A new era begins

IU dedicates O’Neill School

The spark that turned into an Olympic flame
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Welcome
It is a tremendous honor to introduce myself to the alumni and friends of one of the most prestigious public and environmental affairs schools in the world. Opportunities like this don’t come along often, and when I was asked to apply for the job last year I at first felt a bit of hesitancy. Taking the helm of the O’Neill School of Public and Environmental Affairs is a daunting task that only four others before me have had a chance to do.

With more than 35,000 of you across the globe, you truly give our school an international presence, and I look forward to traveling in the coming months and years to meet you. There is perhaps no better indicator of the quality of a school than its alumni base, and from the moment my appointment was announced I have been genuinely humbled and delighted to hear from so many of you. It is clear that you all hold a deep passion for our beloved school and your experiences here.

Over the next year I look forward to continuing my own education here in the O’Neill School—getting the “lay of the land,” as they say—and setting the next course as we approach our 50th anniversary in 2022. With a transformative naming gift from Paul H. O’Neill, MPA’66, and his wife, Nancy, our school has a new name, and a new opportunity to broaden the scope and impact of what we do, what we teach, and how we ensure we’re doing all we can to lead for the greater good.

There is a tremendous sense of momentum in Bloomington and Indianapolis, and if you haven’t visited recently, I want to personally invite you to come back. Come spend a day with our amazing students. Come learn what our faculty are discovering. Come walk around campus and relive your best memories.

As we look ahead, I want to take this opportunity to thank John D. Graham for his leadership over the past 11 years. The O’Neill School wouldn’t be what it is today without his vision and charge. We are a better school because of John, and while he’s enjoying a much-deserved sabbatical, we look forward to welcoming him back in the fall of 2020.

In the meantime, I encourage you to connect with us in whatever ways you can. I am always delighted to hear from everyone—from prospective students to our wonderful alumni. I look forward to seeing you soon!

Siân Mooney, Ph.D.
Dean
O’Neill School thanks Dean Graham

There has never been a more exciting time to be in Bloomington and Indianapolis. For faculty, students, staff, and alumni, a new era of the O’Neill School of Public and Environmental Affairs is beginning, and a historic milestone looms just ahead.
With the appointment of Siân Mooney as the fifth dean in the school's history, we say farewell to Dean John D. Graham, who has overseen tremendous growth and success of the school since he was named dean in 2008.

In his 11-year tenure as dean, Graham solidified the O’Neill School as one of the perennial top Master of Public Affairs programs in the United States, brought in and retained a world-class faculty, and secured a $30 million naming gift that transformed the School of Public and Environmental Affairs into the Paul O’Neill School of Public and Environmental Affairs.

“I have been honored to serve as the O’Neill School’s fourth dean and am extremely grateful for the tremendous support I have received from university leadership, faculty, professional staff, advisors, alumni, donors, and students,” he said.

Graham has directed the school through a period of rapid growth and achievement across both the Bloomington and Indianapolis campuses.

“John has been a wonderful campus leader who has been focused on excellence and solving common problems,” said IU Bloomington Provost and IU Executive Vice President Lauren Robel. “He is a great colleague, and I’m glad he’ll be remaining with us on the O’Neill faculty.”

The O’Neill School’s enrollment includes about 4,000 undergraduate, graduate, and doctoral students on the Bloomington and IUPUI campuses. In addition to a more than 50 percent increase in enrollment during Graham’s tenure, the school has also expanded its academic offerings, which include public affairs, management, environmental science and policy, criminal justice, and arts administration.

“During his decade of service to Indiana University, Dean Graham has brought strong vision, deep experience and a spirit of collegiality and collaboration to lead the nation’s top-ranked school of public and environmental affairs,” said IUPUI Chancellor and IU Executive Vice President Nasser H. Paydar. “I commend him on pushing the school forward in cutting-edge research, student achievement, and consistently heightened reputation as well as in implementing the O’Neill School’s visionary strategic plan.”

Graham said he was especially proud of seeing the Paul H. O’Neill Graduate Center brought to life on the Bloomington campus. The 34,000-square-foot facility, adjacent to the original building, opened last year. Graham also pointed to success in four other areas:

• Recruitment of a talented cadre of new faculty
• Heightened focus on faculty productivity in research and scholarship
• Strong global orientation, with expanded study abroad opportunities and the hiring of faculty with international expertise
• Increased donor support, including fundraising for the O’Neill Center and the naming of the O’Neill School itself

“The rankings of our educational programs are excellent,” Graham said. “The O’Neill senior faculty on both campuses are doing a superb job of mentoring the new generation of faculty. The Dean’s Council, Distinguished Alumni Council, and Alumni Board are in a well-informed position to supply real-world advice as Siân Mooney establishes new directions for the school.”

Graham’s legacy was celebrated Sept. 16 in the Paul H. O’Neill Graduate Center, with remarks from
PRESIDENT MICHAEL A. MCROBBIE AWARDS THE PRESIDENT’S MEDAL TO DEAN GRAHAM ON SEPTEMBER 16, 2019.
President Michael A. McRobbie and Robel. Both applauded the tremendous accomplishments and growth achieved under Graham's tenure. McRobbie awarded Graham the President’s Medal, the highest honor the university can bestow.

Graham's departure created a chain reaction down the leadership pipeline in Bloomington. Before Graham stepped down, Executive Associate Dean Michael McGuire announced he would leave his post at the end of June. Brad Heim, previously the associate dean for faculty affairs, has assumed McGuire's role at the school, while Phil Stevens has moved into Heim's old job. In addition, R.J. Woodring was appointed associate dean for educational programs.

McGuire's tenure as executive associate dean saw a tremendous impact on faculty and staff alike, setting the tone for a new culture of excellence among both.

"I grew as a collaborator, as a leader, and as a person," McGuire said. "It’s not easy to operate an organization with around 220 full-time employees, a $46 million budget, and a multifaceted mission. I took the EAD job not because I had higher ambitions, or because I sought any kind of power, but because of my love for the O’Neill School, period. And in spite of the endless hours and the ups and downs, the glories and the heartaches, my affection remains."

Though he’s moved to Colorado for the time being, McGuire will remain a pivotal member of the O’Neill School, working on a recently released mental health initiative for students, faculty, and staff that is sure to have a lasting impact on everyone who enters the building.

We wish both Graham and McGuire the best in their future endeavors, and are delighted to welcome deans Mooney, Heim, Stevens, and Woodring to their new roles.
The plane landed at 4:20 p.m. at Indianapolis International Airport, and the air outside—25 degrees below normal—was a world of difference from the Phoenix climate she’d left hours earlier. Still, on arriving to a dreary and overcast Bloomington, Siân Mooney, the new dean of the O’Neill School of Public and Environmental Affairs, saw nothing ahead but blue skies and a world of opportunity.
To get there, though, one must go back many years. If Chernobyl seems a strange place to begin—and it is—it is only because one of the most devastating environmental disasters of the past century led to that moment.

