

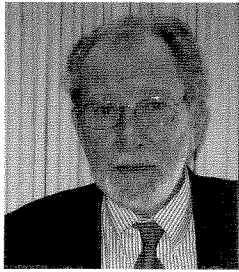
## THE ROCKEFELLER CENTER FOR PUBLIC POLICY AND THE SOCIAL SCIENCES

*Celebrating 25 Years of Educating,  
Training, and Inspiring the Next  
Generation of Public Policy Leaders*

This spring 2009 Rockefeller Center newsletter marks a significant change for the Center. It is our last newsletter to be produced on paper. We do not want to lose readers or supporters in the process! To keep current with all that is happening at the Rockefeller Center, please go to our newly designed website <http://rockefeller.dartmouth.edu/>. We look forward to seeing you online.

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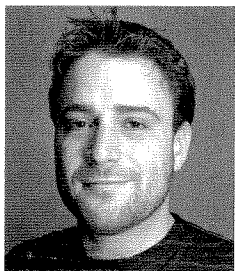
## Sustaining a Change



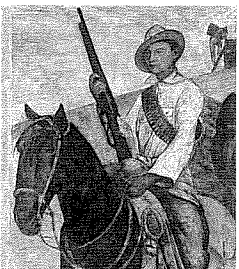
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Ronald Reagan was in the White House when Kathy Fallon Lambert '90 began her Rockefeller Center-sponsored public affairs internship. Twenty years later, Lambert, now Dartmouth College's sustainability manager, discussed with us how her participation in the internship shaped her values and approach to the goal of reducing the College's ecological footprint in ways that also have social benefits.

As a newly minted Rockefeller Center intern for the White House communications agency, Lambert arrived at the old Executive Office Building brimming with enthusiasm for the wide range of activities assigned to her. She quickly learned the value of crafting clear, concise messages as she wrote news summaries and analysis updates on a variety of topics. Perhaps more important, she was constantly exposed to the importance of building consensus, finding common ground when confronted with disparate views and using dissension as a positive force for change.

A takeaway of the internship was also a clearer sense of professionalism. Lambert defines this as cultivating mutual

respect, learning to be efficient with one's own time as well as respectful of others' time, honoring deadlines, and producing quality and accurate work. These habits learned during her internship have been honed through experience and are reflected in her approach to her present position.

In her role as Dartmouth's sustainability manager, Lambert must surmise what information a decision maker most needs and be prepared to present it quickly and succinctly without cheapening the idea. In that vein, she looks for opportunities to change both practice and policy. When asked how the Rockefeller Center might support and encourage sustainability efforts, she is quick to answer. First, we must continue to cultivate and develop the next generation of leaders who understand environmental issues and will have a role in promoting practice and policy changes. Second, we must continue to work with students to increase their awareness of sustainability issues. Finally, the Rockefeller Center can be a role model in practices, using less energy and implementing internal changes that demonstrate our commitment to sustainability.



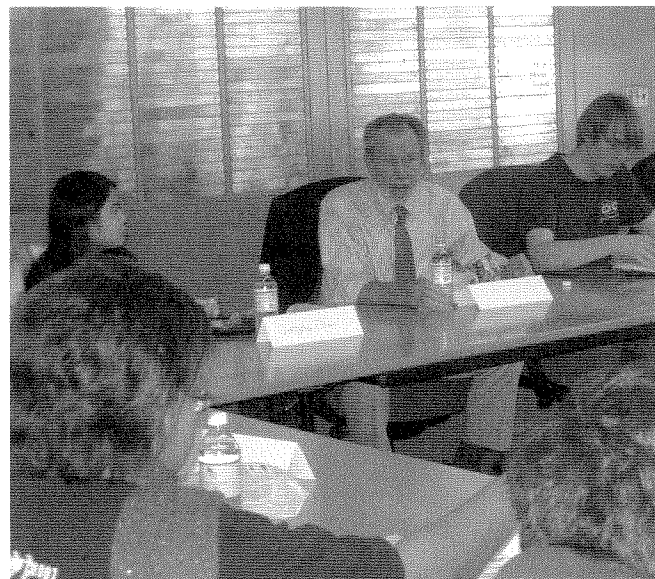
*Left to right: Kathy Fallon Lambert '90, Marissa Knodel '09, Katy Briggs '10, and Sarah Frostenson '11*

# The Public Policy Minor at Rockefeller

The winter term began with overflow crowds in public policy classes at both the introductory and seminar levels.

