If you’ve listened to National Public Radio recently or picked up one of our brochures at an academic conference, these words may ring a bell:

**SPEA – preparing leaders and advancing knowledge for the greater good**

I know we’re preparing leaders. Our graduates routinely climb to leadership positions across the public, private, and nonprofit sectors. We’re proud of each of them and their impact on our world.

I know we’re producing knowledge. We have increased our full-time faculty, hiring 50 new people in the past five years. The number of articles produced by our tenure-line faculty has gone up 46 percent since 2008, and the use of this literature by scholars and practitioners is mushrooming.

There’s a difference, though, between creating knowledge and actively advancing it. I see so many smart people at our school doing smart work and wonder if we do a good enough job sharing their discoveries and their insight in a productive and timely fashion. It’s a frustration other deans and program directors likely share.

That’s why we’re launching SPEA Advance. This will be a quarterly publication focusing on our research and scholarship. We’ll mail it to you and we’ll post it online. We’ll cover the range of topics that SPEA covers: environmental policy and natural resources management, environmental science, public finance, civil society and nonprofit management, public management, healthcare and social policy, economic development, governance and public law, and cultural policy and arts administration.

We hope you’ll share what you read and that, in turn, you’ll tell us what you and your colleagues are discovering. In that way, together, we can advance the world’s knowledge for the greater good.

John D. Graham, Dean
How to move the U.S. manufacturing industry forward? Audretsch, other experts offer strategies

The U.S. manufacturing industry is poised to enter a new era of strength despite hurdles that include a lack of skilled workers and tangled trade and tax policies, according to panelists at a SPEA conference.

The conference, *U.S. Manufacturing and Public Policy: Road Map for the Future*, is part of a wide-ranging initiative by SPEA to bolster the public policies that impact the industrial sector.

The proposals offered at the conference will be shaped into an “agenda for manufacturing,” that will be presented to the 2016 presidential candidates, said *Gil Kaplan*, partner in the King & Spalding law firm and a co-organizer of the event. “If the nation adopted the good ideas we’re hearing here, we would be a lot closer to solving our manufacturing problems,” Kaplan said.

Those ideas were the outgrowth of a series of discussions featuring a who's who of regional and national industry leaders and speeches by Indiana Secretary of Commerce *Victor Smith* and Lieutenant Governor *Sue Ellspermann*.

The discussion titled *Education and Manufacturing: Is There a Skills Gap and How do we Fill It?* brought together speakers *Tom Duesterberg*, formerly of the Aspen Institute; *Steven Dwyer* of Conexus Indiana; *David Seeger* of JMC Steel Group; *Ivy Tech Community College President Thomas Snyder*; and *Robert Lerman* of the Urban Institute and American University.

They agreed that manufacturers are struggling to find capable employees. Lerman said welders, millwrights, mill operators and skilled electro-mechanical workers are especially in demand and employers also are seeking new hires with communication, teamwork and problem-solving skills.

“Thousands of manufacturing jobs are unfilled,” Seeger said. “We are struggling to find people to fit the most basic requirements. It’s staggering.”

Snyder touted the benefits and flexibility offered by the two-year schools. While Dwyer agreed with Snyder, he added, “Industry really needs to engage more forcefully and be much more specific as to their needs. Enlightened companies are already teaming with high schools,
community colleges and universities to develop programs which will create a pipeline of talent.”

Lerman said more intensive training through a widespread apprenticeship program is one answer. “Will young people take up apprenticeships? Yes. Will companies do it? Yes,” Lerman said, citing successful programs in South Carolina and England.

That’s exactly what Germany has succeeded in doing, said SPEA Professor David Audretsch in a presentation titled An Entrepreneurial Model to Create and Revive Manufacturing. Audretsch focused on the revival of German manufacturing in the early part of this century. “We need to make it sexy, although I’m not sure how to do it,” Audretsch joked. The first step is simply making manufacturing more visible to American young people. “We take SPEA students studying in Europe to a factory in Italy,” Audretsch said. “Most of them have never been in a factory before and have no idea it can be something so positive.”