Mooney grew up in a small coastal town on Anglesey, a small island in Wales, where sheep and cattle farming dominate the local economy. She was pursuing her undergraduate education at the University of Wales – Aberystwyth when Chernobyl exploded.

“Toxic rain started falling on Wales,” she recalled, “and caused the sheep to become radioactive. It was an environmental crisis thousands of kilometers away that was all of a sudden having a substantial impact on us, completely unexpectedly.”

A researcher from the University of Calgary was beginning to study the effects of Chernobyl’s radiation as it spread across the globe, and was particularly drawn to the agricultural damage occurring in Wales.

“Our food supply was suddenly tainted,” Mooney said, “and this researcher needed someone local to go out and interview the farmers and ask them how the damage was affecting their financial positions and livelihood.”

Impressed by her results, the researcher encouraged Mooney to apply for graduate school in his native Canada, and it came as no surprise when she was accepted into the agricultural economics and farm management program at the University of Manitoba.

By then academia was in her blood.

Mooney carried her interest in the environment and agriculture to Oregon State University, where she earned her doctorate in 1998. The interactions between human activity and the environment again played a significant role in her research, as her dissertation focused on endangered salmon species native to the Columbia River. A postdoctoral fellowship at Montana State University found her developing efficient greenhouse gas mitigation policies, followed by stops in Wyoming, Idaho, and the National Science Foundation before settling in the Salt River Valley of Arizona.

Within 12 years, the man-made catastrophe in Chernobyl had inspired one Welsh woman to begin a lifelong pursuit of professional passions in questions related to the use of natural resources and the environment. Mooney has combined her skills as an economist to address water use in the Western U.S., endangered species, erosion in sub-Saharan Africa, and the impacts of climate change.

That unique skillset is what brought her to Indiana months ago.

Well, that and a fortuitous encounter.

“I was at a professional event in Arizona when I ran into one of the O’Neill faculty members,” she said. “That conversation turned into my name being submitted to the search committee that was looking for the school’s new dean.”

When the search committee reviewed her credentials, they knew they had found a potential leader who blended perfectly the two academic pillars on which the school was founded: public and environmental affairs.

“When they reached out, I thought, this is an incredible opportunity,” Mooney said. “The more I looked into the school, the more I thought I would be a good fit for the school, and the school a good fit for me.”

Something else happened during the search process: a once-
in-a-lifetime gift from one of the school’s most prominent alumni —former U.S. Treasury Secretary Paul H. O’Neill.

“That was extraordinarily exciting,” Mooney said. “The school has clearly worked incredibly hard to create a reputation that someone like Paul O’Neill would lend his name to. When I heard the news, it felt like winning the lottery. What an incredible situation for the school to be blessed with, one that comes with much responsibility.”

As the committee continued its research into the four deanship finalists, Mooney’s history as a multi- and interdisciplinary scholar and leader put her at the top of the list.

“My background is eclectic,” she said with a laugh, “and the O’Neill School has an extensive portfolio of important scholarship that’s very relevant to making our society and world a better place. With a broad background in several disciplines, particularly in policy and environmental issues, it’s a place where I can support and amplify these contributions. I’m honored to have been selected to lead the O’Neill School at such an important time in its history, a time when its work has never been more important.”

The university’s top academic officer agreed.

“She has the vision and experience to advance the O’Neill School’s global reputation for excellence,” IU Bloomington Provost and Executive Vice President Lauren Robel said. “Her proven ability to foster interdisciplinary research and strong administrative experiences are a perfect fit for this extraordinary and path-breaking school.”

Mooney was keenly aware of the reputation of the O’Neill School and its award-winning faculty. Taking the helm of one of the nation’s most respected public affairs schools—and following in the footsteps of the transformative leadership of outgoing Dean John D. Graham—is a challenge she looks forward to in the coming years.

She said she’s going to focus on getting to know the school, its students, faculty, staff, and alumni over her first year, understanding and distilling down information gleaned from conversations with personnel on both campuses to develop a strategic vision for the school.

“It’s going to be a challenge to understand the scope of all the activities the school is engaged in,” she said, noting the substantial work going on at both the Bloomington and Indianapolis campuses.

“From there, we’re going to set a clear direction. Ultimately, we want to create an environment in which all of our faculty, staff, and students can succeed. Because it’s their success that leads to the success of the school,” she said.

Mooney said she’s excited to begin that work, set up her new home, and explore Bloomington, Indianapolis, and the rest of the state. An active runner and cyclist—she and her husband, Shawn, own 14 bikes between them—Mooney said she’s looking forward to hitting the roads and trails to see the southern Indiana countryside.

It’ll be a stark contrast to the triple-digit heat of Phoenix, but the farmland will look familiar and the shade will be welcome.
Aish Thamba always wanted to be a doctor.

In fact, she still does. But after her grandfather passed away a few years ago, Aish’s grandmother came to live with the Thamba family in Fishers, exposing them to the complex and often overwhelming network of the American healthcare system.

“Although I was aspiring to be a physician, I was saddened to realize that I was lacking healthcare literacy. Thankfully, my parents knew the healthcare system in America and were able to help her understand her situation,” Thamba said.

“This made me realize that the role of a physician has a certain duality to it: a physician strives to improve the patient experience in hospitals but also is an important advocate for healthcare education and public healthcare initiatives for the community they serve. This led me to look for opportunities that would allow me to gain practical and theoretical knowledge on how I can impact the healthcare field in the future as a healthcare provider.”

Thamba found that opportunity at the O’Neill School, which has launched a brand-new Master of Science in Healthcare Management degree program with the renowned Kelley School of Business. The intensive, 36-credit hour program doesn’t require any healthcare background.

“Within a year, a student can go from having no prior knowledge or experience in healthcare management to having a joint degree from two incredible schools,” said April Grudi, who oversees the program. “We’ve
gone to great lengths to make this an experience as much as we have a foundation that we intend to build on for years to come."

That experience includes pairing students with practitioners at IU Health—the state’s largest hospital system—to work in multidisciplinary teams on a continuous project. Grudi said the experience goes well beyond a traditional internship and helps students build a network immediately.

The inaugural class of 16 students began in June, and will participate in at least eight national certification trainings—think project management essentials, productivity habits, and the disciplines of execution—in addition to their coursework.

“These certification trainings will distinguish our students from others right from the start,” Grudi said.

The program could not have launched at a better time: the U.S. Department of Labor projects a more than 20 percent growth in the healthcare management field in the coming decade, making it one of the fastest-growing fields in the nation.

