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A Tribute to Robert Agranoff ('11)

By Michael McGuire, *Journal of Public Administration Research and Theory*

For more than 50 years, Robert Agranoff contributed to the evolution of public administration thought in many ways. He was never one to signal or emphasize counting the number of articles or books he published. He saw no point in doing so and, indeed, thought that seeking to gain recognition by promoting the *quantity* of one’s publications was more braggadocio than meaningful. He was what we might call “old school” today in that he believed strongly that improving good governance for leaders and citizens is the raison d'etre of our field. Research and practice are intertwined inconvertibly, in his view, and the ultimate measure of one’s work in academia is the extent to which positive and productive change in society was informed by that work.

Since the early 1970s, Bob Agranoff was ahead of the scholarly curve. Bob was successful at nearly single-handedly creating a new and consequential subfield in public administration, a claim that few can make. Bob was one of the first scholars to study explicitly the practice of public administration as an intergovernmental and interorganizational administrative phenomenon. His early work in human services administration and then in city government and development demonstrated both the value and the difficulties of integrating and coordinating services across levels of government. His most important and recognized contributions are in the study of intergovernmental and intersectoral collaboration in networks, which became generically associated with collaborative public management. The publications in *Journal of Public Administration Research and Theory* available in this tribute demonstrates his devotion to melding theory and practice.

His dedication to the field of public administration is evident in his service to the profession and the community. His professional and editorial activities are too numerous to mention, and his consultancies in public administration and public service, dating back to the late...
1960s, include numerous federal, state, and local government agencies such as USAID, USDA, OPM, and NSF; nonprofit organizations; universities; foundations; and MPA programs at various “competitive” institutions. His most endearing service to public administration has been in the community. He served on local boards of organizations that address concerns such as mental health, development disabilities, autism, rehabilitation, youth, and aging. His genuine concern for the successful planning and delivery of government programs came through not just in his research. Like the old “pol” that he was, he offered his time, over 50 years, to help steer organizations toward greater effectiveness. He is a model for public administration scholars worldwide.
In Memory of James Beggs ('71)

By Sean O’Keefe

In April, the Academy lost James Beggs, one of its stalwart Fellows who had been recruited to our organization by one of the Academy Founders, James Webb. A 1947 Naval Academy graduate and nearly a decade of experience in the highly disciplined submarine community “silent service,” Jim Beggs honed his skills in industry at Westinghouse before he was recruited to NASA by Webb to serve as his Associate Administrator for Advanced Research Technology during the peak of the Apollo era. He subsequently served as Deputy Secretary of Transportation, and a few years back to industry working before his appointment as the sixth NASA Administrator at the beginning of the space shuttle era in the Reagan Administration.

During his time leading the space agency he successfully initiated the President’s program to develop a multi-national in-space collaborative research project that ultimately became what is now known as the International Space Station. The objective was to leverage the contributions of the global scientific and engineering community to greatest advantage for humankind. The shuttle program which matured during his tenure was ultimately purposed for the transportation and assembly of the modules of the ISS specifically designed to be transported in the shuttle cargo bay. Concurrently, he championed the space science program to design, develop and assemble the Hubble Space Telescope.

A chapter of his private sector experience was spent working for the eccentric and brilliant aerospace industry innovator Howard Hughes. Among his many responsibilities, Beggs considered one his most important was to arrange for the transfer of the Hughes collection of aircraft to the National Air and Space Museum. The array of aerospace innovations on display there are testimonial to the creativity of and imagination of Howard Hughes and the ingenuity of Jim Beggs to make it accessible.
His contributions as a Fellow of the Academy spanned the decades as he shared his unique perspective drawn from rich experiences that Beggs largely attributed to the leadership and management lessons he learned from James Webb. A much admired leader at NASA, and the aerospace community, we celebrate the memory of James Beggs as a legacy of the Academy’s dedication to exemplary public service.
What made Chuck Bingman so special that even now, he is the first person we think of when public administrators need advice? Dwight Ink stated it well: Chuck was the epitome of a professional public manager.

His name appears on the Wall of Luminaries at NAPA for significant contributions to the field of public administration; his commitment to our profession was absolute. His professional life was governed by an overarching concept: he believed in government and in public administration. He understood what makes an organization work, recognizing that in the end, its ethic matters more than its mechanics, rules and regulations.

He believed the best way to solve a problem was to deal with it straight on. And he was intellectually fast on his feet: he could turn on a dime to address a new and unfamiliar issue or program for which he had no obvious background or preparation.

Sallyanne Payton noted that Chuck was invariably on the short list of program managers when new and interesting challenges came along. And that’s where he wanted to be. He was a student of government’s inner workings, both domestic and international, and knew how to make them perform more efficiently to fulfill their goals.

He held both career and political posts at the senior level and believed in career staff carrying out the policies of the political leadership. As his career progressed, Chuck became concerned about the degree to which our government has replaced nonpartisan professionals with political operatives.

Chuck first answered his nation’s call to service as a sergeant in the U.S. Army. He remained in the reserves until 1965, leaving the service as a First Lieutenant. He then spent over 30 years in the Federal government, developing an astonishingly broad and deep knowledge of its inner workings.
As a public servant, Chuck wasn’t flashy and he didn’t seek the limelight; his work never appeared on the front pages. Instead we saw the results of his skill, professionalism and values when our government worked the way it’s supposed to.

As his career developed and he accumulated knowledge, Chuck applied it to an ever-widening range of government agencies, making major contributions at NASA, OMB and Transportation. He advised over 30 foreign governments and shared his expertise through teaching and writing.

Chuck was a man of character, true to his beliefs and values throughout a long and inspiring career. Harry Finger noted that Chuck was known for being thoughtful. He never dominated a conversation but set the stage so everyone could be heard. He gave credit to his team members and respected his leaders. He made friends of his colleagues and supervisors alike.

When skeptics questioned government’s ability to solve problems, Chuck would say that all they had to do was look at NASA to understand how effective public administration could lead to progress.

As a junior manpower analyst, Chuck had left a promising career at the Atomic Energy Commission to join NASA, where he spent nine years in increasingly responsible positions. At headquarters, he helped establish NASA’s organizational structure and identify its permanent location. Selected to help set up the new space center in Houston, he moved there without a specific position in mind and became a jack-of-all-trades. Among his chief accomplishments were setting up seven key organizations and leading the management analysis branch. He helped make NASA an equal opportunity employer in part by working with the community to ensure that housing and restaurants would be welcoming, establishing Source Evaluation Boards and introducing incentive contracts. He convinced NASA’s leadership that a generalist could make a significant contribution to the future of manned space flight and was entrusted with assignments that were usually reserved for scientists and engineers.

After nine years at the space center with major achievements under his belt, Chuck was once again looking for a new challenge when he was recruited to join the Office of Management and Budget as Chief of the Government Organization Branch. He worked with Dwight Ink from the Office of Executive Management to prepare a major Federal
reorganization outline for President Nixon. The resulting plan set forth the most sweeping reorganization that had ever been proposed. Chuck was responsible for putting together the details of reorganizing departments and eliminating stovepipes. According to Ink, Chuck was the foremost advocate for ending fragmentation.

After five years at OMB, Chuck was appointed Deputy Administrator of the Urban Mass Transportation Administration, overseeing changes in program structures and program management approaches. He later took a second political assignment as Special Assistant to the Secretary of Transportation.

In 1982, Chuck was asked to serve as a senior advisor to Reform ’88, President Reagan’s long-term initiative to improve Federal management and to develop efficient and compatible administrative systems for the entire Federal government. As a multi-agency task force under OMB’s direction, and with the full backing of the President, Reform ’88 pulled together the best and brightest from around the government to contribute to one of history’s most ambitious government reform programs. In recognition of his exceptional experience and judgment, Chuck was among the most senior career staff brought onto the team.

He also assisted the President’s Council on Management Improvement, created to ensure that Reform ’88’s changes would be permanently embedded, before completing his government career as Management Advisor to the White House Office of Policy Development.

But after 30 years of Federal service, Chuck wasn’t ready to retire. There was a new generation of public administrators to be trained and new topics to explore. His experience and his Bachelor’s and Master’s degrees in public administration gave him a solid background to teach graduate school. He taught graduate studies in government at The George Washington University for three years and at the Center for Advanced Governmental Studies at Johns Hopkins University, where he was a Fellow.

He broadened his career with extensive consulting and spent a year and a half in Gaza helping the Palestinian Authority to design their government. He also had consulting assignments in Saudi Arabia, Egypt, China, Japan, the Russian Federation, Kazakhstan, Estonia, Botswana and other countries.
Chuck was a prolific author, publishing 10 books on diverse topics, including *Why Governments Go Wrong* (2006), *Reforming China’s Government* (2010), *Changing Governments in India and China* (2011) and *Governments from Hell* (2015). He authored more than 60 articles and made numerous presentations to professional organizations. He was working on an article with Dwight Ink on “Government Reform: Strategies from the Nixon Era” that will be published posthumously, and had a new book underway about political parties.