Seeger of JMC Steel said young people don’t understand how manufacturing has changed. “We have an image problem,” he said. “They think conditions are dirty and dark, that there’s a lack of an articulated career path, and that too many employers are on a boom and bust cycle.” That’s not the case, he said, pointing to several Indiana manufacturers that operate state-of-the-art, gleaming shop floors.

The image problem isn’t just inside factories, said Scott Paul, president of the Alliance for American Manufacturing, a partnership between leading manufacturers and the United Steelworkers union. “Look at the description we’re using, a skills gap,” Paul said. “That’s terrible messaging. We need another term. Millennials want to build things, they want to make things. So let’s ask them to ‘help us build the next generation of driverless cars,’ ‘help us send a manned mission to Mars.’ We shouldn’t tell young people what they don’t have. We should inspire them with what they can do.”

Former World Bank economist John Hansen led a discussion titled International Trade and Manufacturing: Can we Build Consensus? Hansen contended the U.S. needs to lower its trade deficit by taking steps to lower the value of the dollar by instituting a “market access charge” on capital inflows that would be paid by foreign investors. Weighing in on the merits and drawbacks of Hansen’s proposal were panelists Kaplan; moderator Terry Straub, a former U.S. Steel executive; Ian Steff, Indiana’s senior advisor for nanotechnology and advanced manufacturing; and Stan Woszczynski, a vice president at Cummins.

SPEA professor Sanya Carley outlined a series of steps that would result in more sustainable manufacturing processes during a presentation titled Energy Policy and the Manufacturing Revival. Carley said companies are discovering environmentally friendly manufacturing can be cost effective and many are making changes in that direction. Panelist Tom Duesterberg, formerly of the Aspen Institute, discussed the benefits of lifting the U.S. ban on crude oil exports on manufacturing. MISO CEO John R. Bear emphasized the importance of properly functioning electricity distribution networks. Energy Systems Network CEO Paul Mitchell moderated the panel.

In the segment Challenges to Manufacturing in the U.S.: Tax and Regulatory Reform, University of Tennessee professor Donald Bruce described the need for corporate tax reform in the manufacturing area. He said gridlock in Congress over new business tax policy is causing employers to cancel investments and hiring plans and consider moves to lower-tax environments. SPEA Dean John D. Graham and Art Fraas from the organization Resources for the Future presented a paper on regulatory reform efforts in the manufacturing sector. Mark Brown of King & Spalding, David Lewis of Eli Lilly, Dan Peterson of the Cook Group, and Patrick Wilson of Osage Global Strategies commented on the presentations, and Hap Shashy of King & Spalding and former chief counsel for the IRS moderated the panel.

The conference was funded by individual philanthropists dedicated to a revival of the manufacturing sector.

Raff receives Department of Energy Early Career Research Award

Environmental chemist Jonathan Raff has been awarded a U.S. Department of Energy grant for $776,878 over five years to support research on soil microbial sources of nitrous acid and other chemicals that play a pivotal role in atmospheric processes.

Raff, a SPEA assistant professor, is one of 50 university- and national laboratory-based scientists funded through the Department of Energy’s Early Career Research Program. The program, in its sixth year, supports exceptional researchers during crucial early career years.

“Supporting talented researchers in their early career years is one key to building and maintaining an effective scientific workforce for the nation,” said Patricia M. Dehmer, acting director of the department’s Office of Science.

The funding is in addition to a five-year, $649,000 Early Career Research Development Award that the National Science Foundation awarded Raff last year to support his
Don’t rush to flush: Attari and co-authors survey bathroom behavior

“If it’s yellow, let it mellow” has been a household refrain for years, but few Americans have adopted the practice, research by Michelle L. Lute, Shahzeen Z. Attari, and Steven J. Sherman shows.

Lute is a postdoctoral fellow at SPEA Bloomington where Attari is an assistant professor. Sherman is Chancellor’s Professor in the cognitive science program and the Department of Psychological and Brain Sciences in the College of Arts and Sciences. The trio conducted an online survey of more than 1,000 Americans that focused on attitudes toward flushing.

While flushing less often could significantly reduce household water usage, disgust and contamination concerns keep Americans reaching for the handle. Most people still flush every time they use the toilet and believe that others should as well, the research finds—though men are much more likely than women to leave their urine mellowing in the bathroom.