For students like Thamba, the combination of skill and timing should prove beneficial when she enters the job market next spring. That is, if she doesn’t go to medical school first.

To learn more about the MSHM program, visit oneill.indiana.edu
In the nine years he’s led the program, DeLong has seen tremendous improvement. “It was built from scratch,” he said. “We had a vast majority of students who had limited debate experience when it came to national competitions. They had been great at the state level, but not necessarily on a bigger stage. It took a few years to start challenging some of our Big Ten competitors.”

Since 2014, the IU Debate team has been on a roll, qualifying for the national debate tournament five times. And it’s produced a string of superstars who have set a new standard for success.

DeLong pointed to Harry Aaronson and Cameron Dehmlow Dunne, who were ranked 17th in the country for the entirety of the 2018-19 season. Aaronson was elected as the debater of the year, finishing as third overall speaker nationally at the national debate tournament, besting 157 other competitors.

With a foothold among the nation’s best debate programs, the IU team is looking to build on its 2018-19 success, which culminated in the Pierrepont Trophy. Their season runs from September through March, and in a sign that IU is a player on the big
stage, the university will host a national high school debate championship in April. For more on the debate team, visit: [hoosierdebate.indiana.edu](http://hoosierdebate.indiana.edu)

GT-IDEA is aligned with the core mission of Grant Thornton’s Advisory Services’ consulting practice, which helps businesses create value and innovate, solve problems and strategic challenges, and manage risks, governance demands, and policy and regulatory obligations. GT-IDEA students will gain experience working on real industry issues, engage in case studies and competitions, and benefit from interactions with established risk assessment and management practitioners from Grant Thornton.

Srikant Sastry, MPA’88, who recently retired as Grant Thornton’s national managing principal and leader of Advisory Services, the firm’s consulting practice, said, “Businesses today are faced with a constantly evolving risk environment, and leaders need to be able to integrate analytics and innovation in all aspects of their operations to stay relevant and a step ahead. Moreover, they need employees who are capable of such integration. GT-IDEA will do just that: develop the employee of tomorrow, while also driving value for Grant Thornton’s clients by providing them with access to the innovative thinking coming out of the program.”

This innovative approach to learning is designed to prepare students to become the next generation of even more effective industry leaders. It will deepen Grant Thornton’s relationship with IU, allowing the professional services firm to recruit deserving students who are well-versed in risk assessment and management.

This transformational investment in risk assessment innovation will further cross-disciplinary collaboration around data-driven solutions. GT-IDEA will provide a common and integrated platform to engage in thought leadership and explore emerging technologies and methods. Initiatives will focus on measuring, quantifying and predicting risk, including data-analytics-infused business risk assessment and management. The institute will also work to automate data exploration for risk management using effective, domain-specific and efficient techniques of artificial intelligence, including various recent advanced methods in machine learning—all with an eye toward policy and regulatory impacts.

MAJOR GIFT CREATES NEW INSTITUTE ON DATA AND RISK MANAGEMENT

A $3 million gift from Grant Thornton LLP, a leading consulting and accounting firm, has established the Grant Thornton Institute for Data Exploration for Risk Assessment and Management (GT-IDEA), an interdisciplinary institute that spans the O’Neill School, the Kelley School of Business, and the Luddy School of Informatics, Computing and Engineering.
On the corner of Tenth Street and Indiana State Road 46 stands the Tulip Tree Apartment complex. The 11-story building arcs in a way that provides stunning views of the Bloomington campus, and was brand-new in 1965 when a young Paul O’Neill, his wife Nancy, and their four kids moved into a three-bedroom apartment.

Looking back decades later, O’Neill laughed at the memory of such a big family cramped into a 900-square-foot home. But while the confines—and budget—were tight, the education he was pursuing at Indiana University expanded his skillset and knowledge that would launch him into an extraordinary career that found him reaching the pinnacle of the private and public sectors.
While the details of that astonishing career have been documented in countless stories, what hasn’t been chronicled at length is how Paul O’Neill came to Bloomington in the first place.

Of all the things Paul O’Neill could be known as—public servant, CEO, safety pioneer, Secretary of the U.S. Treasury—one thing rises above the rest: Paul O’Neill is a leader.

Not only has he led countless people throughout his 83-year-life, but he’s instilled in them the lessons needed to become leaders themselves. And he wants you to become one, too.

O’Neill’s journey to leadership began at an Army hospital on the edge of St. Louis in December of 1935. That’s where a young family welcomed Paul H. O’Neill into the world. His father had enlisted in the service in Detroit a decade earlier, and was stationed at Scott Field, Illinois (now Scott Air Force Base) through World War II. Later assignments took the O’Neill family to Hawaii, Albuquerque, and finally, Anchorage, where Paul finished high school.

As with most children of military families, O’Neill learned to adapt to new surroundings quickly and confidently—a skill that would follow him for the rest of his life. So when he found himself looking for work in the summer after his junior year of high school, O’Neill remembers being lucky to land a job as an engineering aide doing survey work for the Alaska Road Commission (ARC). O’Neill is quick to note this was a few years before Alaska gained statehood and there was much work to be done throughout the territory.

“I learned so much in that role,” he said. “Surveying techniques, using a telescope, a level, all of that.” After graduating from high school in 1954, the Commission asked him to come back.

“I hadn’t really decided I was going to go to college until late that summer, and I made a sort of hasty decision to go study engineering at Fresno State,” O’Neill said.

He had an aunt who lived there, he knew the area well, and so Paul O’Neill walked right into Fresno State and told them he’d like to enroll. He spent the next three hours taking an exam to gauge his educational qualifications. He was admitted that day.

As he looks back on it, O’Neill can’t help but marvel at how different things were.

Tuition and fees that fall?

“$33,” he said.

But his stay in Fresno was short lived. O’Neill dropped out that spring to return to the ARC, and found himself promoted to site engineer before long, overseeing the construction of communication sites around Anchorage.

“My team finished ahead of schedule and under budget,” he remembered. “Here I was, a kid with no portfolio or degree to his name, and they’re paying me $1,000 a month! That’s a lot of money for a 20-year-old kid.” The job introduced O’Neill to a man who happened to be on the Board of Regents at the University of Alaska. One morning he called O’Neill in to commend him on the job he’d been doing. He’d have an even brighter future if he went back and finished his college studies. “I took his message to heart,” he said, and packed up his and his new wife Nancy’s things and

...
moved back to Fresno State. O’Neill did so well that he earned a full ride to Claremont Graduate University.

“I’d been there for a year, then, on a lark, decided to take the federal entrance exam,” he said. “If you were successful, they promised entry into the federal government at a mid-management level.”