PBPL 5: "Introduction to Public Policy," taught by Professor Ron Shaiko, senior fellow and associate director for curricular and research programs at the Center, enrolled 85 students, including 72 first-year students—both high-water marks for the course. During the term, the students were exposed to various models of the public policy-making process at the federal level and their applications to real-world policy discussions.

In addition to class lectures and discussions, students had the opportunity to discuss the real world of policy making with former member of Congress Dawson Mathis (D-GA). Mathis discussed his time in the House of Representatives as well as his later career as a lobbyist in Washington, D.C. In one of the class assignments, students took on the



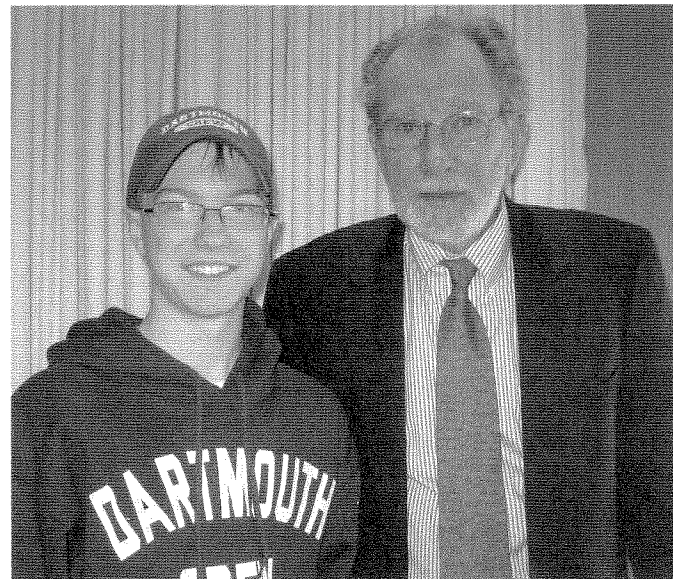
*Public policy students have lunch with former Rep. Dawson Mathis after his PBPL 5 class meeting.*

role of lobbyists for a particular interest group by preparing "one pagers" to be used to convince their senators to support or oppose one or more aspects of the Obama stimulus package as the Senate considered its version of HR 1, the *American Recovery and Reinvestment Act of 2009*, in real time.

Later in the term, while working on "amicus briefs" relating to one of the cases currently on the docket of the U.S. Supreme Court, students heard from the former Solicitor General of the United States, Dartmouth alumnus Gregory Garre '87. Garre discussed with students the role of the Solicitor General's office in Supreme Court decision making. He also focused on Supreme Court cases arising from the *Americans with Disabilities Act of 1990*, as students previously had read Susan Gluck Mezey's *Disabling Interpretations: The Americans with Disabilities Act in Federal Court*.

First-year students who successfully complete PBPL 5 and also complete a research methods course in one of the social sciences are eligible to apply for the Rockefeller Center First-Year Fellows program in Washington, D.C., this summer. The Rockefeller Center has been working through the fall and winter to enlist more Dartmouth alumni to serve as internship mentors for the Class of 2012.

Assistant Professor of Sociology Matisa Hollister also saw a bumper crop of students in her public policy seminar, PBPL 81.5: "Poverty and Public Policy in the United States." Normally filled at 16 students, Hollister allowed 19 students to participate in her seminar this winter. In addition to her in-depth analysis of nationwide poverty issues in class, Hollister exposed students to the real-world consequences of, as well as government responses to, poverty. Moving outside the classroom, she arranged field trips to Berlin, N.H., for students to explore the various aspects of rural



*PBPL 5 student Ryan Tincher '12 with former Rep. Dawson Mathis*

poverty that exist outside the "Dartmouth bubble." Students then focused their attention on major research projects that offered comparative assessments of poverty in Appalachia (rural Kentucky) and in the North Country of New Hampshire.