As drought plagues western states, more Americans should reject the mentality that their personal water consumption is only a “drop in the bucket” and acknowledge that every drop counts, the research shows. Flushing tops the list of water-intensive household activities and accounts for 27 percent of indoor usage. More mellowing could significantly reduce total water use.

The survey began with a simple question: “How often do you flush after you urinate at home?” It
measured the beliefs and behaviors of “always flushers” against “occasional flushers.” Findings include:

The four main reasons that people flush after urinating are: disgust, habits, beliefs about cleanliness, and a lack of pro-environmental motivation.

- People underestimate both their own and the average American’s water usage.
- Most people (63 percent) always flush after using the toilet and believe that others should as well.
- Women flush more than men. About 67 percent of women reported always flushing, compared to 61 percent of men.
- People are more likely to flush before using the toilet when encountering a guest’s urine rather than their own or a significant other’s urine.

“We chose to look at flushing because it’s something people do multiple times a day without thinking,” Lute said. “Other sustainability campaigns—like reducing shower times or turning off the faucet while brushing your teeth—may be effective, but their total impact is minimal. We were looking for a simple way to significantly influence daily water use.”

To reduce needless flushing, the authors acknowledge that Americans must tackle their feelings of disgust and fear of contamination when encountering urine.

“We want to start by getting people talking, we’re not content to simply recommend ‘putting out more information,’” Lute said. “Instead, we’d love to see new innovations in the marketplace, like environmentally friendly products that can mask the smell and color of urine left behind.”

Their findings are compiled in “Don’t Rush to Flush,” an article in the Journal of Environmental Psychology.

Read more at sciencedirect.com/science/article/pii/
focus on the local impacts from energy use instead of seeing it as global-size issue.”

Before coming to SPEA, Konisky served on the faculties at the McCourt School of Public Policy at Georgetown University and at the Harry S Truman School of Public Affairs at the University of Missouri. His research focuses on American politics and public policy, with particular emphasis on regulation, environmental politics and policy, state politics, and public opinion.


Johnson steers project to track local government financing

Craig Johnson, associate professor at SPEA Bloomington, is part of an advisory committee leading the project “Fiscal Benchmarking for Indiana’s Local Governments.” The committee also includes Jamie Palmer, senior analyst with the IU Public Policy Institute located within SPEA Indianapolis.

As authors of this continuing fiscal benchmarking project, Johnson and Palmer say they’ve run into challenges as they try to monitor Indiana local government financial data.

“Our findings show opportunities for reform and updating in the financial reporting of local governments,” said Johnson. “There’s much that local governments can and should do to provide greater financial transparency.”

The group’s brief, designed to assist the Indiana General Assembly and the staff of the Department of Local Government Finance, identifies six challenges that involve many Indiana communities and have implications for legislators and taxpayers:

- Using cash accounting for financial reporting instead of the preferred system known as accrual accounting.
- An inconsistent and incomplete system of fund codes and transaction codes.
- A lack of complete budget reporting.
- A varied treatment of enterprise operations, particularly by the state’s largest cities.
- Debt reporting issues.
- The unique structure and treatment of Indianapolis.

The Indiana Fiscal Benchmarking Project was launched in 2012 by SPEA and the IU Public Policy Institute and is an extension of Policy Choices for Indiana’s Future, an initiative to provide decision-makers with unbiased information about issues facing state and local government.

The team’s initial September 2014 benchmarking report provides 36 fiscal benchmarks for each of Indiana’s 92 counties, 1,006 townships, and 568 cities and towns. The benchmarks address spending, revenue, property tax base and levies, local option income tax rates and debt.

After analyzing the data contained in that initial report, the team recommends a series of steps to improve Indiana financial reporting:

- Adopt generally accepted accounting principles (GAAP).
- Adopt a complete set of fund, receipt and disbursement coding.
- Require reporting of full local government budgets.
- Improve the quality of debt reporting.

Palmer goes further, stating the state should mandate localities to produce financial statements under GAAP rules. “This would make it hard for local governments to hide or ignore long-term liabilities that are often the cause of fiscal distress,” she said. The downside to this step is that it would require costly training for financial officers.