Only 3,000 people took the test. From those 3,000, only 300 were invited to interview. And of the 300 who interviewed, only 30 were extended offers.

And that’s how Paul O’Neill made it to Washington, D.C.

After serving as a management intern at Veterans Affairs, O’Neill underwent a year-and-a-half of systems analysis and computer programming training with IBM. In 1965, O’Neill was selected by the National Institute of Public Affairs—founded by the Rockefeller family—to go off and earn a graduate degree on their dime.

For a man who loves the Bloomington campus, Paul O’Neill never had any intention of arriving here to begin with. Instead, he was assigned to Indiana University, a handful of schools that participated in the NIPA program.

When they arrived at Tulip Tree Apartments, the O’Neills had found a new home.

“It was a beautiful campus, and we were living in a first-rate place,” he remembered. “The Institute had rented a house on Tenth Street where I and others in the program could meet anytime, day or night, to talk and help each other with our classes. The program took care of all the details and that allowed us to focus on the educational process without distractions. It was a special place and special time.”

Every morning, O’Neill would venture to the main library of his group’s study house and treat his educa-
tional pursuit like it was a job.

“There used to be a doughnut shop nearby that had freshly baked doughnuts, and every morning I’d get a couple and start reading around 7:30 a.m.,” he recalled. “I’d study all day and come home at dinner. I was in pure educational mode, and it was just fantastic. The school was everything I needed at the time—it was teaching us to discover new things every day.”

Though the O’Neills were only in Bloomington for a year, the experience provided a foundation of expectations and inspired a pursuit of excellence that would continue for decades to come.

Much of that, O’Neill said, can be credited to some of the faculty he engaged with early on.

“Professor Lynton Keith Caldwell was our lead instructor for the group,” he said. “He was an environmental scientist before people knew what environmental scientists were. He not only taught us, but interacted with us on a personal level, and that meant a lot.”

Professor Vincent Ostrom and a Kelley School professor named Les Waters also made giant impacts on O’Neill.

“All the people I had to interact with at Indiana University were uniformly excellent and helpful,” he said. “And because the government was paying my full salary, and I didn’t have to work, I took advantage of everything the university had to offer. All the productions that came from Broadway, the amazing ballet, the symphonies, the theater events that came through town ... My active educational experience at IU was a life-changing time. It was the first time I’d even been able to go to school and not have to work, and that allowed me to really soak in the experience.”

That experience set in motion a career in both private and public service that is nothing short of stellar. The O’Neills left Bloomington and made it to Washington, where a freshly minted MPA graduate joined the U.S. Veterans Administration, before he was tapped to serve as deputy director of the Office of Management and Budget in the administration of President Gerald Ford. While O’Neill would work with figures in those years who would later rise to prominence, it was President Ford who provided a model for how O’Neill wanted to lead.

“He was a Boy Scout in every way possible. The kind of president everybody wanted, only, when we had him, most people didn’t recognize he was the kind of president we wanted at the time,” O’Neill said. “President Ford never sought personal acclaim, despite being one of the few people who truly deserved it.”

Paul O’Neill had seen first-hand the sometimes egotistical nature many leaders developed. He was not impressed.

“Having worked for President Ford, I have a high standard for what it means to be a leader,” he said. “When you get close to some of these people with big reputations and big public personas, they sometimes don’t wear it well, and when you see their interactions with other people, it shows.”

O’Neill took those lessons to International Paper Company in 1977, where he served as vice president until 1985. After two years at the helm of the company, he departed in 1987 for the CEO position of Alcoa, eventually becoming chairman. President George W. Bush offered the Secretary of the Treasury job to O’Neill in December 2000, bringing him back to Washington,
D.C. after nearly 25 years in the private sector. Though his stint with the administration was relatively short, O’Neill’s impact was felt worldwide. Known as a straight-shooting, tell-it-like-it-is official, O’Neill’s time as Treasury Secretary was nothing if not exciting. A stray comment here could move the stock market unintentionally. An honest answer to a reporter’s inquiry could summon a call from the vice president. Every time O’Neill did something—anything—there seemed to be a reaction.

It takes thick skin to work in the Washington grind, thicker still to helm one of the nation’s oldest and most prestigious offices. Throughout his entire career, though, O’Neill was able to utilize what Indiana University had trained him for: being a leader.

“Leadership has certain requirements, and a person can’t really be labeled a leader unless they do certain things that only a leader can do,” he said. “Real leaders have a responsibility to create a value-based environment for the institution that they lead, and that’s not an empty term. It means something very specific. It means starting with integrity and honesty and using them both with all people at all times in all circumstances.”

Paul O’Neill has, for decades, used a simple three-point plan for leadership success:

First, employees need to be able to say they’re treated with respect and dignity by everyone they encounter.

“When you think about it, there aren’t a lot of organizations where people can make that claim with a straight face,” he said. “We live in a hierarchical environment that assigns people to different levels. If you’re a colonel, you’re seen as more important than a sergeant, but not in a great organization. Everyone should be equally important but with different responsibilities.”

Secondly, leaders should ensure their employees are given the proper tools and training to help them succeed.

Finally, employees should be recognized for their work by someone whose input and candor they value.

“Only a leader can cause that to happen,” O’Neill said. “It can’t come from the bottom up, it can’t ooze in from osmosis. That kind of culture can only exist if the person at the helm is a real leader, and if that person can articulate the mission and values they believe in. Sometimes people are measuring how well your actions and activity hold up against the things you say. Once you’ve articulated a value-based culture, people in your organization and around you will be looking for evidence that your goals are more than just chin music. Anytime they find anything that doesn’t measure up, they will discount anything and everything you do.”

O’Neill practiced what he preached.

He famously made worker safety not a, but the, top priority at Alcoa at a time when shareholders were probably more worried about stock prices rather than a reduction in days since the last workplace accident. O’Neill’s drive paid dividends: not only did Alcoa become a model for prioritizing the safety of its people, its value as a company grew exponentially.

Ask Paul O’Neill what he’s most proud of in life and the answer comes back to one thing: family.
“I’m most proud of my children and my family,” he said. “My children are all adults now, and I’ve got 12 grandchildren and 13 great-grandchildren. It’s been a joy to see not only my kids do well, but theirs, too. They’ve all received good college educations. I’m lucky in life. And so my promise to them was that as long as they do well in school, and want to continue their studies, I will pay for it. One of life’s greatest pleasures is to be able to help people.”

That desire to influence the next generation of leaders now extends back to Indiana, where a transformative $30 million gift to the O’Neill School will ensure Indiana University is producing forward-thinking problem solvers well into the future.