This spring, the Center will graduate two dozen public policy minors, tripling the number of minors graduating five years ago. The students in the Class of 2009 are the last class to graduate under the "old" requirements for the minor. Beginning with the Class of 2010, students are required to take the gateway PBPL 5 course, as well as two public-policy core courses, in addition to three courses in a particular policy domain (e.g., environment, health care, education). With the new minor curriculum in place, the Center expects the number of public policy minors to continue to grow each year.

# TheirSpace: The Rockefeller Center's First-Year Forum

Among the Rockefeller Center's six student discussion groups—AGORA, the Daniel Webster Legal Society, First-Year Forum (FYF), PoliTALK, Rocky VoxMasters, Women in Leadership—only FYF is geared to students in their first year on Dartmouth's campus. That's an advantage, say co-leaders Kahlie Dufresne '09, Eric Durell '11, and Danielle O'Bannon '11, because first-year students sometimes can be uncomfortable promoting ideas and opinions around upperclassmen in discussion groups.

The three co-leaders invite all first-years to attend the dinner discussion group each Wednesday in the Center's Morrison Commons. The week's topic may be local, national, or international in focus and springs either from the co-leaders' brainstorming sessions or from participants' suggestions. Typically, about 30–35 students respond, but attendance can vary from 15 to 50 depending on what is to be discussed. Rockefeller Center director Andrew Samwick's address on the economy last fall drew a particularly large crowd.

"I think it's really helpful for freshmen to get involved in FYF because not only does it lead them to get more involved with the Rockefeller Center and expose them to other opportunities that the Center provides, it will enable them to voice their opinions and develop stronger arguments," says O'Bannon.

All three co-leaders note they have watched the first-year students grow in confidence and self-expression through these group discussions. And the meetings provide a place for students whose paths might not otherwise cross to meet and develop friendships.

Dufresne, a government major and public policy minor, says she missed the chance to attend FYF her freshman year, so helping to lead the group this year compensates for that lost opportunity. "The reason that I wanted to do the First-Year Forum over any other discussion group is because I kind of felt lost as a freshman," she recalls. "I definitely could have used other students to go to for advice on foreign study programs or other things



*First-Year Forum co-leaders this year are (left to right) Danielle O'Bannon '11, Eric Durell '11, and Kahlie Dufresne '09.*

"That was my favorite discussion that we did; it was fascinating," says Durell. "He gave a short spiel on the tough economic crisis and then opened up the floor for questions from the freshmen about anything regarding the economy. It was really a good chance for us to have an intimate discussion with someone who knew what he was talking about."

At another meeting, Molly Shaheen, daughter of Senator Jeanne Shaheen (D-NH), talked with the group about the importance of the youth vote. Students this year also have discussed the troubles in the Gaza Strip, the presidential election and current administration, and state amendments concerning same-sex marriages.

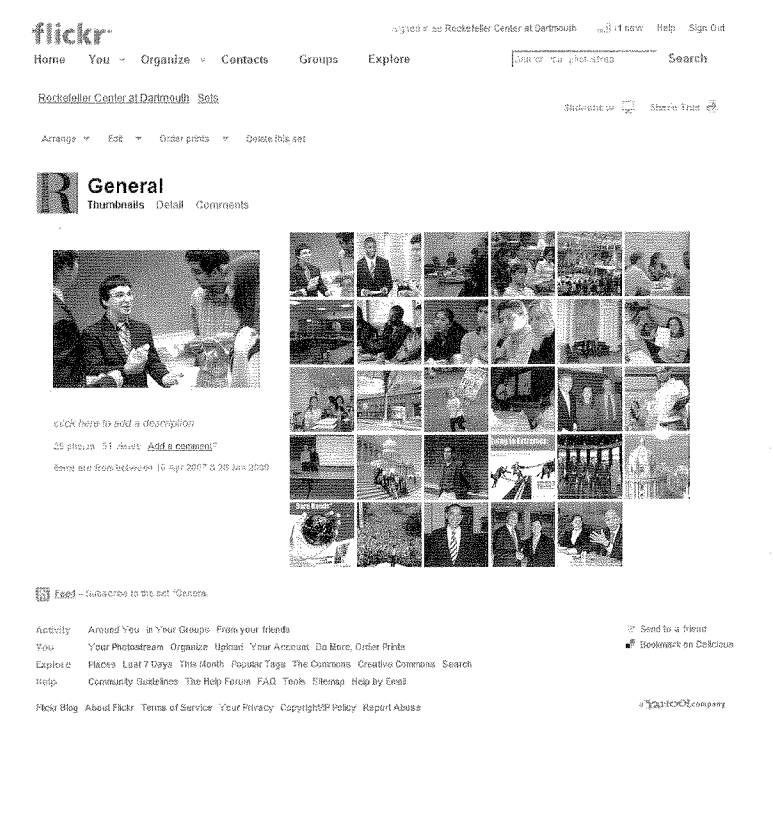
to get involved in on campus, and that's really what I've tried to focus on in the First-Year Forum—to give students an outlet, someone to talk to about things like this."