Beyond his belief in the importance of public administration, Chuck believed in the institutions that support it. He was honored for his contributions to the profession with several significant awards from the Federal government, including honors from NASA and from Presidents Nixon and Ford.

Several learned societies also honored him. In 1975, nominated by his peers, he was elected to NAPA, one of only 159 Fellows nationwide to be elected a Fellow of the Academy at that time. He placed a high value on his membership, participating in many NAPA activities and often collaborating with other Fellows.

As part of its anniversary celebration in 2017, NAPA honored its First Decade Fellows, chosen to join the select society between 1967 and 1976. The 29 survivors included Chuck, Dwight Ink and Harry Finger. Their monthly lunches ran for some 50 years. A new member would join every year or two, ensuring a lively discussion of current events with a focus on improving governance.

As Diane Disney remarked, with his generous spirit, keen intellect and passion for good government, Chuck would always be at the lunch’s center. Tom Stanton noted that Chuck was the mainstay of the EOM Panel for many years. As a member of the NAPA audit committee, he offered insights based on his long and varied experience. Cora Beebe Fosdick recalled that Chuck made a significant difference in ensuring that funds designated for a specific purpose were reserved for that purpose. When OMB asked NAPA to evaluate the PART program, he volunteered his expertise along with five other Fellows.

NAPA President Terry Gerton summed up Chuck’s contribution: “He lent his time and expertise to our study projects and standing panels, and he supported us financially, making substantial contributions to the Academy’s endowment. We will miss him greatly.”

Chuck believed so strongly in the value of program management that
he urged many NAPA presidents to place more emphasis on strengthening the management of NAPA’s own programs.

Chuck was a 48-year member of the American Society for Public Administration, serving as the Houston chapter’s first president, and a long time active member of the National Capital Area chapter and of the Section on International and Comparative Administration. William Shields, ASPA’s Executive Director, summed it up: if there was a personification of the phrase "a gentleman and a scholar," it was Chuck.

Nominated by his colleagues, Chuck was elected to the private Cosmos Club in Washington D.C. The Cosmos Club was founded in 1878 for persons of “distinction, character and sociability”. Members must be “distinguished in science, literature, learned profession or public service”. Chuck belonged there.

Chuck’s engaging smile will be one of our most cherished memories. He embraced his family and friends with warmth and pride, participating with enthusiasm in social activities and caring for family members in need. He often attended holiday parties with Cora and JD Fosdick, showing up in creative Halloween costumes or bearing unique Christmas ornaments from his personal collection. As a close friend of Dwight Ink and Dona Wolf and a frequent visitor in their home, Chuck often joined them in cheering for the Washington Redskins and for Chuck’s favorite, the Green Bay Packers.

Charles F. Bingman passed away on April 12, 2020, at the age of 90. He leaves behind a long and enviable record of quiet professionalism, defined by the program decisions he made, by the keen insights he offered through his consulting and publications, and by the contributions that his students will make to America through their own careers.

Donald Borut summarized Chuck Bingman’s life very well: “He was a beautiful, passionate, caring giant and advocate for our beloved field of public administration.”

HE WILL BE REMEMBERED.
In Memory of Alan Boyd ('79)

By Jeff Davis, *Eno Center for Transportation*

Alan Stephenson Boyd, who served as the first U.S. Secretary of Transportation from 1967-1969, died October 19, 2020 at age 98, according to his son Mark.

At the time of his death, Sec. Boyd was the senior living U.S. Cabinet official, having been confirmed by the Senate and sworn into office in January 1967.

Alan Boyd was born on July 20, 1922 in Jacksonville, Florida. On his mother’s side, he was the great-grandson of John G. Stephenson, the inventor of the streetcar, and he grew up dividing his time between Macclenny, Florida and staying with Stephenson relatives in New York and Massachusetts.

During World War II, he flew a C-47 for the Army Air Corps, dropping paratroopers in the D-Day invasion and Operation Market Garden and dropping supplies over Bastogne in the Battle of the Bulge. He was recalled to active duty in the Korean War as well.

Secretary Boyd received a law degree from the University of Virginia in 1948 and began private practice in Miami, but later took a job with the Florida State Turnpike Authority, which then led to his serving multiple terms on the Florida Railroad and Public Utilities Commission starting in 1953.

He moved to Washington in 1959 to serve as a member of the U.S. Civil Aeronautics Board under President Eisenhower and chaired the Board under Presidents Kennedy and Johnson.

In 1965, he was named Assistant Secretary of Commerce for Transportation and in this capacity, he co-chaired the Johnson Administration task force that recommended the creation of a Cabinet-level Department of Transportation and helped shepherd the DOT bill through Congress.

After organizing and staffing the new DOT (and transferring responsibility for urban mass transit away from HUD in 1968), Secretary Boyd left government at the end of the Johnson Administration and served as president of the Illinois Central Railroad from 1970 to 1977.
In 1977, Secretary Boyd returned briefly to government, serving as President Carter’s special representative, with the personal rank of Ambassador, to negotiate a new U.S.—U.K. bilateral aviation agreement (the “Bermuda II agreement”).

Secretary Boyd then served as president of Amtrak from April 1978 to June 1982, and then became chairman and president of the North American subsidiary of Airbus Industrie from 1982 to 1992.

He was predeceased by his beloved wife of 64 years, Flavil Townsend Boyd. His survivors include his son Mark Boyd, daughter-in-law Nancy Boyd, and grandchildren Heather and Alan.
In Memory of George Caravalho ('98)

By Stephen K. Peeples, Santa Clarita Valley News

George A. Caravalho, Santa Clarita's first permanent city manager serving from 1988 to 2002, died Sunday, January 5, 2020. He was 81.

Caravalho, who retired from public life in 2008, was living in Santa Cruz. Caravalho came to the city of Santa Clarita in 1988 as its first permanent city manager, following interim manager Fred Bien, who set up the city's initial government structure following incorporation on Dec. 15, 1987.

The George A. Caravalho Santa Clarita Sports Complex at 20840 Centre Pointe Parkway was dedicated in his honor by the city on December 5, 1998.

Prior to Santa Clarita, Caravalho worked at the city of Bakersfield as city manager and executive director of its Redevelopment Agency from 1984-1988. Before that, he was city manager for the city of San Clemente from 1980-1985. After leaving Santa Clarita in 2002, Caravalho was named city manager for the city of Riverside, and in 2005, he was named director of Dana Point Harbor in Orange County, a post he held until 2007.

Ken Pulskamp, Santa Clarita's first assistant city manager and Caravalho's right-hand man, was named city manager after Caravalho left for Riverside, and served until 2012. Pulskamp's Assistant City Manager Ken Striplin succeeded him and is the current city manager.

Pulskamp posted this tribute on his Facebook page Monday afternoon: "It is with tremendous sadness that I announce the passing of my dear friend, George Caravalho. He was a leader, a visionary, my friend and an all-around amazing person. Over the course of his career, George mentored scores of young people; many of whom are now serving as City Managers and CEOs throughout California and beyond. I have lost my best friend of 35 years. I will do what I can to continue George's
legacy of community service and commitment to mentoring others for the betterment of our communities. George consistently supported the downtrodden and the underdogs. He made people around him be better people. The world will be less bright without his glow. George passed on January 5 in the company of his beloved wife, Mary. He leaves behind two wonderful sons, Gus and Danny of whom he was tremendously proud. Please join me in praying for George and his family as they mourn this loss."

Said Striplin, in a statement Monday afternoon: "George Caravalho helped construct the foundation of the city of Santa Clarita. His mastery of management supported the City Council's vision of what our city could be, and has become — a safe, family-friendly place to live, work and play — with beautiful parks, miles of trails, transportation options, commerce, strong infrastructure and solid financial footing. He paved the way for me as a City Manager, and I will always value him as a mentor, colleague and friend."

Born August 1, 1938, Caravalho earned his Bachelor's degree in Sociology and his Master's in Political Science and Government from San Jose State University prior to embarking on his career in public service. He served on the board of directors for organizations such as the International City Manager's Association, the League of California Cities, the American Red Cross, United Way, and the Boys and Girls Club. He was also the Chairman of the League of California Cities Investing in Our Youth Task Force.

Caravalho was the 1996 recipient of the International City/County Management Association Mark E. Kean Award for Excellence for his outstanding contributions to government. He received more than 40 awards for innovation and excellence. In addition, he was an adjunct professor of leadership and strategic management at California State University, Northridge.