“The education this school is providing to its students is more important than it’s ever been,” he said. “We’re educating people in what has been, and what could be, and giving them a grounding in the fundamentals of the public policymaking process while sharpening their analytical skills. That’s the critical part of all this. We’ve got to teach students to become explorers about how people from the United States and around the world organize themselves to conduct public business, and to do it with excellence. Over the years I’ve had the privilege to come back to the university and talk with groups of students and address classes. And I’ve been reassured many times over that Indiana University is still performing an essential function in our society. I’m more determined than ever to advocate for how important the work we’re doing at IU is to the future of our polity. And to the young people in our care there, that’s what our future is all about.”
Indiana University dedicates the O’Neill School of Public and Environmental Affairs
On a sunny September afternoon, dignitaries from Indiana University and members of the O’Neill family gathered in the foyer of the IU Auditorium to formally dedicate the Paul H. O’Neill School of Public and Environmental Affairs.

University President Michael A. McRobbie offered his deepest appreciation to the O’Neills for their long-standing contributions to IU, noting the transformative impact their $30 million gift will have on countless generations of faculty and students alike.

“Secretary O’Neill has remained closely connected to the school that now bears his name, and has visited the campus regularly to speak to students and faculty,” McRobbie told the standing-room-only crowd. “As Indiana University prepares to enter its third century of service, IU and the O’Neill School of Public and Environmental Affairs remain steadfastly committed to teaching and research that fosters good governance that contributes solutions to some of society’s most urgent challenges, and educates and inspires the coming generation of leaders and decision-makers.”

While Mr. O’Neill was unable to attend the ceremony, McRobbie presented the university’s Bicentennial Medal to members of the O’Neill family. The award was accepted by O’Neill’s wife, Nancy.

McRobbie, Executive Vice President and Indiana University Bloomington Provost Lauren Robel, O’Neill School Dean Siân Mooney, and graduate student Caroline Engle all paid tribute to the lifelong legacy of excellence and generosity Paul O’Neill is known for. Engle, in particular, noted the significant benefits fellow students will see through the O’Neill gift.

“Given Mr. O’Neill’s legacy of public service, data-driven policymaking, and integrity, it’s no surprise he’d want to give back to a school that reflects his values,” she said. “Thank you for your commitment to public service and for your donation to training future leaders. Thank you for your commitment to scholarships and fellowships for fellow students, recognizing that receiving a bachelor’s, master’s, or doctoral degree is a privilege many increasingly cannot afford. We’re grateful to the O’Neill family for their gift and for their example.”

Representing the O’Neill family, Paul Jr. said his father loves Indiana University and all the opportunities that came with his time here as a student in 1965-66.

He recalled speaking to his father just days earlier, and Paul reminded his son of a lesson Paul Jr. imparted on the crowd.

“Be impatient,” he said.

The lesson, Paul Jr. said, was that despite all the great advances that have been made in so many areas of society, there remains significant work to be done. He encouraged the students in the crowd to utilize Paul O’Neill’s motto: be impatient.
Scott Teal, BSPA’90/MPA’96, is 7,300 miles and a world away from his home in Central Indiana. He’s standing in a desert in the United Arab Emirates, holding the torch for the Special Olympics World Games. And there’s nowhere else he’d rather be.

“It’s just so incredible to be a part of something like this and to understand the power of its mission,” he says. “Words can’t describe this experience. It humbles you and teaches you about grace.”

On a normal day, Teal would be working as a senior special agent with the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF). But for the next two weeks, he’s representing the United States in the Law Enforcement Torch Run’s (LETR) Final Leg. Teal joined hundreds of other law enforcement officers and athletes from around the globe to carry the “Flame of Hope” across the UAE to open the event in Abu Dhabi.

The LETR began in 1981 when law enforcement officers from around the world became “Guardians of the Flame,” carrying the Special Olympics Torch and “Flame of Hope” to the opening ceremonies of the Special Olympics World Games.

This is Teal’s second trip to a World Games for the LETR. He was first selected to carry the torch in the LETR in Pyeongchang, South Korea in 2013. He also participates in the annual state-level games and other Special Olympics events here at home.

His relationship with the organization goes back nearly 30 years. Not long after graduating with his degree in criminal justice, a coworker invited him to attend a Special Olympics swim meet to hand out medals.
“I had an ‘aha!’ moment while I was there,” he recalls. It was what he saw—and didn’t see—during the event that caught his attention.

“I didn’t hear a single cross word, no complaining. I didn’t see any coaches screaming at the kids to do better. I just saw fun and smiles. There was pride in their accomplishments. They give their all and they’re not afraid to do so.”

Teal says after that moment, he was hooked. “What started as a spark turned into a roaring flame,” he continues. “Here I am 30 years later and I still get emotional and inspired by what I see. When I see these athletes and how hard they’ve worked, it challenges me personally. It forces me to look at my own limitations and look beyond what seems possible.”

Teal chose a career in law enforcement so he would have the opportunity to make a difference in people’s lives, especially those in need.

“I can’t imagine seeing a need and not stepping forward,” he says.

But this? This was a different kind of opportunity. “This isn’t about making arrests and filing case reports, it’s our true mission of helping people that matters,” he adds. “In my work, I see so much need. I’m not always able to help a lot of people at once with what I do. But, to quote Mother Teresa, ‘if you can’t help many, help one.’”

Teal says that concept was instilled in him during his time at the O’Neill School.

“Through my education, I learned a lot about the world and the importance of helping people however you can,” he says. “If we want to make the world a better place we have to do something. We have to act.”

Teal serves on O’Neill’s Distinguished Alumni Council and says his role there allows him to draw inspiration from his fellow DAC members. “I see other O’Neill alums doing amazing things with their careers, a lot of which is focused on doing good for others,” he says. “That’s a binding force that brings the O’Neill family together.”

Teal is looking to spread that mission to others. His daughters—including Sydney, who earned her master’s degree in criminal justice and public safety in 2017—have been involved with Special Olympics since they were 8 years old. He’s also had the chance to introduce others to the organization. Each time, he’s seen the same spark in them that he experienced decades ago.

“It doesn’t take a lot to do something that is life-changing for someone,” Teal says. “Opportunity is all around us. It’s just a matter of taking a step forward and committing yourself to something.”
O’Neill alumnus Mike Russo, BSPA’84, sits in a conference room at Eli Lilly and Company’s global headquarters in downtown Indianapolis. The suit and tie he wears now is quite different than the uniform he wore during his time with the Marion County, Indiana Sheriff’s Department.

At Lilly, Russo is responsible for the physical security of all company facilities in Europe, the Middle East, Africa, and Asia Pacific, as well as the safety of Lilly travelers and expatriate employees. He also leads investigations into counterfeit, stolen, and diverted drugs in those areas.

Russo says his role at Lilly and his past in law enforcement may seem quite different, but they share a common thread.