“Successful implementation of these reforms will provide greater local government financial transparency,” the issue brief concludes.

Read the brief: policyinstitute. iu.edu/publication/details/713; read the full report: policyinstitute. iu.edu/publication/details/679
Mercedes Jones leads the way in making sure no student goes hungry

Mercedes Jones was just looking to fulfill a credit when she took on an internship working on a university food pantry initiative. But what began as a frustrating college requirement quickly turned into a passionate mission: making sure no IU student goes hungry.

“At first, I felt it was a burden,” Jones, who is studying public management at SPEA, said. “I was ticked off that I had to go find another internship; I just wanted to enjoy my summer. But that wasn’t part of my plan. I was glad I was given this opportunity to work on this project because it is something needed here at IU, and I hope others realize the importance of this issue.”

Jones is now leading the charge in the creation of a food pantry on the IU Bloomington campus. She spent the summer working with the Student Assistant Initiative, a group of faculty and staff that looks at financial barriers for students, to assess the need for a pantry. She also reached out to numerous universities who have food pantries on campuses.

She has secured a location—the first floor of Campus View—and has come up with a name: Crimson Cupboard. Jones is also working to make the pantry an official student organization and to secure student volunteers to run the pantry, which will serve only students in its first year.

“Any student could have come in and done the work that needed to be done, but she really owned this, and that made all the difference in the world.”

Although the pantry may be new, Jones’ passion for helping others is not. The daughter of a minister, she grew up helping others. Every Christmas and Thanksgiving, the Jones family would make their way to the local homeless shelter to volunteer. Her father would also take his children to pick up hamburgers from the local McDonald’s to distribute to homeless people in their area.

When her father became ill during her freshman year in college,
Jones felt the need to ensure his legacy of giving lived on.

“I got to IU and my dad got sick, and it got to the point where we thought he would pass away,” she said. “I felt like it was my time to take over what God had put on his heart and now put on mine.”

So Jones started feeding the homeless in Bloomington and eventually encouraged a handful of her friends to do the same. She also spent time donating food to local food pantries. Then she found the internship that would bring the work she has been doing since she was a young child to the IU campus.

When it comes to college students and hunger, Jones said it can be difficult for them to admit they might not have money to eat. It can also be a struggle for people outside the university to understand that not all students are financially secure, she said, a stereotype she herself had until coming to college.

“I’ve never struggled,” she said. “I have never had to go without anything that I needed. I assumed all students are the same way, that all parents can support them. After my freshman year, I realized that is not the case at all.”

Although the logistics of starting a food pantry have been her main priority, Jones has also made it her mission to make sure the pantry is a place students will feel comfortable going to.

“Students are not going to just tell you they are hungry,” Jones said. “A lot of time they will not even tell their friends because they are embarrassed and ashamed and because of the stigma associated with a food pantry. We have to move away from that stigma or it will not be successful. Students need to know that they are welcomed and when they walk into the pantry they are going to get quality food.”

Although Jones’ internship ended in July, she continues leading the initiative, drumming up student interest, searching for funding and donations, and spreading awareness not only about the pantry but about hidden hunger taking place on campuses throughout the country.

She is not stopping until there is a place all students can go to get a little help when times get rough.

“I feel like through this internship I truly fulfilled my purpose here at IU,” a tearful Jones said. “I can walk across the stage knowing I made a difference.

“Like I always tell people, the things I do is not so people can give me pats on the back. I do this because I want to, and I couldn’t imagine not being able to eat. I feel like if I have the ability and the work ethic and the drive to feed people, then I’m going to do whatever it takes to ensure this project gets done before I leave here.”

In her own words: Tatiana Padilla’s journey to social justice

Tatiana Padilla is a third-year undergraduate student at SPEA Bloomington majoring in Law and Public Policy. She is the first in her family to attend college. This is her story.

To understand why I am pursuing a career in social justice, I need to explain where I come from and what experiences have altered my life and made me the person I am today.

Let me take you back to December 15, 1999. I was almost five years old and living a comfortable life in my beautiful country of Colombia. But that particular day changed my life forever—that was the day my father was assassinated.

