The State of Fels
We are a team. We take action. We are focused. Let’s do this.

In reflecting on my first year as Executive Director, I’m proud to say that the State of Fels is strong, and getting stronger. In the pages that follow and on our newly redesigned website, you will learn about the selection of our full-time MPA cohort from our largest and most competitive applicant pool to date. You’ll learn about new course offerings and the creation of the Fels Lab, which links talented students with organizations in need of resources and support. You’ll also discover new offerings for executive training and Re:CAP, our new site that offers insightful commentary and in-depth analysis to better inform the practice of public management.

Ultimately, however, our greatest accomplishment of the past year was to successfully advance our approach to effective public leadership—context, analysis, and practice. We have taught a new generation of administrators the merits of this approach, provided students with opportunities to apply what they’ve learned, and elevated the practice of public leaders. A focus on context, analysis, and practice will continue to guide the work of this institution and provide students with the skills necessary to create meaningful change and have a positive impact.

As I enter my second year, it is clear that citizens throughout the world are losing confidence in public leaders and shouting for change. To combat this crisis of faith, we must place a new emphasis on collaboration and execution. We must identify, educate, and advocate for public managers who live a Let’s Do This mentality. To earn and maintain the public’s trust, we must work as a team, take action, and demonstrate focus. By preparing public administration students to leverage context, analysis, and practice in their efforts and cultivate a Let’s Do This mentality, Fels will continue to produce the most prepared, effective leaders in the country.

I am proud of what Fels has accomplished over the past year and look forward to working hard for its future. I invite you to explore the State of Fels and learn more about our good work. Within these pages, you will meet our students, alumni, and faculty, and find opportunities to participate in our offerings and initiatives. We hope that this publication will enable you to contribute to the pivotal role we play in the world of public management.

Let’s do this.

Regards,

Nelson Lim, Ph.D.
Executive Director
The driving philosophy behind Fels is CAP. Only through a thorough understanding of context, the ability to analyze, and the capacity to put the subsequent insight into practice can a public leader achieve his or her maximum impact.

Nelson Lim, Ph.D., Executive Director

For nearly 80 years, the Fels Institute of Government has pioneered the training and practice of public management. Today, we build on our legacy of impact and innovation to prepare the world’s next generation of public sector leaders.

As the Ivy League’s most personal, practical program in public management, the Fels experience is unique. We are a small, close-knit, and collaborative community with diverse backgrounds, professions, and perspectives. We share a commitment to driving meaningful change, whether locally, nationally, or globally. We don’t watch it happen—we make it happen.

**DEGREE PROGRAMS**

- **Master of Public Administration**
  - A full-time degree for emerging public sector leaders

- **Executive Master of Public Administration**
  - A part-time degree in a flexible format that combines online and on-campus education

- **Certificates**
  - Four-course, specialized programs in Nonprofit Administration, Politics, and Public Finance

- **Executive Education**
  - Intensive opportunities for innovation and education through facilitated learning networks, summits, and trainings

Left: Founder Samuel S. Fels addresses a group of Fels students.
The Fels Institute of Government is powered by Penn to create an intimate, small-school experience within a large, world-class research university.

Faculty Steering Committee

01 Cary Coglianese
Edward B. Shils
Professor of Law
and Professor
of Political Science

02 Dennis Culhane
Dana and Andrew
Stone Chair
in Social Policy

03 John J. Dilulio
Frederic Fox
Leadership Professor
of Politics, Religion,
and Urban Civil Society

04 John Landis
Professor and Chair,
City and Regional
Planning

05 John Lapinski
Associate Professor
of Political Science

06 John MacDonald
Penny and Robert A.
Fox Faculty Director
and Professor
of Criminology and
Sociology

07 Rebecca Maynard
University Trustee
Professor of Education
and Social Policy

08 Daniel Polsky
Professor of Medicine
and Robert D. Eilers
Professor in Health Care Management
and Economics

09 Kent Smetters
Boettner Professor of Business Economics
and Public Policy

“One of the hallmarks of the Fels program is that it is incredibly interdisciplinary with the rest of the University.”
Sarah Besnoff, ’12, Clerk, United States District Court for the Eastern District of Pennsylvania
### Applicants