Caravalho is survived by his wife Mary and their two sons, Gus and Danny.
James "Jim" Edward Colvard, Ph.D, 87, of King George, VA died at home on March 10, 2020. He was born on March 16, 1932 in the hills of Robbinsville, North Carolina to the late Thomas Jefferson Colvard and Martha Evelyn Ellis Colvard. He often joked with his family that his obituary should just be "Jim died." But because we loved him very much, we're going to add a few more words. After growing up dirt poor, he attended Berea College where he met his wife Joy. He took a leave of absence from college to serve with the US Navy in the Korean War.

His life was defined by service to his country, first in active duty then as a civil servant. He worked for the US Navy from coast to coast, from his first job at Naval Weapons Center, China Lake, CA to his favorite job as Technical Director at Naval Surface Warfare Center, Dahlgren, VA.

He is survived by his faithful wife of 63 years, Joy Helen Colvard; his loving daughter Belinda Marie Cameron (Douglas); grandchildren Sarah French (Andrew) and Bryan Cameron (Selah); great-grandchildren Catherine French and Theodore French; siblings Donald Colvard and Evelyn Flores. His family loved him dearly and wishes that he was still here. They would like you to know that your life is valuable. If you are currently experiencing depression, please don't be afraid to let the people who love you help you.

Reflecting on his career, James Colvard shared with the Academy:

“The highlight of my career was becoming the number two person in the federal personnel system as Deputy OPM under Connie Horner. She is also an Academy member.

An additional highlight to my career was being designated to the rank of Presidential Distinguished Executive by two presidents, Carter and Reagan. I was the first and maybe only person so designated by two presidents. You are only eligible every five years.”
A Tribute to James Ellis (’79)

By Rob Gannon, General Manager of King County Metro

I want to take a moment to reflect on the remarkable contributions that James Reed “Jim” Ellis made to King County. It’s not an exaggeration to say that all you have to do is look around our beautiful region – or ride a King County Metro bus – to enjoy the benefits of Jim’s decades of selfless work and service.

Jim famously spearheaded the cleanup of Lake Washington in the 1950s, when millions of gallons of sewage contaminated the lake, then went on to create what would eventually become King County Metro, which started as an agency to manage wastewater and water quality before moving into public transit.

His long list of accomplishments included the preservation of farmlands and millions of acres of land along the I-90 corridor, the development of the Washington State Convention Center, and the financing of public pools, fire departments, parks, including Freeway, Discovery, Gas Works and Marymoor, and mass transit. As King County Executive Dow Constantine tweeted last night, “Our work to build a rail system is the fulfillment of his extraordinary vision.”

Jim created a space for civic discourse and activism on a regional scale that has been unparalleled, and we can draw inspiration from his example. He demonstrated how urban and suburban communities can work together to preserve our environment, combat climate change and build healthy communities.

The legacy he leaves behind is one of profound responsibility and service – to each other, our communities, our land, and future generations to come – that Metro will carry forward.

Learn more about the meaningful contributions that Jim made to King County on HistoryLink.org.
A Tribute to H. George Frederickson ('79)

By: Rosemary O'Leary in collaboration with Fran Berry, Chuck Epp, Marilu Goodyear, John Nalbandian, Barbara Romzek, and David Warm

H. George Frederickson died on July 24, 2020, one week after his 86th birthday, surrounded by his wife and children. George was known for many things including his intellectual leadership in public administration, his building of important institutions and programs, his dedication to social equity, his leadership within the Academy, and his mentorship of many around the world.

George was born in Twin Falls, Idaho, and often credited his work with his siblings at the family drive-in and Frederickson's Fine Candy and Ice Cream for instilling in him both a strong work ethic and a talent for working collaboratively with others. After two years at Brigham Young University, George traveled to South Africa for the Church of Jesus Christ of Latter-day Saints, witnessing apartheid first-hand which greatly influenced his future work on social justice and equity. After earning a Ph.D. at USC, he taught at the University of Maryland, Syracuse University, Indiana University, and the University of Missouri, often serving as department chair or associate dean, building new programs along the way. He was President of Eastern Washington University for over ten years and was particularly proud of how the university grew from a small regional college into a full-service university with strong science, humanities, and sports programs under his leadership.

George returned to full-time scholarship when he was appointed the Edwin O. Stene Distinguished Professor of Public Administration at the University of Kansas (KU), a position in which he thrived for twenty-five years. He was a visiting scholar at Oxford University and traveled to Korea over fifty times to forge linkages with scholars there. While at KU George founded and edited the Journal of Public Administration Research and Theory (JPART). JPART flourished under George’s editorial leadership and is now one of the top journals in public administration. In addition, George helped create and run the
Public Management Research Association (PMRA), establishing the world headquarters of PMRA at KU. He coordinated the Minnowbrook II conference evaluating the future of public administration and started the *Journal of Public Administration Education*. He wrote a monthly column for PA Times with insightful perspectives on current events and inspiring ideas for public administration.

George served as President of the American Society for Public Administration in 1977-78 and was selected as a Fellow of the National Academy of Public Administration in 1979. He energetically served in these organizations for several decades. In addition to serving on the NAPA Board of Directors for six years, George chaired the Membership committee, was a member of the Board Executive committee, and served on the Fellows Nominating and the Board Officers committees. An enthusiastic member of several Standing Panels, George was a founding member of the Standing Panel for Social Equity in Governance. He was particularly active on this panel, attending and contributing for many years to the Social Equity conferences. Noting that the body of Fellows was decidedly lacking in diversity, he and Phil Rutledge agreed that together they would annually nominate outstanding minorities for membership in the Academy. Later, he argued successfully for opening up NAPA membership to individuals from outside the United States. Much of the progress that the Academy made on diversifying its membership can be traced to these efforts.

A gifted writer and thinker who excelled in both breadth and depth, George always described himself as “a public administration generalist.” He published hundreds of scholarly articles and dozens of books in his 50-year career. As Brint Milward put it at George’s festschrift, “George Frederickson was a larger than life figure in public administration. . . . His reputation was formidable as a slayer of tired shibboleths and normative assumptions that justified the status quo.” His most influential works include *The Spirit of Public Administration*, *The New Public Administration*, and *Public Administration and Social Equity*. George developed a new theory arguing that a “third pillar” of public administration – social equity - should have the same status as economy and efficiency. To paraphrase Fran Berry’s comments at the time of George’s retirement, no one has had a greater impact on our professional field of public administration than George.
Over a long and distinguished career, George was frequently recognized for his achievements. Not merely items for George's curriculum vitae, these honors were meaningful to him and reflected lasting contributions in scholarship and civic engagement. He was the recipient of the Dwight Waldo, John Gaus, Charles Levine, and Donald Stone Lecture awards, as well as the Order of Meritorious Diplomatic Service Award from the Republic of Korea. Today the best article award at ASPA’s PA Times is called “The George Frederickson Award,” as is the PMRA lifetime achievement award.

George promoted the best in people and helped many achieve their best. He served as “major professor” to those “at home” but also to many who did not attend Kansas, Syracuse, Indiana or Missouri. He was proud of the many scholars around the world who claim him as one of their mentors. He helped the public administration profession get stronger and be richer. His firm commitment to social equity and justice, where he both “talked the talk” and “walked the walk,” helped many individuals but just as importantly, made the academy a more welcoming place for faculty and students of all races, creeds and approaches. Undoubtedly this has made our society better in the long run and improved how government functions.

George was an inspiration in how to take big ideas and manifest them. His organizing efforts generated an incredible amount of social capital and positive externalities, often through actions that reflected his good humor and sometimes mischievous personality. George was a truly memorable person who has contributed on every front: To better government, to a more thoughtful and rigorous public administration field, to better scholarship and a network of scholars, to collaborative interaction among practitioners and scholars, and to deep personal friendships based on caring concern and help. We are so much richer for having H. George Frederickson as a colleague and friend.

George, congratulations on a life well lived. You were, and will continue to be, an inspiration to all of us. And now that you are gone, it is time, as you always advised us, to “move ahead boldly.”
In Memory of Elisha Freedman (’86)

By Stephen Singer, Hartford Courant

Elisha Freedman, who served as Hartford’s city manager during the tumultuous 1960s and was Connecticut’s commissioner of administrative services two decades later, died Thursday, said his daughter-in-law, Emily Kahn-Freedman. He was 93 and had pancreatic cancer, she said.

Freedman rose in Hartford government to city manager in 1963. He held the post until 1971, the second-longest tenure.