The instability and political tensions of the ’90s in Colombia were key factors in ending my father’s life. And why my mother and I fled our home country.

In our search for an escape, my mother relocated us to New York City. Leaving all that we knew behind was very difficult. But just two years after our flight, the catastrophic events of
September 11 made illegally staying in the United States—our refuge from Columbia—nearly impossible. My mother made yet another unpredictable decision—to continue our journey in Canada. Due to our circumstances, our small family was granted political refugee status by the Canadian government. Upon arriving in Canada, we were able to get our feet on the ground due to the generosity of a local refugee shelter, the Kitchener soup kitchen, and the Salvation Army.

It was at this point in my life, 11 years ago, that I had my first employment experience, delivering my neighborhood’s newspaper. My mother also began taking me to volunteer at a home for the elderly. With these experiences, my mother taught me two irreplaceable lessons: First, when difficult times come you must do something to help yourself, being proactive about your own situation and the changes you want to make happen. Second, my mother showed me that even at our toughest times and lowest lows someone else may be enduring far more difficult situations.

After this point, my life resumed some sort of normality. My mother and I fulfilled our sanction for having stayed in the United States past what was allowed by our visas. We moved back, this time to the Midwest, where we’ve managed to create a place to call home. The last eight years have tested us with episodes of domestic violence, a divorce, and depression—but these are truly small feats in comparison to what brought us here.

I strongly believe I wouldn’t have the same outlook on life had my story been different. However, throughout my journey, I cannot overlook the many efforts that were made on my behalf by nonprofit organizations, government initiatives, and affirmative action programs to ensure the stability I enjoy today. I know I am forever indebted to these opportunities and, in some small way, I hope that dedicating my career to this cause will continue to multiply such opportunities for the next generation.

Michailean Taylor brings theatre to his island homeland

Michailean Taylor traveled more than 2,800 miles to come to SPEA Bloomington. After studying theater, arts, literature, and English as an undergraduate in his home country of the Republic of Trinidad and Tobago, Taylor, now 26 years old, decided to pursue his graduate degree at SPEA to further his education and knowledge of the business side of the arts.

A first-year student in the Master of Arts in Arts Administration program, Taylor said the curriculum and active alumni encouraged him to apply.

“SPEA is well-recognized,” Taylor said. “Its environment is conducive to studying and learning. The program it offers is so holistic … the layout of the program is really very good. I also love how active alumni are in the arts industry after they leave SPEA.”

Taylor came to IU with the goal of taking what he learns from his graduate program and applying it to his own business ventures in Trinidad and Tobago, especially his nonprofit company, the Ah’Peelin Feelings Playback Theatre Company (APF).

Taylor created APF five years ago after he was introduced into the concept of playback theater by Jonathan Fox Publications. Taylor said he was experimenting with developmental drama therapy in a class during his undergraduate studies and immediately wanted to learn more about it.

To its core, playback theater is improvisation based on the feelings and stories of audience members. A group of four to six actors, with the help of a conductor, performs short scenes based off of suggestions and stories from the audience.
“We’re peeling off the outer layer of the person sharing the story,” Taylor said. “We want to see what’s going on with them.”

APF’s name is a pun for playback theater, he said. “It’s the nature of the art form, to peel back the layers of the actors and the audience.”

Both he and his classmates wanted to further their involvement with playback theater. Eventually, he and his classmates formed APF, which performed at local schools and churches. After several performances, Taylor registered APF as a nonprofit organization.

APF uses the money it receives from its shows to benefit the community, Taylor said. For example, in order to celebrate their fifth year as an organization, they targeted five homes in rural Trinidad and Tobago and gave them five different hampers filled with items such as clothes, toiletries, and food. During the Christmas season, APF purchases gifts for children.

“Michailean’s work as director and coordinator of the APF demonstrates his commitment to filling the gap in children’s theater in Trinidad and Tobago,” Geraldine Skeete, who taught literature and English to Taylor in Trinidad and Tobago, said.

“As a high school drama teacher, Taylor said he didn’t see his students pursue a career in the arts as often as he would’ve liked.