<table>
<thead>
<tr>
<th>34</th>
<th>22</th>
</tr>
</thead>
<tbody>
<tr>
<td>States Represented</td>
<td>Countries Represented</td>
</tr>
</tbody>
</table>

- 35% of U.S. Applicants Are People of Color
- 27% of All Applicants Are International

### The Fels Experience

- **3:1**: Faculty to Student Ratio
- **100%**: PLAS Fellowship Funding for Full-Time Students
- **100%**: of Full-Time Students Receive Merit-Based Tuition Scholarship
- **9**: Dual Degree Partnerships
- **95%**: Career Placement Within 6 Months of Graduation

### Admissions Partnerships

- City Year
- AmeriCorps
- Teach For America
- Peace Corps
- Eastern Leadership Academy
- Organization of American States
- Jesuit Volunteer Corps

### Executive Cohort

<table>
<thead>
<tr>
<th>Average Work Experience</th>
<th>9 yrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students of Color</td>
<td>26%</td>
</tr>
<tr>
<td>Average GPA</td>
<td>3.5</td>
</tr>
</tbody>
</table>

### Full-Time Cohort

<table>
<thead>
<tr>
<th>Average Work Experience</th>
<th>4 yrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students of Color</td>
<td>40%</td>
</tr>
<tr>
<td>Average GPA</td>
<td>3.6</td>
</tr>
</tbody>
</table>
Rachel Feuerstein-Simon, ’17, is a full-time MPA student pursuing a dual degree with Penn’s Master of Public Health Program. Rachel was the first recipient of the Melissa R. Caplan Fellowship Award in 2016. Before joining Fels, Rachel worked at The Joint Distribution Committee, a humanitarian assistance organization.

What professional or academic work were you engaged in before you came to Fels?

My experiences both in college and professionally have been rooted in service. The idea of public service became a serious consideration while interning as an undergrad with a child advocacy firm, where I helped prepare cases for the attorneys who represented society’s most vulnerable individuals. After college, I spent five years working with a large international humanitarian aid organization, first as a fellow assisting with community development initiatives in Mumbai, India and then in a professional role of supporting, managing, and leading global volunteer programs for young adults.

The organization I worked with supported citizens living in countries without a governmental safety net. Visiting clients and programs in places like India and Ukraine made me acutely aware of the need for effective public management, leading to my belief that the only way to address systemic issues is through effective public policy.

Why did you choose Fels to pursue your MPA?

There were a number of aspects that solidified my choice to pursue an “MPA with Fels. Having been in the workforce for five years before deciding to go back to school, I wanted to find a program that provided tangible skills. Fels’ clear commitment to providing students with a practical academic experience was the perfect fit.

What are your academic interests and how do you plan to use your Fels degree post-graduation?

I feel incredibly fortunate to be the first student pursuing a dual Master of Public Administration degree with Fels and a Master of Public Health degree within the medical school. My academic experiences during the first year of Fels classes perfectly complement the things I am currently learning in my public health coursework. Following graduation, I hope to pursue a career in health policy research.

With the help of Fels funding, where did you conduct your summer internship?

This summer I had a unique opportunity to intern with the United States Department of Defense (DoD) at the Pentagon, specifically within the Office of the Secretary of the Air Force, Manpower, and Reserve Affairs. Interning with the Air Force (USAF) was a first-hand look at the myriad elements that go into policy development for 650,000 uniformed and civilian personnel—and the nuanced considerations, questions, and components needed to ensure effective, supportive, and necessary policies are set. During the internship, I was able to analyze qualitative data examining the integration plan for women into all areas of the USAF, attend a conference about using data to better drive decision making throughout the entire DoD, and assist with drafting and editing critical personnel policies. This opportunity was wholly facilitated by Fels.