Edward Lehan, who worked with Freedman in Hartford, Rochester, N.Y., and at the National Science Foundation, called him an “absolute craftsman in government.” He said Freedman “understood the nature of the Civil Rights Movement,” urging police restraint that Lehan said helped keep a lid on urban tensions and violence in Hartford in the late 1960s.

“He was very meticulous,” Lehan said Saturday. “He was very restrained when social currents were swirling at the time.”

Gov. Ella Grasso, who knew Freedman during his time as Hartford city manager, appointed him as commissioner of administrative services, the sprawling state agency that handles contracting, operates state government’s information technology systems, administers the building code and is responsible for other core functions. She picked Freedman for his experience as a city manager, according to a 1979 news story by The New York Times. He remained as commissioner in the administration of Gov. William A. O’Neill, Grasso’s successor.

Freedman said his post as Hartford city manager had its limits. Speaking about his predecessor, Carleton F. Sharpe after he died in 1993, he told The Courant it was remarkable Sharpe survived 15 years in the position “since the political community never really accepted the
notion of a city manager.” Freedman was Sharpe’s assistant before succeeding him as manager.

Freedman also served as chief administrative officer of Montgomery County, Md., a suburb of Washington, D.C.; an administrator at the National Science Foundation; and city manager of Rochester, N.Y.

Freedman, who also was known as Eli, was born Aug. 12, 1926, in Hartford and graduated from Weaver High School. He earned a bachelor’s degree in political science at Syracuse University and a master’s in public administration at the Maxwell School of Citizenship and Public Affairs at Syracuse University.

He served as a radio man in the U.S. Navy in the Pacific in World War II.

Freedman’s wife, Adeline “Lynn” Freedman, died in 2005. For the past 11 years, his significant other was Sonia “Sunny” Rishty.

He is survived by three sons and a daughter and six grandchildren. Freedman lived in Potomac, Md., at the time of his death.
A Tribute to Dorcas Hardy (‘13)

By Renny DiPentima, Former SSA Deputy Commissioner for Systems; Retired CEO, SRA International

NAPA Fellow and former Commissioner of the Social Security Administration (SSA) Dorcas Hardy passed in November of 2019. Her friend and colleague at SSA, Dr. Renny DiPentima remembers her and her contributions in the following eulogy.

I met Dorcas Hardy when she became SSA's first woman Commissioner in 1986. We work closely together, especially on SSA IT Modernization which she championed, and we remained friends until she passed in November 2019.

Dorcas was one of the most dynamic people I've had the pleasure of knowing and working with. As a manager, you always knew where you stood with Dorcas. Her enthusiasm and energy were contagious.

Dorcas and I remained friends and, at one point, fellow Board Directors. I always valued her input and opinions which one could count on to be spot on. She believed government could benefit from business processes and introduced many when we worked together.

After leaving SSA, Dorcas ran a consulting firm, sat on a number of Boards, and published a book on SSA's future. I always valued and enjoyed our lunches together whenever we were both in D.C.

Dorcas was one of the most memorable people I had the pleasure of knowing and working with. Those who knew her will miss her friendship, exchange of ideas, energy, and insights. And I will always consider her a friend.
A Tribute to DeWitt John, Jr. (’01)

By Clayton Rose, President, Bowdoin College

DeWitt came to Bowdoin in 2000 with an exceptional record of scholarship and public policy on environmental issues. He directed the Environmental Studies Program from 2000 to 2008 and was a lecturer in environmental studies and government and legal studies until his retirement in 2014.

DeWitt was born on December 16, 1942, in Duluth, Minnesota, to DeWitt and Morley John. He earned a bachelor’s degree in economics magna cum laude at Harvard in 1964 and was a research student at the London School of Economics before earning a master’s degree in political science at the University of Chicago in 1969. His thesis, *Indian Workers’ Associations in Britain*, was published by Oxford University Press. DeWitt loved to travel and, throughout his career, he drew on his experiences in China, Indonesia, Ecuador, India, Central America, and Europe to inform his understanding of the nexus of environmental issues and government policies.

Over the next twenty years, DeWitt built an impressive record of academic and policy credentials as a member of the faculty at the University of Denver and in positions as project director of the Denver Research Institute; assistant to the director of the Colorado Department of Natural Resources; acting director of the Colorado Division of Mines; director of the Governor’s Office of Policy and Research; policy studies director for economics, trade, and agriculture at the National Governors’ Association; a member on an advisory panel on coal leasing for the Office of Technology Assessment of the US Congress; and a member of an oil shale environmental advisory panel for the US Department of the Interior.

With these considerable accomplishments under his belt, DeWitt entered a PhD program in political science at the University of Chicago. He completed his doctorate in 1992, and his dissertation received the Williams Anderson Award of the American Society for Political Science for the best dissertation in intergovernmental relations; it was published in 1994 under the title of *Civic Environmentalism: Alternatives to Regulation in States and Communities*. DeWitt’s term “civic environmentalism” has since become part of the lexicon in
environmental policy. Before coming to Bowdoin in 2000, DeWitt directed the Center for the Economy and the Environment (an arm of the National Academy for Public Administration). As part of that work, he evaluated the National Marine Sanctuaries Program and worked with the Environmental Protection Agency (EPA) and congressional staff. In 2001 DeWitt was elected a Fellow of the National Academy for Public Administration.

At Bowdoin, DeWitt earned the respect of colleagues for his generosity of spirit and for the breadth of his experience and knowledge about the intersection of science and public policy on international, national, state, and local levels. He placed a high value on discussion, collaboration, and engagement with different perspectives on the complex interplay between science, policy, and society. His faculty colleagues and students discovered beneath his modest demeanor a keen analytical mind, informed by wisdom and experience. He continued his public service after joining the Bowdoin faculty. He evaluated the Pew Initiative on Food and Biotechnology for the Pew Charitable Trusts in 2006, and he testified at the hearings of the US House Committee on National Resources about national marine sanctuaries in 2008. As a member of the National Advisory Council on Environmental Policy and Technology with the EPA from 2010 to 2014, he co-chaired a working group and coauthored an in-depth report. He chaired the Advisory Committee to the Marine Conservation Initiative of the Gordon and Betty Moore Foundation in Palo Alto, California (2010–2012). He also served as vice chair on the Maine Board of the Conservation Law Foundation of Maine. He leaves an enduring legacy in environmental policy and at Bowdoin.

DeWitt is survived by his wife, Jane (Greeley) John, of Brunswick, whom he married in 1974; a daughter, Elizabeth; and a son, Seth.

A former student of DeWitt’s said of him: “(He) changed my life, changed my direction, and helped illuminate the path I have followed for the past ten years. I came to Bowdoin without any real inkling of an environmental interest, but I found my way into ES 101, somehow, and into DeWitt’s Friday morning discussion section (which featured Frosty's donuts, if I recall correctly), and I was hooked. I had never encountered ideas more compelling, more important, and more energizing than in DeWitt’s class.” For an educator, there is no higher praise.
The budget world, the public sector, the United States and the world lost a giant when Dave Mathiasen died on June 13.

I first met Dave and Carolyn in late 1976 when my husband and I bought the house next door on Ashmead Place in Kalorama Triangle. In early 1979, we connected professionally when I became staff director of the Council of Economic Advisers under Charlie Schultz and Dave was the senior civil servant in the Budget Review Division at OMB.

Dave epitomized public service. He was scrupulous about facts. He performed and demanded high-quality analysis and clear writing. Dave was an economist who wrote for decision makers who were not economists. He knew the difference between a policy preference and analysis. Dave was both a teacher and a mentor for many. He knew that the quality of government depends heavily on people who choose public service, and he took great pride in helping people grow and become the best they could be. When I sent e-mails about his death to some, one consistent theme in the responses was, “he was always generous with his time and his insights.” He taught and mentored without ever making people feel small. For some, Dave was the reason they worked in the budget area, or the reason they worked in the public sector. You get a sense of that when you read the memories people have posted on the dignitymemorial.com site.

Dave was also funny, kind, and fun. He was already at GAO (where “special assistant to the CG” is actually a title that carries a great deal of clout) when I joined the agency to teach policy analysis. I suspect he had something to do with the fact that when I moved online in the SES, I ended up in the budget issues area. Dave was a huge asset as Paul Posner (another now-deceased Fellow) and I were given the mandate to strengthen GAO’s work and recognition in the budget area. As Barbara Bovbjerg (fellow) recalled about the time Dave accompanied
her team on a trip to Japan for one study, he “was very smart and very collegial amid his much younger and less-experienced GAO team, and a wonderful traveling companion.” That mirrors another consistent theme when people hear about his death, “he was a great interlocutor and a great friend; I will miss him.”