“Too many times have I seen my students take a drama class, pass it, and that’s it,” he said. “They don’t continue their arts studies and it’s disappointing. I want to create something so that they have the option to continue to pursue it should they choose to.”

Also, I am impressed with how Michailean, in a very practical way, uses his acting and directing skills to enhance the lessons we learn in literature and everyday life, while drawing parallel linkages between the two.”

“The APF comprises mainly of young theater practitioners like Michailean himself and offers them the opportunity to hone their skills at the same time that they provide a service to the community. While Trinidadians and Tobagonians are very expressive and creatively talented people, and there is an active theater scene in the country, not many NGOs in Trinidad and Tobago are theater companies. Therefore, what Michailean and his actors offer by way of APF is exceptional.”

Currently, APF has 20 members, ranging in age from 20 to 28 years old. Many members are young professionals that perform in their spare time, however, some members work professionally in the arts.

APF performs prewritten shows as well, Taylor said. One play, “Harry and Greta,” a unique take on the traditional story of Hansel and Gretel, written and directed by Taylor, was composed entirely of local references.

“For the witch’s house, we made it entirely out of local candy,” he said. “The turnout was amazing. We even had to have a repeat of the show the next night.”

With the education he is receiving from SPEA, Taylor said he hopes not only to improve APF’s business model, but create an entirely new, for-profit school specializing in children’s theater.

This new school, Taylor hopes, will be in a rural part of Trinidad and Tobago. Teenagers and adults, ranging from 16-40 years old, will learn how to perform for children. Taylor said the school will also teach playback theater to its students.

Using what he knows about the theater scene in Trinidad and Tobago, along with his experience managing APF, Taylor said he hopes the school will not only be successful in terms of attendance, but that it will help the theater community grow as a whole.
Governors, Grants, and Elections: Fiscal Federalism in the American States

Associate Professor Sean Nicholson-Crotty’s research focuses on the management and performance of public organizations, the diffusion of policy and administrative innovations, and on federalism and intergovernmental relations in the United States. Nicholson-Crotty received his Ph.D. from Texas A&M University in 2003 and joined SPEA in 2013.


Here is a look between the covers in the author’s own words.

Each year, states receive hundreds of billions of dollars in grants-in-aid from the federal government. The political incentives of federal government actors to distribute and influence the expenditure of these funds are well understood. Interestingly, however, the partisan and electoral motivations of state-level politicians in the fiscal federalism system have been significantly understudied. Indeed, much of the work in this area suggests that state decisions are largely apolitical. For example, it is suggested that states are so dependent on federal aid that they have little choice but to apply for or accept grants, regardless of the strings attached. Alternatively, a large body of work argues that decisions by federal actors—including the type of grant to design, the conditions that govern expenditure, or the amount of monitoring they choose to do—ultimately determine how grants are spent in the states.

I begin with the observation that these traditional explanations do not do a very good job of explaining why many states chose to leave literally billions of federal dollars on the table by failing to expand Medicaid coverage after the court declared they were not compelled to do so in 2013, or why some chose to send back hundreds of millions of dollars in high-speed rail funding in 2011, or why some chose not to seriously pursue Race to the Top funding—the largest competitive education grant ever created by the federal government—or why many governors rejected abstinence-only grants during the administration of George W. Bush. Of course, partisan...
politics takes us part of the way to understanding these decisions, which is, in some ways, the point in drawing the contrast with “traditional” theories of fiscal federalism. However, it only takes us part of the way because in each of the cases mentioned here, a significant number of governors broke with their parties and applied for or accepted federal largess.

In an attempt to make sense of these and numerous other examples, I develop the argument that U.S. governors strategically utilize federal grants-in-aid to maximize their, or their party’s, electoral success. I draw on the literature in comparative political economy in order to develop the expectation that incumbents will pursue and spend grants in ways that allow them to deliver policies desired by core constituents and, when necessary, to opportunistically fund public and private goods that appeal to a noncore median voter. More specifically, I lay out the argument that governors not facing an election, or who enjoy high levels of popularity, will pursue and spend grants that help cement the votes of co-partisans, while those in electoral jeopardy are more likely to use grants-in-aid in a way that will appeal to voters who may not share their partisan preferences.