What is your favorite aspect of the Fels experience?

When I decided to go back to school, my goal was to try out as many new professional environments as possible, and everything about Fels has supported this. The intimate program size has allowed me to connect with an incredibly diverse and engaging student body, and learn just as much from them outside of classes as I do in the classroom. The small class size also enabled me to develop a strong connection with Fels staff and faculty. Last year, I served as an On-the-Job-Training Fellow and was able not only to learn about higher education administration, but also to help shape and contribute to Fels as a whole. When I entered the program, I had an untapped interest in public health, and because of the incredibly supportive Fels staff, the dual MPA/MPH was recently approved as an official program. Their flexibility and desire to support students in every way has exceedingly been the best part of the experience.
Marian Vidaurri, ‘16, is an Executive MPA student at the Fels Institute. Throughout her studies, Marian has continued her work in political analysis as a Section Chief for the Organization of American States.

**Executive Student Profile ’16**

**What professional/academic work are you currently engaged in?**
I work at the Organization of American States (OAS), the oldest multilateral organization in the Western Hemisphere. I am the Political Analysis Section Chief within the Secretariat for Strengthening Democracy in the Organization. Given Fels’ recent academic partnership with the OAS, I am thrilled to see the relationship between the two organizations develop.

**Current OAS employees admitted to the Executive MPA program are guaranteed a minimum scholarship of $16,000.**

**Why did you choose Fels to pursue your Executive MPA?**
I chose to pursue my Executive MPA at Fels because it offered the ideal combination of an Ivy League education and a program flexible enough to continue my full-time job in Washington, DC.

**What are your academic interests and how do you seek to use your Fels degree post-graduation?**
Latin American politics has always been my passion and career interest. I have been fortunate enough to work on issues related to Latin American politics and public policy both in the region, and in the Inter-American relations sphere. Before Fels, my academic background included studies in political science, political theory, and international relations, but nothing on management or public management. Even though jobs in different nonprofits and in the OAS required managing and leadership skills, I learned these skills by doing. The Executive MPA has equipped me with knowledge and tools that I use on a daily basis—whether it is negotiation skills, organizational diagnosis techniques, managing oneself, or leadership frameworks—that motivate me to persevere as a mission-driven professional, while being mindful of how to become a better effective public manager in the process.

**What is your favorite aspect of the Fels experience?**
The small, close-knit community that is always willing to provide academic and career guidance. The Fels experience is highly personalized.

**How has Fels influenced your understanding of public service?**
Low levels of trust in government and dissatisfaction with democracy are more the norm than the exception. No wonder outsiders and anti-establishment leaders have emerged in different political contexts around the world. Empowered and connected citizens of the 21st century expect government and public servants to deliver.

The public service profession is under pressure from these growing citizen demands, and from budget constraints. Fels teaches students many ways in which the profession can be adapted to meet needs of the 21st century. The program teaches students how to become more effective public managers by way of collecting data and evidence to make decisions and design policy; measuring impact and performance; being aware of the impact that public policies have on communities and people; analyzing power structures and plays in a given context and learning to navigate through them; being a transformational leader; and engaging in principled-negotiation and dialogue. Before my graduate experience I was already optimistic about the modernization of public service, but now I am even more convinced because I have learned from Fels how we can get there.

“Before my graduate experience I was already optimistic about the modernization of public service, but now I am even more convinced because I have learned from Fels how we can get there.”

Marian Vidaurri, ’16

Above: Marian with colleagues at the Organization of American States
Read on for a more detailed profile.

**Matt Gallagher**
President and CEO, Goldseker Foundation

**Claire Robertson-Kraft, Ph.D.**
Director, ImpactEd

**LEcTURER  THE PERFORMANCE IMPERATIVE**

As the founding directors of CitiStat and StateStat, respectively, Matt Gallagher and Beth Blauer are practitioners of performance measurement that have developed, implemented, and adapted performance measurement systems that revolutionized the management of local and state governments and been replicated around the world.