It seems obvious that his family must have written the official obituary—it appropriately describes the way he saw his calling: it mentions not only his work in the U.S. federal government but also his work on, and pride in, helping other nations. He taught because he cared about creating the same commitment and ethos about public service in future generations. The obituary also captures his non-budget commitments—especially to civil rights—and his love of travel. AND it notes his sense of humor. Since it seems silly to repeat what it says, I have pasted it at the end of my tribute.

I can only add a few other personal notes. The first involves Carolyn Mathiasen: Joe and I adopted a baby in 1989. When we first heard about the baby and told the Mathiasens, Carolyn said it was especially wonderful to hear right then because a friend had just died and hearing about a new baby reminded one that life was a circle.

The other two notes are both professional—and quintessential David Mathiasen. He had a maxim that served as a great reminder to analysts that we have chosen a career in which we work very hard but do not necessarily have the final say on many issues: “The right to be heard is not the right to prevail.”

I will end with one I cannot imagine hearing from anyone else: whenever I (and I suspect other women) would vent about a prominent woman not living up to some expectation, he would laughingly remind us “Remember... equality means women can be idiots too.”

The obituary to which I refer can be found at: https://www.dignitymemorial.com/obituaries/washington-dc/david-mathiasen-9222636
A Tribute to Steven Minter (’88)

By Grant Segall, The Plain Dealer

Proactive and collaborative, Steven Alan Minter spurred much of Cleveland’s progress in recent decades.

Minter, 80, who died Thursday at Judson Manor, was the first African American to lead the Cleveland Foundation, the Cuyahoga County Welfare Department, Massachusetts’ public welfare commission and what’s now the American Public Human Services Association. He was also the founding undersecretary of the U.S. Department of Education.

At the Cleveland Foundation, the nation’s oldest community foundation, Minter galvanized support for Playhouse Square, Cuyahoga Arts and Culture, the Fund for Our Economic Future, Lexington Village, mayoral control of Cleveland’s schools and much more.

As a winner of a 2018 Cleveland Heritage Medal, he was quoted in the awards book as saying, “I was pretty good at being a participant and reasonably comfortable taking the lead. I learned if you’re willing to step out there and assume some responsibilities and use reasonably good judgment, people will follow.”

As the Cleveland Foundation’s president and chief executive from 1984 to 2003, Minter boosted its endowment from about $300 million to $1.3 billion, partly by launching donor-advised funds. He boosted grants by 450 percent. He made the foundation more proactive, identifying and addressing needs instead of relying more on applications.

U.S. Rep. Marcia Fudge said, “For more than 60 years, Steve brought people together to work on important issues, from education and housing to civil rights and ending the cycle of poverty.”

In 2003, Dorothy Ridings, president and CEO of the nationwide Council on Foundations, told The Plain Dealer that Minter was “one
of the principal pioneers who helped guide the field through tremendous growth and significant changes.” She said he established national standards for community foundations.

The oldest of eight children, Minter was born in Akron and graduated from the tiny Kinsman High School, one of only 16 in his class. He earned a bachelor’s degree in education from what was then Baldwin-Wallace College, where he met his future wife, Dolores (Dolly).

He later earned a master’s degree in social work from Case Western Reserve University and several honorary doctorates. Unable to find a job teaching, Minter became a Cuyahoga County welfare caseworker in 1960 and found that he loved helping people grow out of poverty. After nine years, he became the department’s director.

In 1962, the interracial Minters helped to integrate Shaker Heights. Dolly Minter became active in many civic organizations. The couple shared a Humanitarian of the Year award from the Cleveland Diversity Center.

From 1970 to 1975, Minter was Massachusetts’ public welfare commissioner. Then he became a program officer at the Cleveland Foundation. After five years, he rose to associate director.

In 1980, he took a leave of absence and helped found the U.S. Department of Education in Washington, D.C. As the White House changed hands, he returned to the foundation.

After retiring from the foundation. Minter became an executive in residence with Cleveland State University. The university’s president, Michael Schwartz, told The Plain Dealer that year, “Steve brings one of the most distinguished careers in public service in the city or anywhere else.”

Minter was a trustee of the Community Foundations of America, the National Community AIDS Partnership and many Northeast Ohio boards. His many awards include the 2003 Distinguished Grantmaker Award from the Council on Foundations.

Until his death, Minter was still an executive at Cleveland State and chair of the nonprofit organization KnowledgeWorks. In the past year, he traveled to Europe, Africa and South America.

The Minters are survived by three daughters and five grandchildren.
In Memory of Gerald Mossinghoff (’84)

By The George Washington University Law School

The Honorable Gerald J. Mossinghoff, JD ’61, a legendary figure in the intellectual property community and a treasured member of the GW Law adjunct faculty for over two decades, passed away on March 20, 2020, at the age of 84.

In 1981, President Ronald Reagan appointed Mr. Mossinghoff Commissioner of Patents and Trademarks. The following year, Congress updated his title to Assistant Secretary of Commerce and Commissioner of Patents and Trademarks. In this role, he advised President Reagan on the establishment of the Court of Appeals for the Federal Circuit, strengthening patent law in the United States. He also led the agency toward automation and worked with Congress and industry to increase patent and trademark fees.

In 1983, President Reagan promoted Mr. Mossinghoff to the rank of Ambassador. In this capacity, he led the US delegation to the Diplomatic Conference in Geneva, Switzerland, to revise the Paris Convention. At the same conference, the other UN member states elected him to serve as the President of the General Assembly.

Mr. Mossinghoff began his long and storied career in intellectual property in 1957 as a patent examiner for the United States Patent and Trademark Office (USPTO). He later returned to government service in various roles, including Director of Legislative Planning at the USPTO and Deputy General Counsel at the National Aeronautics and Space Administration.

After stepping down as Commissioner of Patents and Trademarks in 1985, he became the President of the Pharmaceutical Research and Manufacturers of America (PhRMA) and served in that position until 1997.
Since 1997, he had served as Senior Counsel to the Oblon patent law firm where he advised clients on a wide range of intellectual property issues. Also, in 1997, he joined the faculty of GW Law as an adjunct professor. He was inducted into the Intellectual Property Hall of Fame in 2007.

To generations of JD and LLM students at GW Law, Mr. Mossinghoff was the Armand and Irene Cifelli Professorial Lecturer in Law, a respected mentor, and a powerful role model who never tired of telling students about the professional rewards and satisfaction that came with a career in intellectual property law. For more than 20 years, he co-taught two seminars with Ralph Oman, the Pravel Professorial Lecturer in Intellectual Property and Patent Law and the former Register of Copyrights.

In addition to his teaching, Mr. Mossinghoff served as a judge of the Finnegan Prize Writing Competition for close to two decades. He also was a valued member of the law school’s Intellectual Property and Technology Law Advisory Council and a proud, loyal, and generous alumnus of GW Law.

In his honor, PhRMA established in 1997 the Honorable Gerald J. Mossinghoff Fellowship for Graduate Research in Intellectual Property at GW Law. The fellowship is awarded to law students pursuing an LLM or SJD degree in intellectual property with preference given to students who specialize in the pharmaceutical field.
In Memoriam: Keith Mulrooney ('83)

Keith Fitzalan Mulrooney, 87, a life-long public servant and longtime resident of Alexandria, Virginia, died peacefully with his family around him February 14, 2020. Born and raised in Los Angeles, CA, he graduated from Stanford University with a BA in History and later received a master’s in public administration from the University of Southern California.

After serving proudly as 2nd Lieutenant in the US Marine Corps, he began a career in city management. He worked as Assistant City Manager of Pomona, CA and as City Manager of Claremont, CA, as well as Alexandria, VA. For more than 10 years he served as Executive Director for the American Society for Public Administration and was later nominated as Fellow of the National Academy of Public Administration. He also worked for President George H. W. Bush as a presidential appointee in the Federal Highway Administration.

He began running at the age of 43, completing his first of 6 marathons in his mid-60s. His passion for environmental conservation led to more than a decade of service to The Nature Conservancy. He was a lifelong ambassador of Stanford University, particularly, Stanford in Washington. With his perpetual drive for learning and a deep love of history, he became an avid world traveler, travelling to more than 80 countries.

Family was first to Keith, and he was known as “Bopa” to his grandchildren. He is survived by his three children: Michèle, Jill, and Scott, their spouses and his five grandchildren. He was predeceased by both his first wife of roughly 40 years, Monica Kaufmann and his second wife of 10 years, Catherine Mitchell.
A Tribute to Paul O’Neill (’88)

By Kristine Marcy

Paul O’Neill was a leader in government and a captain of industry. He was a dedicated public servant even when out of government; an idealist (not an ideologue) who held himself, and his staff, to extremely high standards.

