



## ROBERTSON FOUNDATION FOR GOVERNMENT

### FROM THE PRESIDENT

#### It Was Worth the Wait

*Katherine Ernst*

As is now well known, my parents' envisioned the Robertson Foundation mission over half a century ago. It was the early 1960's, in the heart of the Cold War, and Marie and Charles Robertson presciently recognized that the United States of America was the superpower for good, but that the country could only fulfill its duty and destiny if extremely talented men and women worked for the federal government. For a variety of reasons, their mission was put on hold until 2010, when we formed the non-for-profit Robertson Foundation for Government and began to carry out their vision of supporting exceptional young Americans in their desire to pursue careers in national security and international affairs.

My family and I will occasionally lament that it took so long to give life to our parents' vision. And, we can only imagine what foreign policy contributions Robertson

Fellows would have made over the course of the past fifty years. However, these reflections are short-lived when the daily headlines remind us that global uncertainty is still with us as is the need for highly skilled diplomats, warriors, analysts and linguists – and the fact that the relatively young Robertson Foundation is already performing on all cylinders. We are actively supporting our third class of Fellows with all forms of assistance as they earn their advanced degrees, undertake federal government internships, and assume their first jobs in service to their country.

The United States remains the only superpower for good, and Robertson Fellows will play increasingly important roles as our country addresses an unstable Middle East, international terrorism, cyber warfare, the emergence of China and economic under-development across the globe. Fifty years is a long wait, but it was worth it. Today, our Fellows are stepping up to fascinating and important challenges throughout our government, and we could not be more proud of each.

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## UPCOMING EVENTS

**What:** Robertson/Rosenthal Roundtable with Cheng Li  
**When:** Tuesday, June 25, 2013 at 6:30pm  
**Where:** Brookings Institution, 1775 Massachusetts Avenue  
**Who:** Cheng Li is director of research and senior fellow at the John L. Thornton China Center at Brookings, and a director of the National Committee on U.S.-China Relations.

**What:** Robertson/Rosenthal Roundtable with Richard Boly  
**When:** Tuesday, July 23, 2013 at 5:00pm  
**Where:** State Department  
**Who:** Richard Boly is a career U.S. diplomat and currently the Director of the Office of eDiplomacy.

**What:** Robertson/Rosenthal Roundtable with Mike Green  
**When:** Wednesday, July 24, 2013 at 6:00pm  
**Where:** CSIS, 1800 K St NW #400  
**Who:** Michael Jonathan Green is senior vice president for Asia and Japan Chair at CSIS and an associate professor at the Walsh School at Georgetown.

**What:** Next Generation of Government Summit  
**When:** Thursday July 25 and Friday July 26, all day  
**Where:** The JW Marriott  
**Who:** See [nextgengovt.com](http://nextgengovt.com) for speakers and schedule

**What:** Robertson/Rosenthal Roundtable with Victor Cha  
**When:** Tuesday, July 30, 2013 at 6:30pm  
**Where:** Georgetown Intercultural Ctr. (ICC), Rm.302-P: 3700 O St NW  
**Who:** Victor Cha, director of Asian Studies and D.S. Song Chair in the Department of Government and School of Foreign Service at Georgetown. Also a Senior Adviser and the Korea Chair at CSIS.

**What:** Robertson/Rosenthal Roundtable with R. David Edelman  
**When:** Wednesday, July 31, 2013 at 6:00pm  
**Where:** The White House  
**Who:** R. David Edelman is the White House Senior Advisor for Internet, Innovation & Privacy Policy. He is also in the process of finishing his doctorate at Oxford University.

## KIRA WEST SETTLING IN PARIS



Kira West (Maryland) sent us the above picture from her new hometown. She is working for the IEA's Junior Energy Division in Paris.

## PMF GUIDE FEEDBACK

The PMF Guide has gotten rave reviews from government officials, university career advisors, and students alike. Below are some of the highlights.

"The guide was a huge help in confidence...it was my only pillar of support to prepare for the program"

-Student at Oklahoma University

"PathtoPMF.com is an invaluable guide to the often complex twists and turns of the PMF process."

-Dean Kettl of the University of Maryland School of Public Policy

"This new and unique Guide to the PMF application process created by the Robertson Foundation and Govloop is a long overdue and invaluable resource for applicants and career advisers."

-Leigh Morris Sloane, Executive Director of APSIA

"The Robertson Foundation for Government's *Guide to the Presidential Management Fellows (PMF) Program* is the most helpful resource available for understanding and navigating the application process.

-C. Bryan Kempton, Director of Office of Career Services and Alumni Relations at the University of Maryland

## NEW DEANS AT FLETCHER & BUSH SCHOOLS

Andrew Card will step down as the Dean of Texas A&M's Bush School in August, at which point Dean Ryan Crocker will return to the position. Crocker has been on leave since 2011, when President Obama appointed him Ambassador to Afghanistan.