Building on his experience as the former chief of staff to Martin O’Malley in his role as both mayor and governor, Matt has developed The Performance Imperative. This course will explore the critical role of performance measurement in improving management, particularly for public sector entities.

**LEcTURER  QUANTITATIVE METHODS FOR POLICY ANALYSIS, PROGRAM EVALUATION AND DATA ANALYSIS**

This spring, Dr. Claire Robertson-Kraft and Fels Executive Director, Nelson Lim, will co-teach Program Evaluation and Data Analysis. This course accompanies the Social Impact Collaborative, which is a nine-month training program for ten non-profit organizations in the region being run by ImpactED. Students will help each of the organizations identify strategic priorities and develop a plan for evaluating impact.

Successful public leaders use empirical evidence to guide their decisions. This course will focus on the use of data and analysis in the decision-making process. At the end of this course, students will understand the key principles of performance measurement and program evaluation, and ten non-profits will benefit as a result.
“If you have an idea, the faculty and staff will work with you to turn that idea into a reality. It is the embodiment of the tenets of the Fels education—practical and purposeful.”

Kim R. Ford, ’08, Deputy Assistant Secretary for Management and Planning, United States Department of Education

Folasade Olanipekun-Lewis
Chief Administrative Officer, Philadelphia International Airport

LECTURER CRITICAL ISSUES IN PUBLIC FINANCE

“(The course) ties in all of my practical, real-world experience. I take a very theoretical and very linear application and breathe life into it, giving it depth and breadth, as I draw from my experiences and share them with the students.”

Darrell Jones
Senior Fellow, Retired Lieutenant General (3-star), U.S. Air Force

LECTURER PUBLIC MANAGEMENT

“Public Management serves as an introduction to service in government and the nonprofit sector. We combine academics with real world examples and exciting guest speakers. I teach the students, they teach me, and we have a lot of fun. Our students are impressive, and that excites me for the future of public service.”
Please describe your role as the Penny and Robert A. Fox Faculty Director.

As the Penny and Robert A. Fox Faculty Director, I set the academic agenda for the program. I work on designing coursework and recruiting faculty. It’s my job to think about the Institute’s curriculum and its impact on student success, now and in the future.

What is your vision for the Fels Institute of Government?

My vision for the Fels Institute of Government is to ensure that a Master’s in Public Administration is a practical and effective degree for our students. I hope to provide our students with rigorous, empirical training that is rooted in the context of the social issues they seek to address. Students should come out of the program with solid training in data analysis, public policy, and public finance. That’s what makes the Fels experience so different: students are more well-rounded upon graduation, with fundamental skills necessary to be successful in the public sector.

Could you please describe your work on vacant spaces and their impact on crime?

My research, in conjunction with Dr. Charles Branas, professor of epidemiology at the Perelman School of Medicine, focuses on crime prevention in vacated urban spaces. Studies we have conducted in Philadelphia demonstrate a significant decrease in serious and nuisance crimes in areas around remediated buildings. For example, in 2011, the city began enforcing an ordinance requiring owners of abandoned buildings to improve their facades and install working doors and windows.

Significant reduction (down by 39 percent) occurred for gun assaults around remediated buildings in the year following improvements. During a time when cities like Philadelphia are hoping to address issues of crime and violence, this research points to a potentially effective tactic for municipalities to implement in helping make their neighborhoods safer, and ultimately improving health outcomes city-wide. I hope to take this research (to be published in the upcoming calendar year) and scale it across cities with chronic crime problems, particularly violent crime.

Why are you interested in this research? Why is it important that it be be carried out?

I am interested in this project because I seek to undertake research that facilitates action steps. Crime is greatly affected by place, and I seek to promote the many practical policy initiatives that can stem from an analysis of vacant space.