O’Neill began his career at the Veterans Administration where he served as a computer systems analyst. In 1967, he joined the Office of Management and Budget (then called the Bureau of the Budget) where he rapidly rose to the top becoming Deputy Director and then Acting Director at the end of the Ford Administration. Until his position as Deputy Director, O’Neill held career positions. He noted that despite working on some of the greatest policy challenges at the time, “nobody ever asked about party.” He was a remarkable leader. I had the privilege of working at OMB when he was there. Many Fellows worked with O’Neill during his government service and many Fellows’ careers were shaped by service in the OMB that O’Neill helped to create.

In 2015, Fellows Paul Posner and Steve Redburn interviewed O’Neill about his days at OMB and the transition from BOB to OMB and the Executive Office of the President.* That interview was larded with lessons and guidance for the future of public administration. He stated, “The Presidency should not be about sophisticated cynicism. On the contrary it should be about ideals...To those who do not know it, the greatest opportunity you will ever have is the opportunity to make a difference in something that matters....Guard the flame in your time and pass it undiminished to those who follow.”

O’Neill approached every policy decision with the framing question, “what’s the right thing for the American people.” His former boss at OMB, George Schultz described Paul as a “pro’s pro in public service - smart, objective and always professional.” O’Neill described himself as an Includer, saying, “I like the idea of including the smartest people on
every issue...no matter what their polarity.” That’s one of the reasons why it was a personal joy to work under him at OMB.

In 1977, O’Neill left OMB for International Paper as Vice President, ultimately rising to become President. In 1977, he became Alcoa’s Chairman and CEO where he served until 1999. Ever successful, this was a golden age for Alcoa as evidenced by the rise in its stock value, and the remarkable improvement in safety in the aluminum industry, a cause that O’Neill championed.

O’Neill returned to federal service as the 72nd Secretary of the Treasury. He served there for two years before being terminated, in large measure for speaking his mind, and framing issues as “what’s the right thing to do for the American people.”

During his interview with Fellows Posner and Redburn, he returned to the theme of making a difference in important matters of policy. He quoted Oliver Wendell Homes Jr. who said “...as life is action and passion, it is required of a man that he should share the action and passion of his time at peril of being judged not to have lived.” O’Neill did just that.

*To listen to the Posner/Redburn interview with O’Neill go to:

https://www.youtube.com/watch?v=ARYYbBtS7zU
A Tribute to Bradley Patterson (’81)

By Martha Joynt Kumar Director, White House Transition Project

Let’s stop and be thankful for the life of our gracious friend, Bradley H. Patterson, who died March 19th. Above all, Brad was a kind and resourceful person who devoted a major portion of his life to government service and then followed those years writing about the place where he spent fourteen of those years, the White House. As a staff member in the Eisenhower, Nixon and Ford administrations, Patterson used his post-White House years to dissect the institution, its operations, and those who worked there. He detailed them in his series beginning with The Ring of Power: The White House Staff and Its Expanding Role in Government (1988), The White House Staff: Inside the West Wing and Beyond (2000), and To Serve the President: Continuity and Innovation in the White House Staff (2008).

He knew the government from his thirty-two years of service inside and outside the White House. His government service outside the White House included his first government years at the departments of State (1945-1954) and later Treasury (national security affairs advisor 1962-1966), the Bureau of the Budget (management analyst, 1961), and a variety of agencies. Those included serving as executive secretary, Peace Corps (1961-1962), executive director of the National Advisory Commission on Selective Service (1966-1967) and the National Advisory Council on Economic Opportunity (1967-1969).

In his fourteen years of White House service, he worked as assistant secretary to the Cabinet (1954-1961), executive assistant to Leonard Garment, who was special consultant to President Nixon (1969-1974), assistant for staff coordination in the Office of the First Lady (1974), and assistant director for operations in the Office of Presidential Personnel (1974-1976). He wrapped up his White House service as special assistant to the President for Native American Programs. During his White House years, he worked on office operations but also on policy issues of the moment. Particularly in the years in the Nixon White House when he worked for Leonard Garment, Patterson dealt
with contentious issues, including several where he represented the White House in dealing with the takeover of property. Those included the takeover of Alcatraz prison in New York, the control by members of the American Indian Movement (AIM) of the building housing the Bureau of Indian Affairs (1972), followed by his involvement in negotiations arising from the 1973 incident at the town of Wounded Knee on the Pine Ridge Reservation in South Dakota.

During the Wounded Knee incident, he combined White House savvy with patience in successfully working with both sides to wind down hostilities. In an exit interview with the National Archives, Patterson painted a portrait of the scene that captured his qualities of being a good listener, working towards solutions satisfying the interests of the major players, and doing so while maintaining a sense of humor. “First you had to go to the tribal chairman who was mad because we were coming out on a reservation dealing with a group of dissidents,” he said. Then it was time with the dissidents. “We were harassed and harangued and yelled at for two days, but we maintained our good humor and willingness to listen and sat there under the sun and listened.” He followed the advice of Leonard Garment who told him beforehand, “Don’t go out there and act like an Indian ... put on feathers and make a fool of yourself.” Patterson left the feathers to the chief and donned a suit and carried a briefcase. The photo of his time there was captured with an “old Indian chief escorting me across the field, me and my briefcase and him in his feathers.” It turned out, Patterson noted, “that was one of the more favorable pictures of the Nixon Administration right around that time, in May 1973.” It was at that time the Watergate episode was beginning to get publicity. The photo showed “a guy willing to listen to the Indians,” he said. Patterson both listened and acted effectively during his White House years. For these actions and for his long involvement and advocacy within government for the resolution of unsettled Native American claims, the community remembered him as a champion for its issues in his obituary appearing in Indian Country Today.  

He left government in 1977 and spent the following years as a fellow at the Brookings Institution where he worked on his White House books. Patterson’s books on White House operations earned praise from White
House officials and scholars alike. In 2000, Richard Cheney, who had served as chief of staff during some of the years Patterson was in the White House, commented in a review of The White House Staff. “Brad Patterson has done a superb job of capturing the essence of White House operations,” Cheney said. His knowledge of presidents, their staffs and the challenges they face sheds new light on one of our most important institutions – the Modern Presidency.” Patterson was that rare scholar who successfully bridged the worlds of the practitioner and the scholar. Professor James Pfiffner, George Mason University, said of Patterson’s last book, To Serve the President: “Brad Patterson has written the most thorough analysis available of how the White House operates from the perspective of those who work there.” In a comment that applies to all Patterson’s works, Pfiffner said: “his book is an invaluable resource for anyone, including newly appointed White House staffers.” As a scholar working on the White House Transition Project preparing information for new people coming into the White House, he wrote about the Office of Presidential Personnel as well as the Office of Management and Administration. Indeed, staff entering the White House in 2001 and 2009 learned from those office essays as well as his books.

Patterson graduated from the University of Chicago with a B.A. in 1942 and with an M.A. the following year. After a two-year teaching stint, Patterson began his life of government service. He was married for 67 years to Shirley DoBos Patterson, who died in 2011. Their survivors include a daughter, Dawn Capron, and three sons, Bruce, Glenn, and Brian Patterson as well as ten grandchildren and nine great-grandchildren.
In Memory of Ray Remy ('79)

By Dakota Smith, Los Angeles Times

Ray Remy, a trusted advisor to former L.A. Mayor Tom Bradley who helped plan the Wilshire Boulevard subway and 1984 Olympics — two projects that defined Bradley’s legacy — and run the city during a time of economic growth and civic optimism, has died.

Remy passed away Saturday at Huntington Memorial Hospital after falling ill just after Thanksgiving, his granddaughter Abigail Edwards said. He was 82.

Known as Bradley’s right-hand man, Remy worked for eight years as the mayor’s chief of staff and deputy mayor. It was an unlikely pairing: Remy was a white Republican; Bradley, a black Democrat.

Remy, known for having an analytical mind, preferred to lay out the pros and cons of a particular position to Bradley, rather than to give his opinion. He once told a reporter that he was a low-profile operator by choice because he could achieve more by staying out of the limelight.

He was known as the “issues” man among political insiders for his insight on transportation, water, economic development and other topics.

Warm and quick-witted and a man who favored conservative-looking suits and striped ties, Remy was described in a 1977 article in The Times as “the best kind of player — the kind of player who doesn’t look like he’s playing the game.”

Remy was born in San Francisco in 1937. His father was a dentist in the Army Reserve Medical Corps and his mother was a homemaker.

He attended Claremont Men’s College, later known as Claremont McKenna College, where he was student body president and played on the tennis team. He received his master’s degree in public policy from UC Berkeley.

Sandra Shortridge, whom Remy first met in the fifth grade and reconnected with later in life, became his wife. The couple moved to Los Angeles in the 1960s, where he worked for the League of California Cities.