“In police work and in my position at Lilly, there is a lot with gray area that most people don’t know how to handle,” he says. “I’ve always found it very challenging and rewarding to deal with something that no one else could.”

Russo says there’s another link between his past and present: without one career he may not have the other.

As an officer, Russo went through the FBI National Academy in Quantico, Virginia, and attended the U.S. Secret Service Dignitary Protection program. He also took advantage of the U.S. Department of Justice’s Law Enforcement Educational Assistance Plan, which partially covered the cost of his education at the O’Neill School of Public and Environmental Affairs in Indianapolis.
When the federal program wound down, he didn’t give up. Instead, he took a leave of absence from his job to finish his degree. That commitment to education paid off. He returned to the sheriff’s department as a senior-level administrator. A few years later he had a new offer: Eli Lilly was calling.

At Lilly, Russo joined the global security team. He developed an international security support program, took on counterfeit investigations, and was promoted to director. “I couldn’t have done any of that without the background and degree I had from O’Neill,” Russo recalls.

He says it was his O’Neill education that made him a well-rounded person, combining the foundation of criminal justice, corrections, and law enforcement administration, with the fundamentals of grant writing, government operations, and an understanding of environmental issues.

“When I’m talking to government agencies around the world, I have a better understanding of some of their problems because of what I learned at O’Neill,” Russo explains. “If you embrace the different courses O’Neill offers, you can connect them with many parts of life, including how government and the world works. It broadens your skill set and appreciation for things that matter, and explains what you may have previously thought was unexplainable.”

To give back to the school that he says set him up for global success, Russo focuses on the future. He conducts mock interviews with students and serves on the Distinguished Alumni Council to provide practical feedback from the working world. After all, he says, that cross-sector experience prepared him to keep one of the world’s top pharmaceutical companies and consumers safe.

“I’ve seen the world many times over with Eli Lilly. I’ve met fantastic people all over the world and I couldn’t have done it without the background I got at O’Neill and the lessons that prepared me for a different way of thinking and a better way of relating to people of all nations.”
A successful environment

You can describe Jaime Blakesley, BSPA’00, in one word: unstoppable. Jaime, an environmental engineer with the city of Chicago, approached the O’Neill School in 2016 with a unique idea: a career workshop for undergraduate students interested in environmental management, with a focus on opportunities in state and local government. She partnered with fellow alumna Michelle (née Barnier) Allen, BSPA’98, to put on the workshop. Many people would stop there, but Blakesley wasn’t done.

In late 2018, Blakesley responded immediately to a call for alumni to help with a new initiative, the inaugural For the Greater Good Women’s Summit. The idea for the summit was in its infancy, and the O’Neill School wanted alumni to help brainstorm ideas and develop a concept to support the confidence and leadership development of O’Neill students and alumni who identify as female. In the months that followed, Blakesley took an active role on the summit’s 12-alumni steering committee, guiding marketing efforts and strategic session content. She helped create focused career sessions like “Women in the Environment,” and workshops on career transitions, salary negotiation, and more.

Sometimes paths to engagement are clear, and sometimes you create them yourself. Blakesley is a shining example of an alum stepping forward to support O’Neill students in unique ways, and we cannot thank her enough for her unrelenting service.

Brian Clarke uses IU experiences to get ahead in life

 Tell someone you’re a professional headhunter and they might back away from you slowly, with perhaps a bit of trepidation. But for Brian Clarke, the art of finding the right person for the right job is more science than magic
—though the 1983 graduate acknowledges the role a gut feeling plays. It’s a skill he said was born at Indiana University, where his activity list reads like an IU bucket list.

The Chicago resident has had a long relationship with the university and school, dating back to the days he dropped his belongings off at the Phi Psi fraternity house and headed straight for Rooftop Quarry, where the members initiated the pledge to the art of limestone swimming.

“It was a spectacular day,” Clarke recalled, “and my college life was off and running.”

The Columbus, Indiana native quickly made a name for himself in Bloomington: he was voted class president, worked alongside then-President John Ryan, Dean of Students Dick McKaig, and the Board of Trustees, and performed in the annual IU Sing with his fraternity brothers.

Inside the classroom, Clarke discovered an interest in public and private sector labor issues.

“My courses from Professor Steve Hayford were great and an incredibly insightful experience,” he said. “Having a professor like Fred Whitney, who literally wrote the book on labor relations, was amazing.”

Clarke found himself in Chicago after earning his undergraduate degree, starting his career in human resources, labor relations, and corporate recruiting before moving to the First National Bank of Chicago and changing careers. Working in cash management, along with domestic and global trust and custody led to a moment of clarity: he needed an MBA. The bank helped Clarke study at Northwestern University’s Kellogg School of Business, where he met a future business partner, with whom, along with three others, he would eventually launch Kensington International.

“I was hesitant to leave the bank,” Clarke said, “but the timing was right and I had an entrepreneurial bug. Specializing in recruiting and employee searches was something I had some experience and knowledge in, so I jumped.”

In addition to executive search and recruiting services, Kensington International, as its been known since 1992, provides executive assessments, talent management/succession planning support services, executive coach-
ing for individuals and teams, and financial and retirement planning programs, as well as career transition and outplacement programs for senior executives and employees.

But none of that would exist now if it weren’t for Indiana University.

“With all that IU has done for me, and the memories I have and the friends I made, how couldn’t I be engaged with such a special place?” he asked. “The O’Neill School allowed me to secure internships, my first job, my initial career ... I have so much to be grateful for, and I am going to give back.”

For a man who helps match employers and employees for a living, Clarke is in a unique position to advise both students and alumni on their career plans.

“Get your grades,” he said. “Do the best you can and don’t lose sight of why you’re here. Then get engaged on campus and work hard on securing relevant and notable internships. Develop the leadership chops and build material for your resume.”

Finally, Clarke said it’s just as important for the job seeker to feel as comfortable with the fit in an organization as it is for the organization to feel comfortable with the employee.

“Make sure the company, culture, and people are right for you,” he said. “Today, right now, there’s no need to settle.”

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**Alumni advice: Advocating for yourself and others**

**What is the biggest challenge when it comes to advocating for yourself and/or others?**

“The challenge in being an advocate is breaking through the race and gender bias that seeks to limit your impact. I’ve made a conscious decision to not allow it to mute my voice or those of people and causes I support. My voice has grown stronger with age and experience. I’m definitely a fearless advocate!”
What are the most important ways to be an advocate?

"Use your voice and position to advocate for others. As a consultant, I coach women of color as they move toward finding their authentic voices. I also help organizations and corporations develop equitable practices, and I volunteer on boards whose missions are meaningful to me."

How did your education help you learn the importance of being an advocate?