My research provides useful evidence that cities can directly address some of their most significant public health challenges, like violence, by changing the places where their residents live, work, and play, as opposed to relocating residents. These sorts of place-based programs are gaining credibility across the country as practical and low cost, yet potentially high-return, health and safety solutions when compared to other options.

Dr. John MacDonald was named the Penny and Robert A. Fox Faculty Director of the Fels Institute of Government in 2015. In addition to his work as Faculty Director, Dr. MacDonald continues to serve as Professor of Criminology and Sociology and studies violence, race and ethnic disparities in criminal justice, and the effect of public policy responses on crime.
New in 2016, and now a keystone of the Fels experience, the Fels Lab connects students with projects that serve the real-world needs of nonprofit organizations and government agencies. Students have the opportunity to gain practical experience in their area of interest, while contributing meaningfully to the important work of the public sector.

The Fels Lab partners with organizations to advance their mission-critical projects and initiatives. Projects can include strategic planning; applied research; financial analysis; fundraising support; and program development, implementation, and evaluation. Students may work on approved projects through their MPA capstone course, as Public Leadership and Service (PLAS) Fellows, or as interns, with guidance from Fels faculty and organizational partners.

The Fels Lab harnesses the passion, innovation, and multi-disciplinary skills of Fels students and faculty to address complex public policy and social challenges—benefiting the individuals, organizations, and communities involved.

For more information on how public and nonprofit organizations can participate in Fels Lab, contact: felsinstitute@sas.upenn.edu
Public Leadership and Service

The Public Leadership and Service (PLAS) Fellowship Program launched in 2015, and provides students with financial support as they pursue meaningful internships with government agencies and nonprofit organizations that would otherwise be unpaid. Open to all full-time MPA students, PLAS guarantees fellows a $5,000 stipend for qualified work in the summer and offers $2,500 stipends during the academic year when funds are available.

PLAS Internship Placement Highlights
Children’s Hospital of Philadelphia (CHOP) PolicyLab
The Pennsylvania House of Representatives
School District of Philadelphia
The United Nations
UNICEF

Fels thanks the many funders who make the PLAS program possible:
Penny and Robert A. Fox
Organizational partners such as Mt. Airy, USA,
National Constitution Center; NorthEast Treatment Centers
Fels alumni

Mariya Khandros
Pennsylvania House of Representatives

This summer I worked for State Representative Tom Caltagirone (D-Berks), who chairs the Urban Affairs Committee, as part of the Legislative Fellowship Program. My day-to-day included analyzing bills, writing speaking points, conducting research, and coming up with original legislation. Additionally, the fellowship includes workshops to familiarize us with all aspects of Pennsylvania State Government. Some highlights include a tour of the dome on top of the Capitol, Q&A with two State Representatives about their campaign process, and meeting Governor Wolf. Between the amount of responsibility I have been granted and the quality of the workshops, I would highly recommend this program.

Fanchao Meng
United Nations

Thanks to my PLAS Fellowship, I was able to take an unpaid internship with the United Nations. I worked in the Sales and Marketing division, one of only two UN bodies that generate revenue to support the UN’s initiatives worldwide. My main responsibility was to help create content for the social media outlets of the UN Publications and UN Development Business departments. As the UN 2030 Agenda and the Sustainable Development Goals are very popular media themes this year, the majority of my research focused on how to connect those themes with available UN titles and project procurement notices from international development banks. Through this process, I established a better understanding of how regional development banks work, how development projects are put on bid, and how project procurement contracts are awarded. This process confirmed my interest in the field of international development overall. PLAS funding was integral to creating such a rewarding and relevant summer work experience.

Nearly a third of our students intern in Washington, DC during the summer after their first year at Fels. These opportunities are often generously funded by the Penn Wharton Public Policy Initiative.
We seek to engage all of our alumni in a mutually beneficial, lifelong connection to Fels, the University, and each other. With their diverse experiences and commitment to Fels, our alumni greatly contribute to the success of the entire Fels community.