Remy later helped run the Southern California Assn. of Governments, where he worked on a regional transportation plan that proposed a new
downtown subway line, said Mark Pisano, who succeeded Remy as the group’s executive director.

Bradley was chair of the board at Southern California Assn. of Governments at the time and worked with Remy on the transit-focused transportation blueprint.

At the time, San Francisco and Washington, D.C., had already started construction on mass transit systems, and so there was new focus on expanding Southern California’s options. Bradley won the mayor’s race in 1973 after promising voters that he would build a world-class transit system to rival those of other cities. Remy joined Bradley’s City Hall team in 1976.

Los Angeles voters had repeatedly shot down ballot measures to raise money to fund transportation, but victory came in 1980 when Bradley’s administration secured federal funding for a rail project that would stretch from Union Station to North Hollywood.

In 1979, Bradley praised Remy in a work performance evaluation, according to Remy’s family. “Superb administrator in every respect. Broad knowledge of issues, quick analytical mind, very diligent worker, gets along well with others, has excellent judgment,” the review said.

Pisano credited Remy for his consensus-building approach on transportation and economic development. Under Bradley, “Los Angeles had an unusual period of working together and getting things done,” Pisano said.

Remy left City Hall in 1984 to head the Los Angeles Area Chamber of Commerce, where he helped lead the fight to keep the Los Angeles Air Force Base in El Segundo, pushed for the Alameda Corridor transportation project and created an export-import program.

He also served on several local and state boards and commissions, and as director of the California Employment Development Department.

Remy also received federal recognition, serving as president of the American Society for Public Administration and was elected into the National Academy of Public Administration.

Known to family members as Papas, Remy is survived by his wife, Sandra; two daughters, Kimber Edwards and Erin Petrossi; nine grandchildren; and four great-grandchildren.
A Tribute to Reginald Robinson ('08)

By Erik Bergrud, Charles Epp, Marilu Goodyear, Steven Maynard-Moody, John Nalbandian, Rosemary O’Leary, Barbara Romzek, Jewel Scott and David Warm

Reggie Robinson, 63, died on Sept. 19, 2020, in Lawrence, Kansas, at home with his family, including his wife, Jane, and daughters, Clare and Page. Reggie was an exceptional public servant, a dedicated NAPA leader, an extraordinary person, and a treasured friend and colleague.

A Lifetime of Public Leadership and Impact

Former Kansas Governor and HHS Secretary Kathleen Sebelius summed up Reggie Robinson’s career in public service with these words: “I knew Reggie to be both a passionate and a compassionate leader, a man of great accomplishment who helped those around him succeed as well. Reggie cared about educational excellence, about social justice and about the legal profession and system — and he served in leadership positions in all of these areas, both advancing the causes he cared about and making Kansas a better place for us to live.”

Reggie indeed had an extensive record of public service in his native state of Kansas and beyond. He most recently served as CEO of the Kansas Health Foundation. Prior to that, he was vice chancellor for public affairs at the University of Kansas, director of KU’s highly respected School of Public Affairs and Administration, president and CEO of the Kansas Board of Regents, a faculty member at both the Washburn and KU schools of law, a White House fellow, special assistant to Attorney General Janet Reno, and deputy associate attorney general for the United States.

Reggie’s career in public service goes back at least to his undergraduate days at the University of Kansas, where he was student body vice president. Between college and law school, he served four years as a field artillery officer in the United States Army and was honorably discharged at the rank of captain. He earned his law degree at KU, serving as editor-in-chief of the Kansas Law Review.
Over the years, Reggie served in leadership roles for numerous nonprofit boards, state and local commissions and national organizations addressing criminal justice reform, juvenile justice, children and youth services, victim advocacy, civic leadership, mental health, public administration, as well as arts and humanities.

A Commitment to the Academy

Reggie was highly committed to the mission of the National Academy of Public Administration, serving on the board of directors from 2015-2020, including a term as chair in 2017-18. Reggie very capably led the recruitment process that resulted in the appointment of Terry Gerton as NAPA president and CEO.

An Extraordinary Person

Excerpts from published tributes:

“It’s hard to calculate the scope of the loss when a man like Reggie Robinson leaves us — especially coming on the heels of the death of another heroic crusader for justice and fairness, Supreme Court Justice Ruth Bader Ginsburg. These are people who, wherever they went, left things better than they found them. People whose legacy includes nurturing generations of leaders who followed them.

I’m pleased to join the chorus of accolades coming from Reggie’s friends, colleagues and students. The chorus reminds us of what we’ve lost — but should encourage our ambition to emulate Reggie’s enterprise, unselfishness and grace.”

— Kathleen Sebelius, Former Kansas Governor and U.S. Secretary of Health and Human Services

“Reggie was a brilliant and devoted public servant whose passion was to help others and make the world a better place...Beyond his remarkable intellect and record of service, Reggie will be remembered for his uncommon kindness, warmth, generosity and decency. To put it plainly, Reggie was the nicest and most compassionate person one could ever hope to meet. He was humble, thoughtful and gracious. He had a disarming wit and an easy smile that lit up the room. He cared deeply about people and made those around him feel special — because to Reggie, everyone was special.”

— Dr. Doug Girod, Chancellor, University of Kansas
“Whenever I met with him, no matter what the issue, I always came away feeling that I had learned something. His relentless optimism encouraged [and] inspired all who knew him.”

— Laura Kelly, Governor of Kansas

“Reggie was a tireless advocate for Kansas, KU and a good friend.”

— Jerry Moran, U.S. Senator, Kansas

“He was an incredibly gifted leader and a dedicated and caring public servant whose work made a tremendous impact on the Board of Regents, the University of Kansas and the entire public higher education system. He was also a caring and thoughtful friend and mentor to everyone whose path he crossed. Those of us who were fortunate enough to call ourselves his colleagues will forever be grateful for the chance to work alongside him.”

— Blake Flanders, President and CEO, Kansas Board of Regents

“Every time I saw Reggie was a memorable moment. Every time I got to say hello and see his smile and ask him how he was doing was always a special moment with Reggie...I learned from him that success and leadership is nothing without integrity and caring for others like the way he did...[he] found all the ways to make sure that you felt that there was something that you had to give to your community. And now we can only strive to be like that a little more each day.”

— Jessie Pringle, Former KU student leader mentored by Reggie Robinson

Our Friend and Colleague

We are deeply thankful for the opportunity to call Reggie Robinson our friend and colleague. We were inspired by his intellect and integrity; we are grateful for his professional leadership and impact; and we are comforted by the enduring legacy of his warmth and humanity.

Jewel Scott speaks for all of us in this remembrance: “Reggie was a consummate professional who modeled the concept of service above self. He truly listened to others, valued what he heard, and acted with respect and compassion. His wisdom, wit, and pursuit of excellence made him a great colleague and the best kind of friend, teacher, and mentor.”
A Tribute to William Ruckelshaus (’87)

By Daniel Fiorino

On November 27, 2019, the nation and the Academy lost a giant. William D. Ruckelshaus was known for many things: for placing principle above politics by resigning rather than obey a presidential order he thought was wrong, for launching the United States Environmental Protection Agency in its crucial first era of the early 1970s, for returning to that same agency and putting it back on track when it was in serious trouble in the 1980s, and for his many contributions to the nation and the world as a corporate leader and private citizen.

All of this mattered, of course. But what matters most is that Bill Ruckelshaus lived a life and set an example of principle, integrity, commitment to the public good, and thoughtful action. As the William Ruckelshaus Center at Washington State University put it: “It is appropriate that Bill would leave us at Thanksgiving, because few people have ever lived a life that provided us with more for which to be thankful.”

In the public mind, Bill Ruckelshaus is best known as the man who resigned his post as Deputy Attorney General rather than obey President Richard Nixon’s order to fire special prosecutor Archibald Cox in 1974. Was this some kind of agonizing choice? Not for Bill. “It was not a heroic act,” he said later. He had promised to protect the special prosecutor.

For the rest of us, what will stand the test of time is the exemplary leadership Bill Ruckelshaus provided in two rounds as the head of the EPA. As someone who had worked on air and water pollution control with the Indiana Attorney-General’s office in the 1960s, Bill had what was then rare experience in the environmental field. He took the job at EPA (recommended by Attorney General John Mitchell, for whom he worked) not knowing quite what he was getting into.

Yet he made EPA into an effective, visible, and highly respected (if not always beloved) agency. It was important to demonstrate action, he
said, and show that pollution was a serious problem calling for serious action. In that first round at EPA, he put the new air and water laws on track, built a record of consistent and strong enforcement, and banned DDT, the chemical that put the environmental movement on the map in Rachel Carson’s 1962 book, *Silent Spring*. He left EPA in April 1973 to become acting director of the FBI and then Deputy Attorney General to Attorney General Elliott Richardson, leading to his Watergate fame.