The Fletcher School of Tufts will also have a new Dean this summer. Stephen Bosworth will hand the reins to Admiral James Stavridis. Admiral Stavridis has a distinguished military career during which he served as Commander of U.S. European Command and as NATO's Supreme Allied Commander Europe.



L-R: Marjorie Rapp, Kenneth Krupa, Grace Choi, Dr. Michael Schneider, Leah Greenberg, R. Taylor Moore  
**RFFG Career Advice Event**



L-R: Grace Choi, Ambassador Pickering, Aurite Werman, Emily Haghighi, Andrew Flavin, Marjorie Rapp, G. Oliver Elliott  
**UCSD Robertson Fellows**



L-R: L-R: G. Oliver Elliott (Maxwell), Sen. Richard Luger, IN, Kathleen Donovan (UCSD), Grace Choi (Fletcher)



L-R: Adrian Pavia, Marian Nguyen, Shannon Morrison, Kent Boydston, Eli Yani, Jordan Wilson  
**UCSD Robertson Fellows**

# CONGRATULATIONS TO THE NEW ROBERTSON FELLOWS

## TEXAS A&M BUSH SCHOOL CLASS OF 2015



Rebeca Clary  
College Station, TX



Andrew Ericson  
College Station, TX



Kyle Fowler  
Valrico, FL



Jenny Russell  
College Station, TX

## UCSD IR/PS CLASS OF 2015



Joyce YunSun Kang  
Burtonsville, MD



Daniel Rothstein  
Nogales, AZ



Jake Schurmeier  
San Diego, CA

## CONGRATULATIONS ELLIOTT FAMILY



Congratulations to Margy & G. Oliver Elliott (Maxwell), who welcomed Everett Reece Elliott into the world on May 23rd.

## CONGRATULATIONS AUDREY & MICHAEL



Congratulations to Audrey Flake (Maxwell) & Michael Tonsmeire, who were married in D.C. on May 23rd.

## KASIA NADINE RADA CONTINUES BOREN



Kasia Nadine Rada (Maryland) continues her Boren Fellowship in Egypt. Above, taking Arabic lessons and near Tahrir Square.

NAME	YEAR	SCHOOL	UPDATE
Christopher Murray	2011	Fletcher	USG
Amy Truong	2011	Fletcher	USAID Officer for U.S. Foreign Disaster
Brittany Gleixner-Hayat	2011	Fletcher	Program Manager for Yemen at USAID Office of Transition Initiatives
Andrew Chira	2012	Fletcher	U.S. State Department, Foreign Service Officer
Grace Choi	2012	Fletcher	Council of Korean Americans, Office of Senator Robb
Audrey Flake	2012	Fletcher	Office of Senator Robb, analytic services, Sr. Assistant Analyst at ANSER
Chad DeLuca	2012	Maxwell	International Economist at the U.S. Treasury Department
Christopher Grant	2012	Maxwell	International Economist at the U.S. Treasury Department
James Trent	2012	UMd	USG
Matthew Southerland	2012	UMd	Policy Analyst, U.S.-China Economic and Security Review Commission (in July)
Chris Vorhis	2012	UMd	USG
Kira West	2012	UMd	Junior Energy Assistant, IEA's Energy Demand Technology unit (Paris, France)
Chas Culverwell	2012	UCSD	Teaching while awaiting finalization of job offer
Kathleen Donovan	2012	UCSD	Economist at the Louis Berger Group
Sharon McCoy	2012	UCSD	Worked at the University of Georgia's DC Semester Program
Anubhav "Andy" Gupta	2013	Fletcher	Graduated 2013
Leah Greenberg	2013	Fletcher	Graduated 2013
Jamie Kraut	2013	Fletcher	Graduated 2013, NYPD Counter-Terrorism Analyst Internship
Joseph Simons	2013	Fletcher	Graduated 2013; USG
Laura Alexander	2013	Maxwell	Graduated 2013, Program Support Manager for USAID's iAGRI
Nathan Strand	2013	Maxwell	Graduated 2013
Kent Elliott	2013	UMd	Graduated 2013; Asia-Pacific Program Specialist US Forest Service Intl. Programs
R. Taylor Moore	2013	UMd	Graduated 2013; Teaching at the University of Maryland
Kaisa Nadine Rada	2013	UMd	Boren Fellow; On pace to graduate 2014
Caroline Smith	2013	UMd	Graduated 2013; Contract employee
Marian Nguyen	2013	UCSD	Graduated 2013
Adrian Pavia	2013	UCSD	Graduated 2013
Jordan Wilson	2013	UCSD	Graduated 2013; Working at the Institute on Global Conflict and Cooperation
Thomas Buchanan	2013	T A&M	Graduated 2013
Kerri Eisenbach	2013	T A&M	Graduated 2013
Danielle Menard	2013	T A&M	Graduated 2013; Secured USG job offer
G. Oliver Elliott	2014	Maxwell	Had son in May; Resuming school this summer
Kate Simma	2014	Maxwell	Internship at State Department's Central American Team
Andrew "Drew" Flavin	2014	UMd	Internship at State Department
Marjorie Rapp	2014	UMd	Interning at IRS-CI International Office
Aurite Werman	2014	UMd	Interning at U.S. Treasury Department Office of International Affairs
Kent Boydston	2014	UCSD	Rosenthal Fellow; Interning at State Department Korea Desk
Shannon Morrison	2014	UCSD	Interning at State Department's Bureau of Economic and Business Affairs
Eli Yani	2014	UCSD	Rosenthal Fellow, Interning at State Department Bureau of Legislative Affairs
Quinton Jones	2014	T A&M	Rosenthal Fellow; Interning at State Department Afghanistan Transition Team
Kenneth "Ken" Krupa	2014	T A&M	Interning at IRS International Criminal Investigations
Emily Sue Mullins	2014	T A&M	Interning at State Department counter-narcotics team in La Paz, Bolivia
Mark Niegelsky	2014	T A&M	Interning at State Department Security Team in El Paso, TX
Rebekah Redden	2014	T A&M	Studying German Fluency at Goethe Institute, intern at US Embassy in Germany