To pursue these opportunities or for more information, please contact us at:

felsinstitute@sas.upenn.edu
Government and Politics
Recent graduates are represented in local, state, Federal, and international government agencies and elected offices. Recent graduates are employed by various organizations including:
- City of Vallejo, California
- City of Baltimore, Maryland
- City of Philadelphia, Pennsylvania
- U.S. Senate
- Office of the Mayor, New York City
- The Federal Reserve Bank
- Pennsylvania House of Representatives
- China Central Television

Nonprofit and quasi-governmental
Fels graduates occupy positions in development and program management. Recent graduates are employed by various organizations including:
- UNICEF
- Manhattan Institute
- The Urban Institute
- Committee of Seventy
- Cornerstone West PDC
- Public Health Management Corporation
- American Board of Internal Medicine
- Mt. Airy, USA
- A Better City
- The World Bank

Private
Within the private sector, graduates have found positions in law, management consulting, and public finance. Recent graduates are employed by various organizations including:
- S.R. Wojdak & Associates
- McKinsey & Company
- Public Financial Management

Our Newest Alumni
The Class of 2016

95% of our graduates from the Class of 2016 secured positions or entered advanced degree programs within six months of graduation.

POST-GRADUATION EMPLOYMENT BREAKDOWN:

- Government and Politics: 40%
- Nonprofit and quasi-governmental: 31%
- Private: 19%
- Additional Education: 5%
- Seeking Employment: 5%

Our Newest Alumni
The Class of 2016

95% of our graduates from the Class of 2016 secured positions or entered advanced degree programs within six months of graduation.

POST-GRADUATION EMPLOYMENT BREAKDOWN:

- Government and Politics: 40%
- Nonprofit and quasi-governmental: 31%
- Private: 19%
- Additional Education: 5%
- Seeking Employment: 5%
Alumni Profile

Bill Rivers: At the end of last year, you made a gift of $75,000 to Fels. You said the school fundamentally changed your life’s trajectory, that it shaped you into the person you are today. How did Fels do that?

C. Frank Igwe: Fels gave me balance. I have a nontraditional story. My undergraduate degree was engineering; I had a follow-up master’s degree in business administration. In those disciplines, your mind is on one side of the spectrum—numbers, math, the bottom line. The world of nonprofit administration, of politics, of public service, never even crossed my mind. Fels opened the door to that new world. For the first time, the focus was taken away from Frank doing as well as he could for Frank. Life became purposeful. I realized I could use my skills and talents for more than money-making. I could use them to help other people.

B: Was there a particular professor or class that typified that transition for you?

C: Dr. John Mulhern. Hands down. He taught a class on the art of politics and public leadership that was simply amazing. I’m proud to say I never missed a class at Fels. I went to every seminar. I threw myself into it. I went in with the hope of learning something. I was willing to read. I was willing to work. Dr. Mulhern’s wise guidance helped me achieve not only my capacity to give back via my career, but also awareness of my responsibility to do so.

B: Do you have any words of advice for current students?

C: There is an old saying that goes, “Do well by doing good.” As I said earlier, I had a winding, nontraditional path of self-discovery on the way to Moravia Health. My first few years, post-graduation, were spent doing business management consulting. Although those years were financially rewarding, they were personally unfulfilling. My days were spent thinking “If I die tomorrow, and all my tombstone read was ‘He helped billionaire companies save another few million in costs,’ is that how I want to be remembered?” The answer was a resounding “NO.”

Now there are people who would love that life, and more power to them, but you have got to understand what makes you tick. As for me, I love knowing that I am having an immediate impact on the lives of the elderly and vulnerable within my community. I love living a life of service. Here’s one last cliché: “Knowledge of other people is wisdom, but knowledge of yourself is enlightenment.” With that in mind, interrogate yourself, especially in the waking moments of the day, before you are aware enough to censor your thoughts. Pay attention to your first thought. If it’s “Damn, I have to go to work again,” then you’re probably in the wrong job. But if you jump out of bed, ready to tackle the day, then odds are that you’re on the right path. Life is too short to just exist… you must live.