But the EPA was not done with Bill Ruckelshaus, nor he with it. Scandals and mismanagement put the agency in big trouble in the early 1980s, and President Ronald Reagan asked him to come back and set the sinking ship aright. Few of us at EPA in 1983 will ever forget the rally at the EPA’s Waterside Mall headquarters celebrating his return. That shopping center was full of respect, happiness, and genuine affection for a returning hero. And Bill did not disappoint. He rebuilt the agency on its scientific foundations, brought first-rate leadership back in, created a new atmosphere of transparency and integrity, and put the agency back to work.

Whatever else Bill did, his heart was with the EPA—the people, the issues, the institution. He said it clearly in a 1993 interview:

> I’ve had an awful lot of jobs in my lifetime, and in moving from one to another, have had the opportunity to think about what makes them worthwhile. I’ve concluded there are four important criteria: interest, excitement, challenge, and fulfillment. I’ve never worked anywhere where I could find all four to quite the same extent as at EPA...you work for a cause that is beyond self-interest and larger than the goals people normally pursue.

In the spring of 2019, Bill Ruckelshaus did an interview that was used as a video presentation at an American University conference on “EPA and the Future of Environmental Protection.” Our reasoning was simple: In thinking about the future of the EPA, why not hear from one of the most important and respected figures from the past? Although famous for starting the EPA of the 1970s with strong and visible enforcement, he saw the future as one built much more on “cooperation, coordination, working together, collaboration.”

Protecting the environment is not like painting a house, he cautioned, where you do it and the job is done. When it comes to the environment, “You’ve got to stay everlasting at it.” In a democracy, trust is what
matters: “We are not going to succeed unless we are trusted.” The man who returned to the EPA in the 1980s warning all of us that we should be transparent, to operate as if we were in a fishbowl, remained committed to the public’s trust to the end.

Upon hearing of his passing, according to the EPA Alumni Association (and yes, there is such a thing), one EPA veteran remarked that “Now we are on our own.” As one of 1800 former EPA officials who are part of that Association, I know exactly what that meant.

We are on our own, but not quite: We have the life of Bill Ruckelshaus to guide and inspire us.
Peter L. Szanton, who died June 7, 2020, leaves behind a life striking not just for its achievements but for its optimism, idealism and good judgment. Born into a Jewish family in New York City in 1930, Peter had two remarkable parents, Jules and Carol Szanton, and a beloved younger brother David. A lover of peace, Peter served proudly as an enlisted man in the Korean War. He had a blissful 63-year marriage to Eleanor Stokes Szanton, a Philadelphia Quaker.

Well-launched in a legal career, in 1961 Peter Szanton moved his family to Washington, DC and Federal government service, stirred by President Kennedy's appeal: "Ask not what your country can do for you, but what you can do for your country." Peter wrote four books, tackling complex subjects with writing as clear as a pane of glass. His knack for analyzing problems and explaining them clearly made him a natural as a consultant to foundations and Jewish organizations.

Peter's family basked in his optimism good humor and excellent counsel. The more complex the problem, the more remarkable was the wisdom, clarity and calm of the advice. "Not to worry" was a favorite phrase. Peter was forward-looking. He had a remarkable book collection, but though very fond of his oldest editions, when asked at age 86 what five books he would take to a desert island, he replied, "Some that I haven't read yet."

He adored his wife, and she ran to the door when he came home. His three children loved and admired him and all three chose careers which reflected aspects of their father. Nathan became a builder; Andrew, a writer; and Sarah, a professor. To all who knew him, Peter Szanton's life still speaks, a marvel of determined happiness and skillful design.

Peter served as Chairman of the Academy's Board of Directors from 1996-1997.
A Tribute to Paul Volcker (’87)
By Chester A. (Chet) Newland

The Honorable Paul A. Volcker, Jr., became a Fellow of the National Academy of Public Administration in 1987, the year when he concluded two-terms as Chairman of the Board of Governors of the Federal Reserve System. Including that distinguished service, he worked nearly 30 years in the U.S. Federal Government. He also served nationally and internationally in leadership responsibilities in numerous other public and private economics and social roles. Paul Volcker was and he remains a topmost exemplar of Sustained Honorable Lifetime Service.

Paul gratefully credited his Father, who served 20 years as a Town Manager of Teaneck, New Jersey, with instilling in him from his birth in 1927 the values and disciplines of unpretentiously responsible public service. Before his death on December 8, 2019, Paul credited that heritage and his blessings of fulfilling a life of service as the title of his inspiring autobiography: KEEPING AT IT, the QUEST FOR SOUND MONEY and GOOD GOVERNMENT.

As Fed Chairman, Paul Volcker served most expertly to help successfully end the period of critical high-inflation, 1979–1987. Before that, as Under Secretary of the Treasury, he was a leader in completing historic change in international monetary affairs. While serving with the Fed, Paul Volcker provided vital global economics leadership. Those outstanding accomplishments are now—properly—among his most memorialized records.

However, among NAPA Fellows and other Associates, Paul Volcker’s following 32 years, continued to set public service records. Immediately as he became an Academy Fellow in 1987, Paul accepted leadership in forming and heading the private, non-partisan Commission on the Public Service, including deliberations at Princeton University and nationally. In 2003, he renewed those efforts, recommending professionally expert political reorganization of U.S. Federal Civil
Service and personnel practices. A decade later, Paul Volcker’s life-long devotion to public-sector workforce excellence, reflected in those two Commission efforts, culminated in his creation in 2013 of The Volcker Alliance.

As a continuing instrument of Paul’s public service values and disciplines, The Volcker Alliance is dedicated to six beliefs, among which the first is that “Government should be responsive to its citizens, transparent in its operations, accountable for delivering on its promises, and visibly held to the standard of robust and unbiased measures.” The second Volcker Alliance belief is that: “Public Service is a high calling, and it is critical to engage our most thoughtful and accomplished citizens in service to the public good.”

Paul Volcker remained most known and highly honored globally as an economist. Among other late-in-life roles, he was Chairman of the Economic Recovery Advisory Board during the Obama Administration, reflecting his belief in expertly disciplined public service. Paul Volcker was and he remains a topmost exemplar of Sustained Honorable Lifetime Service, public and private.
I had the good fortune of working for Don at the Office of Economic Opportunity Administration and the Price Commission during the Johnson and Nixon Administrations. Don’s personality was infectious, sparkling; it colored everything he did. Work for him was a joy. Even after I left to go to OMB and beyond, Don continued to give me solicited and unsolicited advice. He was a wonderful mentor and good friend.

Don began his government service in the Army as part of the US Occupation of Japan. Afterward, using the GI Bill, he attended Macalester College where he earned his BA, and then went on to the University of Minnesota where he earned his Master of Public Administration. He started his long federal career at the Atomic Energy Commission, then OEO and the Price Commission. During the Ford Administration, he played a major role in resettling 60,000 Vietnamese refugees in the US. In 1977, while working at then HEW, he became the Chairman of the task force charged with implementing the reorganization of the Department. This led to the merger of the Medicare and Medicaid programs into the Health Care Financing Administration where he became its first Administrator. From 1977-1978, he served as Commissioner of the Social Security Administration. His last federal position was as Deputy Director for Administration at the Central Intelligence Agency. In total, Don served as a federal public servant for 27 years during which time, he gained a reputation as one of the federal government’s foremost troubleshooters - an executive who could quickly take charge of a fledgling or troubled federal agency, overhaul it, restore employee morale and mobilize the staff. He was an exemplar of the federal career Senior Executive Service. Notably, he served in senior-level political appointee positions in both Republican and Democratic Administrations.

Don was elected as a Fellow of the Academy in 1979. In the early 1980s, he joined the Academy as Vice President and Director of Federal Programs. He stayed until 1995 when he retired to Albuquerque, New Mexico.
Don was the epitome of a public servant: someone who deeply cares about the welfare of people and who strives to ensure that government works for the public good, in an effective, impartial and just manner. Don was known for his integrity. He was honest and straightforward. He had a great sense of humor and made those around him happy. He was a bureaucrat but not bureaucratic.

In 2014, Don’s NAPA friends and colleagues led a NAPA fundraising campaign to name the Executive Board Room for him. There, you see his picture with a huge smile on his face - a very typical Wortman expression.

In honoring Don, then NAPA CEO and President, Dan G. Blair, stated, “At a time when public servants are often caught up in partisan bickering and cross currents in Washington, it is critically important to remember that these hardworking leaders are the ones who make the government work. It is therefore a great honor to recognize one of these public servants, Don Wortman, who served so many, in so many places over his long career.”