## THE SEQUESTER IS AN OVERHAUL OPPORTUNITY

from RFFG Advisor Paul Light

From Wall Street Journal, March 20, 2013

With the advent of the trillion-dollar budget sequester two weeks ago, many Americans assumed that the government's motley collection of furloughs, freezes and poorly planned cuts would result in even worse performance by the federal bureaucracy than they've come to expect. Congress and the president can make all the grand promises they wish, but Americans have almost no confidence that the bureaucracy will deliver their money's worth.

Yet the sequester has given Congress and President Obama a once-in-a-generation opportunity to close this "implementation gap" and rebuild trust in government. They can do so by setting targets for the most aggressive bureaucratic overhaul since former President Herbert Hoover took the helm of a blue-ribbon commission in 1947 that streamlined or consolidated dozens of agencies and cut layers of fat between the top and bottom of the federal government.

If modern-day overhaulers were given the resources and a green light, Congress and the president could start counting the savings. They would roll that fast. Although some reforms would require legislation, the savings already counted would give Congress and the president more than enough justification to pass the necessary measures.

The federal government's personnel system is a perfect first target. Despite its persistent failure to perform, the system is impervious to reform. Hiring still takes too long, promotions come fast and easy with time on the job, and all but a handful of employees are rated fully satisfactory or better in the annual appraisal charade. Too few poor performers are ever fired, and too many managers play favorites throughout it all.

Federal employees know that the system needs an overhaul. According to the government's own 2012 survey of almost 700,000 employees, barely a third believe that promotions are based on merit. Fewer said steps are taken to deal with poor performers. Just one-fifth said pay raises are linked to performance.

The all-above-average performance-appraisal process may be the most costly and damaging. Because agencies are strictly prohibited from using a curve to distribute the highest ratings, the best are being furloughed at the same rate as the burn-outs. It is not hard to guess which of the two groups is more likely to get a job outside government and come back to their old desks as high-paid contract employees.

Building a performance-based personnel system is only one of many other common-sense targets that Congress and the president should set in a bipartisan amendment to the Budget Control Act of 2011 to:

- Collect the \$780 billion that Americans already owe in delinquent loans, fines and penalties.
- Collect the \$300 billion that Americans also already owe in back taxes, including the \$1 billion that the IRS says federal employees currently owe.
- Stop doling out \$115 billion a year in improper payments in the wrong amounts or to the wrong recipients, such as students, contractors and Social Security beneficiaries after their deaths.
- Reduce the "plus" in "cost-plus" contracts, and set the same furlough targets for contract and federal "side-by-side" employees who work in the same offices on the same tasks.
- Sell or demolish the government's 55,000 vacant, excess and underused buildings, and give the president authority to implement its "freeze the footprint" initiative—which is meant to stop further unnecessary acquisition of real estate or property.

Congress may balk at the number of new employees needed to meet these targets. But these workers will more than pay for themselves. According to the U.S. Treasury's Financial Management Service, every \$1 spent in federal debt collection in fiscal years 2011 produced \$52.42 in debt retrieved.

Read the rest of the article here: <http://on.wsj.com/Y7y2oy>

# CONGRATULATIONS, RFFG GRADUATES!



L-R: Adrian Pavia, Marian Nguyen, Jordan Wilson  
At UCSD Graduation 2013

## Fletcher School:

Anubhav "Andy" Gupta  
Leah Greenberg  
Jamie Kraut  
Joseph Simons

## UCSD IR/PS:

Marian Nguyen  
Adrian Pavia  
Jordan Wilson

## Bush School:

## Maxwell School:

Laura Alexander  
Nathan Strand

Thomas Buchanan

Kerri Eisenbach  
Danielle Menard

## University of Maryland:

Kent Elliott  
Randolph "Taylor" Moore  
Caroline Smith

Thanks to the Fellows who sent pictures, job updates, and personal notes.  
If you want to do the same, please write Rob at [rliford@rffg.org](mailto:rliford@rffg.org)