Initially, I use extensive interviews with state officials to confirm the plausibility of these expectations. Members of governor’s administrations, state agencies, and state legislatures consistently suggest that governors carefully monitor the application for and expenditure of federal grant money in pursuit of their policy goals and that they play an outsized role in this process relative to the legislative branch. In an emblematic response, one administration official from a Midwestern state suggested that:

“We require all departments to coordinate applications ... They identify them {grants} then I do quality control on the backend ... When there is a policy question about applying for the grant, they bring those to me up front, before putting together the application ... The purpose is to make sure the application is consistent with administration policy.”

Analyses of more than three decades of data on the receipt and expenditure of grants in all 50 states, as well as assessments of governors’ public speeches, provide significant empirical support for the proposition that governors pursue and spend grants strategically. Analyses of numerous project grant programs reveal that governors from both parties systematically apply for and receive more funds from programs that match the preferences of co-partisans, except when they are in electoral jeopardy when they reverse course and pursue grants normally favored by voters who may lean toward the other party. The results are very similar in analyses of grant expenditure, which suggest that, when not facing an electoral constraint, governors spend more federal money on programs favored by core constituents, that they are more likely to claim credit for the expenditure of such grants, and that they are more likely to use federal grants to support co-partisans in the state legislature. These partisan patterns are moderated somewhat, however, during election years or when gubernatorial popularity is very low.

While the evidence for the strategic use of grants at the state level is interesting, the consequences of that behavior are considerably more so. The final empirical chapter of the book marshals significant evidence that by using the grant-in-aid system strategically, incumbent governors can bolster their electoral fortunes and those of their parties. Specifically, the analyses demonstrate that, all else being equal, more grants are associated with higher approval ratings and greater legislative success for governors. Most importantly, they indicate that the average total grant aid that an incumbent is able to bring in over the course of his or her administration correlates positively with the vote share won by the incumbent’s party in the next election. In an important caveat, the relationship between grants and electoral success is only significant in the presence of partisan diversity within the electorate. In other words, grants do not make a meaningful difference when a state’s population is already firmly aligned behind one party. When they are on the fence, however, and partisan loyalties are divided, grants can influence vote margin by enough to swing a tightly contested election.

The arguments I advance in this book, and the evidence brought to bear in support of them, offer insights into some of the most persistent questions in the study of fiscal federalism and state politics. They suggest a hitherto unexplored influence on state-level elections. More than one third of the gubernatorial contests in 2012 were decided by five points or less and grants-in-aid secured during a governor’s administration can move vote share by more than five percent under the right circumstances. The results also speak to the persistent question of grant effectiveness, suggesting that, regardless of grant type, matching and maintenance of effort (MOE) requirements, or program salience that grants are most effective when they help state-level incumbents pursue their electoral goals. A closely related implication of this result, and perhaps the largest takeaway from the book, is that states and state-level actors have a good deal more influence in the U.S. federal system than is often assumed.
Brad Fulton has received the Byran Jackson Award from the American Political Science Association’s Urban Politics section. This award recognizes Fulton’s outstanding dissertation research in the area of race and urban politics. As part of his research, Fulton conducted the National Study of Community Organizing Coalitions, which achieved a 94 percent response rate—gathering data on 178 of the 189 coalitions in the U.S. and demographic information on the 4,145 member organizations and 2,939 board members affiliated with these coalitions. Fulton has also received the James D. Thompson Outstanding Graduate Student Paper Award from the American Sociological Association’s Organizations, Occupations and Work section. The article, “Bridging and Bonding: How Social Diversity Influences Organizational Performance,” finds that organizations can improve their performance by having socially diverse members who interact often and in ways that engage their differences. The article is based on Fulton’s dissertation at Duke University. The award was announced at ASA’s conference in Chicago...