"Because my MPA concentration was nonprofit management, I launched into executive leadership soon after graduation. I was equipped with a historical understanding of the impact charitable organizations can have on communities, and I felt confident in my own capacity to also deliver that change."

Dr. Cheryl Hall-Russell, MPA’99
BW3, President & Chief Cultural Consultant
Nonprofit Management
O’Neill Indianapolis
Distinguished Alumni Council Member
For the Greater Good Women's Summit Featured Speaker

Sastry honored with DAA

The O’Neill School would be hard-pressed to find a more deserving recipient of its 2019 Distinguished Alumni Award for the Bloomington campus, than Srikant Sastry.

“The O’Neill School alumni network is more than 35,000 strong, and we are fortunate to have the dedicated support of passionate graduates who want to make the school even stronger,” said former Dean John D. Graham. “Mr. Sastry is an incredible example of an engaged alumnus, in his professional and personal lives. His selfless service to IU and the O’Neill School truly demonstrates what it means to lead for the greater good.”

Sastry earned his Master of Public Affairs in 1988, and has since led a
distinguished career in both the public and private sectors. Most recently, Sastry was the national managing principal of advisory services for Grant Thornton, one of the world’s leaders of independent audit, tax, and advisory firms. Sastry led performance improvement and transformation engagements for several commercial and public sector entities, including the U.S. Patent & Trademark Office, Federal Deposit Insurance Corporation, U.S. Postal Service, International Monetary Fund, and Regence Blue Cross Blue Shield.

Though his career has led him all around the world, Sastry has remained a dedicated alumnus of the O'Neill School, serving as an extraordinary example to current and future students. Sastry has been a tireless advocate for the school and its programs, mentoring students, championing faculty scholarship, and initiating an innovative interdisciplinary institute on the Bloomington campus. Sastry is a member of the O'Neill School’s Distinguished Alumni Council, serving as chair from 2016-18. In 2018, Sastry led the creation of the Grant Thornton Institute for Data Exploration for Risk Assessment and Management (GT-IDEA) that spans the O'Neill School, the Luddy School of Informatics, Computing & Engineering, and the Kelley School of Business at Indiana University (see more on page 17).

Global migration: Learning policymaking through simulation

A team of five O’Neill MPA candidates traveled to the University of Michigan to take part in a NASPAA-Batten Student Simulation. Here, students form teams to tackle a timely topic and use policy decisions to help address it. The topic on the table: global migration.

But O’Neill IUPUI’s team didn’t get there on their own. Riley Sandel, MPA’20, helped with the trip’s planning. He says the team knew the opportunity was unique—but funding was a problem. Without the support of alumni donations, he says this plan would never have come to fruition.

“In all honesty, our team of five would not have gone without the financial
help we received from O’Neill alumni,” he says.

Sandel, Stacy Robinson, Michael Weigel, Meghann Bowman, and Josslyn Kennedy each took on a different role in their fictional country during the simulation. Their job was to manage migration.

They spent 12 hours evaluating the issue, developing policy-based solutions, and working with neighboring nations. But beyond the policymaking practice, the team says they walked away with larger lessons that will last throughout their careers.

“At O’Neill, we talk a lot about collaboration on problems, and the complexities behind that,” said Bowman. “This experience showed us that you have to collaborate because every decision we made was so complex and interconnected. It was great to deal with that in a real-time situation.”
There’s an enrollment boom happening at O’Neill Indianapolis. And the wave of new students joining the O’Neill School looks more like the community in which IUPUI exists. Diversity is on the rise, with underserved populations seeing double- and triple-digit increases from 2018 to 2019.

The changing demographics are no accident. It’s the result of intentional development from Tamra Wright, the school’s director of diversity, equity, and inclusion, and strategic recruiting efforts by Eugene Pride III, the associate director for enrollment management and diversity.

Together, the duo have channeled their energy and experience into ensuring that O’Neill has a student body that is inclusive, welcoming, and diverse by partnering with key organizations both on and off campus.

As the sole recruiter for O’Neill Indianapolis undergraduate and graduate programs, Pride says he has to be creative when it comes to recruitment collaborations. That includes looking to other colleges for recruitment opportunities.

Pride seeks out students of diverse backgrounds already taking classes just minutes from IUPUI. He recently started a partnership with Ivy Tech Community College in Indianapolis to speak to their students about furthering their education after earning their Ivy Tech degrees, and how O’Neill could best serve them.

“I’m doing presentations specifically geared toward these students, where a huge percentage are low income, first generation, or diverse,” he says. “We’re using this opportunity to increase transfer students’ diversity. It won’t benefit us this year, but it will have an impact next year.”
That long-term planning is also important when looking at another off-campus opportunity: Indianapolis Public Schools (IPS).

“We recognized that the IPS schools are in our backyard, yet we’re not seeing many students come from that district,” Wright says. “How can we tap into that?”

Pride and Wright worked closely with IUPUI’s Office of Enrollment Management and Undergraduate Admissions, as well as the university’s Upward Bound program, where Wright once served as assistant director. Upward Bound participants are provided support services as part of a holistic approach to encourage academic progress and personal development.

“On-campus partnerships are key in reaching kids in IPS and other diverse schools in Indianapolis,” Pride says. “In addition to my visits to these schools, I now train professional staff across campus, as well as our campus ambassadors, to represent our school as a viable option for all declared and undecided majors in high school and at IUPUI,” Pride says. “I train them to speak about O’Neill as an exciting, inclusive environment.”

Wright says taking an innovative approach to partnerships is critical to attracting students. Her work with IUPUI’s Intergroup Dialogue (IGD) has opened doors to combine curricula and funding sources with three other schools—Engineering and Technology, Social Work, and Liberal Arts—to create a certificate program that is the first of its kind at IUPUI. The certificate program launched in spring 2018 and the first students to earn their certificates graduated the following December.

“Partnering with other schools is not how we’ve traditionally approached diversity,” Wright admits. “But when you’re trying to have a scalable and sustainable impact, you have to work with other schools and units on campus. If schools combine limited resources, they can have maximum impact.”

That impact reaches students who otherwise would never be exposed to O’Neill’s courses, conversations, and perspectives. The IGD courses help guide conversations between people of different backgrounds, allowing students to develop critical thinking skills, face conflict, communicate across differences, and work through challenging situations.

“We have courses where students can have really meaningful discussions,” Wright adds. “That’s not happening in other classes across campus. This is an opportunity to really move the diversity needle forward in an innovative way.”

Both Wright and Pride are keeping their eyes to the future to find more innovative ways to ensure the O’Neill School’s student population reflects the real world.

“We’re always looking for ways to improve,” Pride says. “We’re constantly evolving in our strategies and approaches but we know to make a lasting impact, we must keep diversity, equity, and inclusion present in everything we do and strive to find creative partnerships that help us fulfill that mission.”
Leaders of the newest center at the O’Neill School of Public and Environmental Affairs are looking for answers. The only problem? There’s a lack of consensus on what questions they need to find answers to.

