually visible and be able to find patterns of common cause that are not always appreciated.

What is your favorite campus hangout?

The Library and the Out-R-Inn. The library so I could keep up and the Out-R-Inn so I could let loose. I particularly liked the open deck.

What was your favorite faculty member?

Dr. Backoff and Dr. Desai.

What advice would you give to a current student?

To animate their energies, I urge students not to stop their analysis at what is wrong, but continue to the next step, which is to ask themselves what they can do (working with others) to get sustainable decisions from senior leaders to fix the critical problems they have identified. Find a quest and pursue it.

What was your most memorable moment at Ohio State?

Getting Michigan and 14 points in a friendly wager on The Game and still losing. Dr. Lunsford telling us that the incremental unit of analysis is the decision. Driving back and forth to two to four times a week between Dayton and Columbus while I got my degree.

Who were your favorite faculty members?

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