Beth Gazley’s book, Transformational Governance: How Boards Achieve Extraordinary Change, has been published. Gazley co-authored the Wiley/Jossey-Bass book with Katha Kissman, a BoardSource Senior Consultant. The mixed methods study combines a national representative survey of governance practices with telephone and focus group interviews with 106 organizational leaders who had managed to change their board’s culture and structure. The study identifies the challenges, tools, and resources that boards have used to achieve good governance in the face of increasing public and stakeholder expectations of accountability. Although much research has been conducted on nonprofits boards of directors, this study’s contribution is in its focus on change management. For example, a unique theme in the book that hasn’t yet been addressed either in the practical or scholarly literature is how change agents at the board level manage resistance to change.

Chao Guo, a former SPEA IUPUI faculty member now at the University of Pennsylvania, calls the book a “must-read for nonprofit leaders” and a “change manual that perfectly combines practical wisdom and research evidence”...

Daniel Cole and Michael McGinnis have published their latest volume on the papers of the late Elinor Ostrom, a SPEA professor and recipient of the Nobel Prize in Economic Sciences. Cole and McGinnis co-edited Elinor Ostrom and the Bloomington School of Political Economy: Resource Governance, Volume 2 (Lexington Books). The book is part of a four-volume compendium of papers written by Ostrom, alone or with co-authors, and is supplemented by others commenting on their work. This volume examines the most well-known part of Ostrom’s legacy: her demonstration, detailed in Governing the Commons, that local resource uses can solve problems through common-property management regimes...

Joe Shaw has been nominated by the National Science Foundation to serve on the Federal Insecticide, Fungicide and Rodenticide Act (FIFRA) Scientific Advisory Panel (SAP). As the primary scientific peer review mechanism of the Environmental Protection Agency’s (EPA) Office of Chemical Safety and Pollution Prevention, the FIFRA SAP provides scientific advice, information and recommendations to the EPA Administrator on the impact of pesticides and pesticide-related regulatory actions on human health and the environment. Shaw is one of 18 candidates being considered to fill an anticipated two-openings on the panel...

Claudia Avellaneda has received a $30,000 research grant from the Lincoln Institute of Land Policy. Avellaneda’s proposal, Determinants of Property Value Reappraisals: A Critical Question for Municipal Fiscal Health In Latin America, was among 200 requests for funding. In its announcement, the Institute said: “This award reflects the committee’s judgment that your proposal and your past work show excellent potential for improving understanding of land policies and urban development in Latin America.” Avellaneda is the principal investigator. Co-principal investigator, Gabriel Pina, is a SPEA Ph.D. student...

Cheryl Hughes has been named 2015 Volunteer Leader of the Year by the Indiana State Council of the Society for Human Resource Management (SHRM). The award recognizes numerous activities by Hughes to further the study of human resource management and to advance career opportunities for SPEA students. For example, Hughes founded the Indiana University Human Resource Association that is now comprised of an active and growing group of IU students. The award was presented at SHRM’s annual conference in Indianapolis where it was also announced that SPEA’s undergraduate Human Resource Management major is now officially affiliated with SHRM...

Chris Craft has been awarded a new grant from the Ecosystem Studies Program at the National Science Foundation. The project is entitled “Collaborative Research: Human alterations of sediment delivery to the coast: Legacies of land use, coastal wetland accretion, and future vulnerability to sea level rise.” It will investigate tidal salt marsh stability and persistence in the face of rising sea level along the east coast of the U.S. The three-year, $665,660 grant involves researchers from Villanova University, University of South Carolina, Virginia Commonwealth University and IU who will work at sites from Massachusetts to Georgia.
SPEA PEOPLE @ LARGE

*Top left:* Executive Associate Dean Michael McGuire introduces author and journalist Ta-Nehisi Coates for a SPEA presentation

*Top right:* IU alum and former U.S. Treasury Secretary Paul H. O’Neill speaks at SPEA’s annual DC Colloquium

*Middle left:* Dean John D. Graham (center right) testifies at a U.S. Senate committee hearing on regulatory reform

*Middle right:* Residents of the SPEA Civic Leaders Center, a living-learning community, gather for a group photo at the IU Art Museum

*Bottom left:* Dr. Claudia Avellaneda answers questions from Latino high school students visiting SPEA

*Bottom right:* Associate Dean for Faculty Affairs Kirsten Grønbjerg moderates a panel discussion for young scholars at the annual NASPAA conference
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