"It's a very low-key, comfortable, welcoming space—a fun way to meet other freshmen," adds Durell. "It's a nice way to sit down once a week and reflect on or learn about something that's relevant and important in your life, be it a large political issue, like the Arab-Israeli conflict, or something like study abroad."

For more on the Rockefeller Center's student discussion groups, visit <http://rockefeller.dartmouth.edu/studentopps/discussion.html>.



# Flickr Co-Founder to Speak at Rocky



Stewart Butterfield, who co-founded the popular photo-sharing website Flickr, will speak on “Flickr, Social Computing, and the New Humanities” on April 15 at the Rockefeller Center (see page 6 for details). Alongside social media giants Facebook, MySpace, and YouTube, Flickr has produced a seismic shift in the way people use technology in their everyday lives. *Newsweek* labeled the website “a poster child on how a well-executed Net effort can make big changes in people’s habits.”

Butterfield helped to grow Flickr from the tiny Canadian operation it was five years ago to the worldwide phenomenon it is today. The site draws over

50 million users a month and is the largest repository of publicly available photographs, with more than 3 billion pictures and more than 2.5 million new photos uploaded every day.

In 2006, *Time* magazine named Butterfield and Flickr co-founder Caterina Fake among the top 100 “people who shape our world.” The year before, he made *BusinessWeek’s* Best Leaders list and MIT’s *Technology Review* Top 35 Innovators Under 35. Butterfield sold Flickr to Yahoo! in 2005 but continued to manage the operation until leaving last year to pursue new projects.

## STUDENTS: UPCOMING APPLICATION DEADLINES

Rockefeller Leadership Fellows	First-Year Fellowship	Summer 2009 Internship Grants	Summer 2009 Civic Skills Training	Senior Honors Thesis Grants
Friday April 3, 2009	Friday April 10, 2009	Thursday April 30, 2009	Thursday May 7, 2009	Friday May 29, 2009

ALL APPLICATIONS ARE DUE BY 4:00 P.M. ON THE DEADLINE DATE.

## THE DIRECT LINE

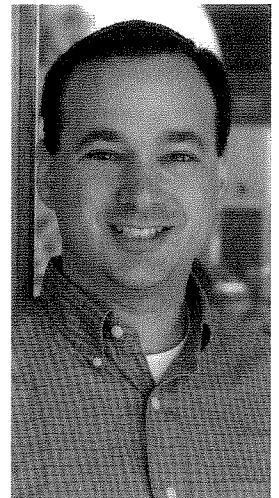
by Andrew Samwick, Director

The breadth and depth of the current recession are beyond anything we have experienced in recent memory. Policy makers do not have the power to outlaw the business cycle. The best they can do is to plan thoughtfully during the easy times and respond intelligently during the tough times. Unfortunately, we have done neither in response to the current economic challenge. Quite to the contrary, our national economic policy has elevated speed over value in the worst possible way.

As 2007 turned to 2008 and the weakness in the economy started to appear, the mantra in policy circles was that the government needed to do something “timely, targeted, and temporary” to strengthen the economy. To see the problem with this as a rationale for policy, just ask yourself what the government does (or can do) that both meets these three criteria *and* adds value. It is a very short list, so it is not surprising that this rationale produced a \$150 billion stimulus package that was little more than one-time tax rebates. As 2008 turned to 2009 and the economic decline accelerated, a similar rationale was used to justify an \$800 billion economic stimulus bill. As this enormous bill was being assembled, the key criterion for including a program was how quickly the money would be spent, not how much value it would add. The result of these policies is to burden future taxpayers with an additional trillion dollars of debt (excluding the sums going to bail out financial institutions) while doing very little to expand their economic opportunities.