Bill Rivers ’16 sat down with C. Frank Igwe, Ph.D. ’07, CEO and founder of Moravia Health, for a conversation on service, leadership, and what his time at Fels taught him about both.

Moravia Health is a full service Medicare and Medicaid Home Health Agency, licensed by the State of Pennsylvania. Founded in 2012, it serves over 150 patients in the Philadelphia area.

C. Frank Igwe, Ph.D. ’07

“Do well by doing good.”

—C. Frank Igwe, ’07, pictured above
Public Policy in Practice

The Fels Institute of Government is proud to host prominent experts and trailblazers in the field of public leadership.

Through our Distinguished Lecture Series, hosted by Senior Fellow Marjorie Margolies, and our Public Policy in Practice Series, hosted by Senior Fellow Elisabeth Yale, students and alumni have had the opportunity to meet and learn from figures at the forefront of public service.

The Public Policy in Practice Series is designed to provide students with a variety of perspectives and compelling personal narratives that will help them not only form their opinions on important issues, but will also help shape their careers. This series is offered in conjunction with the Fels graduate Public Management course required of all Fels MPA and Executive MPA students.

Marty Baron (right) received the Fels Award for Public Leadership, and discussed the current election and his distinguished career during his talk at Fels. Highlights included the discussion of his experience as editor of the Boston Globe, where he led the team of journalists that in 2002 revealed a decades-long cover-up of serial sexual abuse by priests within the Boston Archdiocese and was featured in the Academy Award-winning film, Spotlight.

Distinguished Lecture Series
Pamela White, November 17, 2015
Former Ambassador to The Gambia and Haiti

Dr. Shen Lyu-Shun, November 23, 2015
Ambassador of Taiwan to the United States

Steny Hoyer, February 2, 2016
United States Representative & House Minority Whip

Irina Bokova, February 9, 2016
Director-General of UNESCO

John Brennan, April 1, 2016
Director of the CIA

Public Policy in Practice Series
Marty Baron, September 9, 2016
Executive Editor for the Washington Post

Dr. Richard Carson, October 14, 2016
Professor of Economics, University of California, San Diego, and the world’s most cited environmental economist

Rohit Chopra, November 18, 2016
Special Advisor to the Secretary of Education

Dr. Ezekiel Emanuel, December 2, 2016
Vice Provost for Global Initiatives; Former Special Advisor for Health Policy to the Director of the White House Office of Management and Budget
In the summer of 2016, all eyes turned to Philadelphia as the host site of the 2016 Democratic National Convention. As an official sponsor of the Convention, the Fels Institute of Government was pleased to host delegates and students for a luncheon and panel discussion on the topic of 21st century community policing.

A group of all-star panelists including Eric Holder, former U.S. Attorney General, discussed conflicts between authorities and their communities, successful models of community policing, and the impact of policymaking on law enforcement. Panelists included Karen Freeman-Wilson, Mayor of Gary, Indiana; Chris Magnus, Chief of Police for Tucson, Arizona; Brittany Packnett, Appointee to the Ferguson Commission; and Charles Ramsey, former Commissioner of the Philadelphia Police Department.

Laurie Robinson, co-chair of the White House Task Force for 21st Century Policing and Professor at George Mason University, moderated the conversation which took place at the Free Library of Philadelphia.

“In a year where the political process has captured the attention of our country like never before, we are proud to bring the resources and expertise of the Fels Institute to help engage the public.”

Nelson Lim, Ph.D., Executive Director

A Historic Year, an Important Conversation

In the summer of 2016, all eyes turned to Philadelphia as the host site of the 2016 Democratic National Convention. As an official sponsor of the Convention, the Fels Institute of Government was pleased to host delegates and students for a luncheon and panel discussion on the topic of 21st century community policing.