A better way to do economic stimulus is to use a time of short-term economic weakness as an opportunity to more efficiently implement our long-term policy agenda. In a recession, both labor and capital are available to the government at lower cost than in an expansion. Now is exactly the time to be making repairs to neglected infrastructure, expanding the capacity for interstate electricity transmission, and doing a host of other capital projects that would enhance our economic productivity in the future. But a long-term policy agenda cannot be formulated in the heat of a crisis. Sadly, it was also not formulated with sufficient clarity during the two-year presidential election campaign that it could be implemented immediately. We can only hope that our next trips through both the election cycle and the business cycle will yield policies that more thoughtfully plan for the future.

For further elaboration, please see <http://www.riponsociety.org/forum108L.htm>.

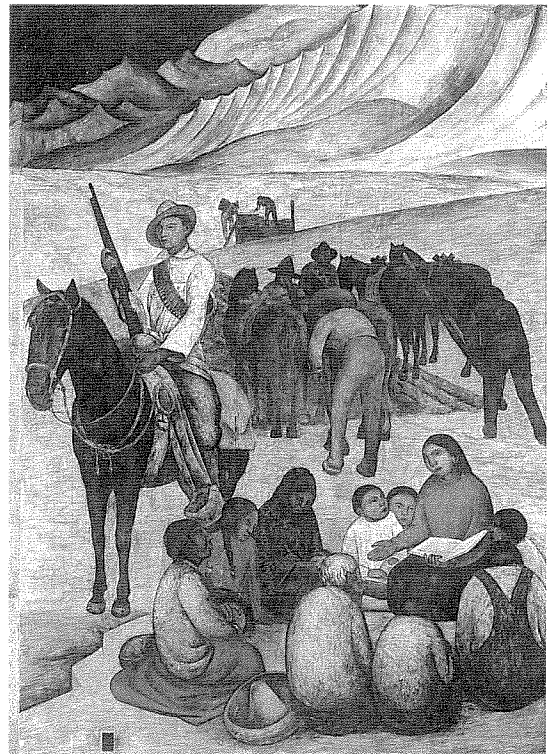


## The Unintended Lessons of Revolution: Schoolteachers in the Mexican Countryside, 1940–75

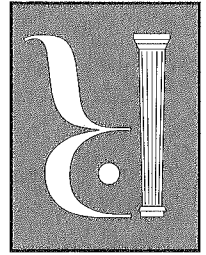
In 2008, Tanalis Padilla, assistant professor of history, was awarded a Rockefeller Center faculty research grant to further her study of Mexico’s *normales rurales*, training schools for teachers from the countryside. Originally conceived of as agents of state consolidation and dispatched to remote corners of the country, rural schoolteachers became some of Mexico’s most radical political actors during the 1960s and 1970s. Padilla’s work explores their alliance with peasants and the way in which they became formal and informal actors, transmitting and often facilitating the resistance, appropriation, melding, and even rejection of the very principles they were charged with imbuing.

With support provided by the Rockefeller Center, Padilla was able to return to Mexico in the summer of 2008 to conduct research using an archival collection of documents only recently made available to scholars. These archival materials trace the disintegration of government support for rural education as the population moved from the countryside to the cities.

Her first book, *Rural Resistance in the Land of Zapata* (Duke University Press, 2008), examined the post-revolutionary agrarian movement in Mexico. Her research sets the stage for her second book, which will be based on a diverse set of sources (she accessed on her trip), including reports from government agents who kept a watchful eye on these schools; curriculum reports, federal educational projects, and school evaluations produced by the Ministry of Public Education; memoirs written by students and teachers of the *normales*; newspaper reports; and oral histories. Together, these sources bring a diversity of perspectives to her study, ranging from public policy to issues of governability to popular agency and individual self-reflection. She examines these sources, blending techniques from intellectual, social, oral, and economic history, and seeks to weave a narrative that draws on these multiple viewpoints to explain some of the complexities of 20th-century post-revolutionary Mexican history.