A group of all-star panelists including Eric Holder, former U.S. Attorney General, discussed conflicts between authorities and their communities, successful models of community policing, and the impact of policymaking on law enforcement. Panelists included Karen Freeman-Wilson, Mayor of Gary, Indiana; Chris Magnus, Chief of Police for Tucson, Arizona; Brittany Packnett, Appointee to the Ferguson Commission; and Charles Ramsey, former Commissioner of the Philadelphia Police Department.

Laurie Robinson, co-chair of the White House Task Force for 21st Century Policing and Professor at George Mason University, moderated the conversation which took place at the Free Library of Philadelphia.

To watch the full video of the event, visit the Fels Institute of Government’s YouTube page at: youtube.com/FelsInstitute
The designation of a fellow honors the unique contributions one has made to the public sector and establishes a collaborative relationship with Fels.

Executive Education

The Fels Institute of Government has spent decades improving the practice of public management.

This year, Fels will launch a diverse portfolio of Executive Education and professional development opportunities for public leaders to broaden their knowledge, expand their networks, and maximize their impact.

We have created a facilitated learning network to match public leaders to experienced mentors. Ensuring that leaders are equipped for success not only impacts their careers, but also improves the quality of communities they serve.

Approach
Leaders will gain knowledge and skills from three sources:
- Individualized coaching sessions with experienced public leaders and Fels instructors
- Group activities with their peers
- Workshops and seminars with qualified instructors and speakers

Network
The effectiveness of the facilitated learning network depends on the quality and commitment of its members. We plan to pilot the program with a small group of public leaders with diverse backgrounds and different levels of experience:
- Experienced leaders with distinguished careers
- Established leaders who are currently at the head of public organizations
- Emerging leaders who are at the cusp of taking on great responsibilities

Curriculum
The curriculum will include workshops and seminars on macro (economic, political, sociological, legal, and organizational) trends, program evaluation techniques, data science, strategic planning, design thinking, system thinking, and financial management and budget.

Resident Fellow
01 Ellen Donnelly
Distinguished Senior Fellow
02 Gen. Larry O. Spencer (4-star), U.S. Air Force
Senior Fellows
03 William Clark
Wharton Social Impact Initiative Senior Fellow; Founder, Child’s World America
04 Gen. Darrell Jones
Retired Lieutenant General (3-star), U.S. Air Force
05 Pamela Rainey Lawler
Founder, Philabundance
06 James G. McGann
Senior Lecturer, International Studies, Leader Institute for Management and International Studies; Director, Think Tanks and Civil Societies Program, Wharton School and School of Arts and Sciences, University of Pennsylvania
07 Pricilla Rosenwald
Founder and Principal, Leadership Recruiters
08 Elizabeth Vale
Former Executive Director, White House Business Council
09 Lee R. Feldman
City Manager, City of Fort Lauderdale
10 Ted Gaebler
Author, “Reinventing Government”
11 John Grady
President, PIDC
12 C. Frank Igwe
President, Moravia Health
Distinguished Alumni Fellows
09 Lee R. Feldman
City Manager, City of Fort Lauderdale
10 Ted Gaebler
Author, “Reinventing Government”
11 John Grady
President, PIDC
12 C. Frank Igwe
President, Moravia Health
This was a record-breaking year for Fels Advancement with the creation of a new internship fund in honor of Dr. John Mulhern, and the establishment of an endowed fellowship in honor of a beloved alumna.
The intricacies of the public sector demand constant improvement and thoughtful examination. Re:CAP will help public leaders perform at their best.

Re:CAP aims to present public leaders with information on promising, data-driven practices that can be applied immediately to their work. Forward-thinking perspectives and cutting-edge research will examine the context informing the public landscape, provide in-depth analysis of universal problems both specific and broad, and propose practical considerations crucial to implementing fresh insight.

Re:CAP is fueled by the efforts of many, and contributors include visionary practitioners at the peak of their careers, experienced and cutting-edge faculty from the University of Pennsylvania, and passionate Fels students exploring groundbreaking methods for public leadership.

fels.upenn.edu/recap