Fresco by Diego Rivera, *The Rural Schoolteacher* (1923–24)



THE ROCKEFELLER CENTER  
FOR PUBLIC POLICY AND THE SOCIAL SCIENCES

## Spring 2009 ■ Public Events

### Stewart Butterfield

*Co-founder, Flickr*

#### Flickr, Social Computing, and the New Humanities

WEDNESDAY, APRIL 15, 4:30 P.M.

3 ROCKEFELLER HALL

The Portman Lecture in the Spirit of Entrepreneurship

In cooperation with Dartmouth's Institute for Security, Technology, and Society, the Tuck School's Center for Private Equity and Entrepreneurship, and the Dartmouth Entrepreneurial Network

### Sonu S. Bedi

*Assistant Professor of Government, Dartmouth College*

#### Rejecting Rights: Reframing the Debate

THURSDAY, APRIL 23, 4:30 P.M.

3 ROCKEFELLER HALL

In support of the Martin Luther King Celebration events and the Dartmouth Centers Forum 2009 theme "Conflict and Reconciliation"

### Nancy Polikoff

*Professor of Law, American University Washington College of Law*

#### Beyond (Straight and Gay) Marriage:

##### Valuing All Families under the Law

TUESDAY, APRIL 28, 4:30 P.M.

3 ROCKEFELLER HALL

The Roger S. Aaron '64 Lecture

A Law Day event, co-sponsored with the Dartmouth Legal Studies faculty group and the Dartmouth Lawyers Association

### Scheherezade Faramarzi

*Correspondent, Associated Press; Nieman Fellow 2009, Harvard University*

#### The Obama Administration's Middle East Policy:

##### What Should It Look Like?

TUESDAY, MAY 5, 4:30 P.M.

3 ROCKEFELLER HALL

The Bernard D. Nossiter '47 Lecture

In support of the Dartmouth Centers Forum 2009 theme "Conflict and Reconciliation"

### Panel Discussion

#### Why Does America Have the Constitution of 1787?

##### New Historical Perspectives

*Moderator:*

Joseph F. Cullon *Assistant Professor of History, Dartmouth College*

*Panelists:*

Max Edling *Research Fellow, History, Uppsala University*

Woody Holton *Associate Professor of History and American Studies, University of Richmond*

Pauline Maier

*William R. Kenan, Jr. Professor of American History, MIT*

Jack Rakove

*William Robertson Coe Professor of History and American Studies, Professor of Political Science, Stanford University*

FRIDAY, MAY 8, 4:30 P.M.

3 ROCKEFELLER HALL

### Douglas Irwin

*Robert E. Maxwell 1923 Professor in Arts and Sciences, Professor of Economics, Dartmouth College*

### Matthew J. Slaughter

*Associate Dean for the MBA Program, Professor of International Economics, Tuck School of Business at Dartmouth*

#### The Obama Administration's Trade Policy:

##### Old Wine in New Bottles?

TUESDAY, MAY 12, 4:30 P.M.

3 ROCKEFELLER HALL

Co-sponsored with the League of Women Voters of the Upper Valley

### Gordon Zacks

*Middle East Consultant, Advisor to Presidential Campaigns*

#### In Defense of Israel's Right to Defend Itself:

##### The Case for the Fence and Preemptive Actions

THURSDAY, MAY 14, 4:30 P.M.

3 ROCKEFELLER HALL

In support of the Dartmouth Centers Forum 2009 theme "Conflict and Reconciliation"

Co-sponsored with Chabad at Dartmouth and Dartmouth's Dickey Center for International Understanding

### Panel Discussion

#### Debtor Nation: The Threat to America's Future

*Moderator:*

Marjorie Rose *Senior Lecturer, Economics, Dartmouth College*

*Panelists:*

James Poterba *President and CEO, National Bureau of Economic Research; Mitsui Professor of Economics, MIT*

Andrew Samwick *Director, Nelson A. Rockefeller Center; Professor of Economics, Dartmouth College*

Jonathan S. Skinner *John Sloan Dickey Third Century Professor in the Social Sciences, Economics, Dartmouth College; Professor, Community and Family Medicine, Dartmouth Institute for Health Policy*

MONDAY, JUNE 1, 4:30 P.M.

3 ROCKEFELLER HALL

Co-sponsored with Wa.S.up: Wake Up. Speak Up. Dartmouth Students for Fiscal Responsibility