After launching in May with a symposium, “New Frontiers in Arts Research,” leaders from the Center for Cultural Affairs (CCA) realized that so many differing perspectives on how to advance the arts and cultural sector have revealed the very purpose for the center itself.

Directed by Joanna Woronkowicz (institutional advancement), Michael Rushton (curricular programs), and Douglas Noonan (research initiatives), the center’s mission is to fill a gap in the field of cultural affairs.

“Before the opening of the CCA, there was no academic research center for arts and culture focused on producing high-quality scholarship that was also a training ground and connecting hub for researchers in the field,” Woronkowicz said.

The center aspires to be a catalyst for the development of rigorous, objective, and critical scholarship within cultural affairs, serving as a connecting node for researchers whose work focuses in the broad context of the field.

That vision translates to an advancement of the understanding of the role of arts and culture in public life.

The center was established through a $50,000 grant from NSF International in honor of founding Dean Chuck Bonser. Bonser has worked tirelessly over the years to establish IU as a national leader in the field of cultural policy and management.
“I believe deeply in the O’Neill School’s mission and am proud of all that we’ve accomplished,” Bonser said. “I’m grateful to my colleagues at NSF for this gift that has made possible a significant step toward launching the O’Neill School Center for Cultural Affairs.”

In addition to the center’s three directors, an eight-member advisory board has been empaneled to help guide future plans. As outlined in the recently released strategic plan, the center has three forthcoming priorities: Training, research, and outreach.

Those broad categories include major initiatives such as establishing a doctoral fellowship program, enhancing coursework in the undergraduate programs in arts administration and management, establishing a network for theory development, organizing a biennial research conference, seeking external funding for research projects, publicizing center achievements, and organizing a dedicated speaker series.

For more information about the CCA, visit: culturalaffairs.indiana.edu
ways to give
The O’Neill Future Fund

Since fall 2018, more than 50 alumni have turned $15,000 into $100,000. Will you be a part of turning $50,000 into $1 million?

The O’Neill Alumni Association Board of Directors has challenged graduates to raise $50,000 leading up to our 50th anniversary in 2022. We will set these compounding funds aside until our 100th anniversary in 2072, when the dean will spend the entirety on high-impact projects.

A donation of $50 compounding over 50 years will be $1,000—even adjusted for inflation, your contribution will be worth four times more in the future! Make a gift in celebration of O’Neill’s 50 years of impact today.

Washington Leadership Program Fund

Students at the O’Neill School pursue diverse opportunities, from the debate team to study abroad. Twenty-four students from both the Bloomington and Indianapolis campuses spend a semester in Washington, D.C. through the Washington Leadership Program, taking classes and interning at federal agencies, nonprofits, businesses, and more.

This incredible experience is life changing for students, but it requires significant financial investment. Think of building a professional wardrobe when you are 19!

“I was used to being one of few people of color in classrooms and workplaces. But then I started my WLP internship at EMILY’s List, where I was surrounded by other South Asian-American women, which was transformative for my professional experience...WLP laid the foundation, and I’m excited to see where I go next.”

— Sheila Raghavendran, WLP alumna 2018

Your gift to the Washington Leadership Program Fund—available through Bloomington or IUPUI—makes an immediate impact on students of all backgrounds who want to pursue a transformational semester. Visit www.myiu.org/give-now and enter the Fund you feel most connected to!
how to get involved
As the O’Neill School innovates with the introduction of new degree programs, student-centered initiatives, research centers, and more, we ask that alumni be a part of it.

There are many ways for alumni to get involved. Here are our top suggestions:

**Mentor Collective**

Today’s students crave advice from people who have been in their shoes. The O’Neill Mentor Collective is an online mentorship community that matches trained upperclassmen and alumni with undergraduate and graduate students on the Bloomington and Indianapolis campuses, based on common interests, background, academics, and professional aspirations. The O’Neill School is excited to provide targeted mentorship for first-generation students and students of color.

As a mentor, you may converse with your mentee on their major selection, balancing school with other obligations, setting yourself up for academic and career success, and more. For more information and to sign up, visit the O’Neill School websites for either Bloomington or Indianapolis, and search for "mentor collective."

**Speakers Bureau**

Alumni have practical expertise that students want. The O’Neill Alumni Speakers Bureau is available to full-time and adjunct faculty on both campuses who would like to bring in outside voices to their classrooms. Faculty have access to the Speakers Bureau year-round—if you are selected, we will reach out to see if you are able to appear in person or remotely. Email oneillar@iu.edu to participate.

“Guest speaking in finance classes allows me to refine my thinking on budget processes. I love getting to interact with students and fielding their questions on what it’s like to work in state government. Working with Professor Mark Levin’s classes has been an incredibly rewarding experience.”

— **Jason Dudich**, BSPA’00  
CFO, University of Indianapolis  
Former Budget Director, State of Indiana
Remembering John Mikesell
The O’Neill School lost one of its most legendary figures in September with the passing of Professor John Mikesell.

Mikesell joined our faculty in 1973, having studied economics at Wabash College and the University of Illinois. He earned his doctorate at Illinois in 1969 and embarked on a brief teaching stint at West Virginia when founding Dean Chuck Bonser recruited him to join the O’Neill School of Public and Environmental Affairs. He never left.

Mikesell retired in 2016 as a Chancellor’s Professor Emeritus of Public and Environmental Affairs, a distinction accorded him by the university in 2008 for his many contributions to his field of study, our school, and Indiana University.

Those contributions are seemingly endless: there is not a subfield of public finance and budgeting where one cannot find the reach of Mikesell’s work. In his long and storied career, Mikesell wrote or edited six books, among them the most widely adopted text—*Fiscal Administration, Analysis, and Applications for the Public Sector*, now in its 10th edition—on governmental financial administration in the United States today. Mikesell’s work earned him recognition and awards, including the 2002 Aaron Wildavsky Award for Lifetime Scholarly Achievement in Public Budgeting and Finance and the 2015 Steven D. Gold Award for Outstanding Contributions to State and Local Fiscal Policy.

For more than three decades Mikesell served the state of Indiana as the key technical advisor on the Indiana State Revenue Forecast Technical Committee, where he prepared official consensus estimates of state revenues for the State Office of Management and Budget.

Mikesell’s interests and expertise took him abroad over the years, where he served as either a consultant or member of World Bank missions to seven nations, and was posted as chief fiscal economist in a multilaterally funded project of fiscal reform in the Ministry of Finance of Ukraine. He and his wife Karen witnessed first-hand the economic chaos that accompanied the 1998 Russian currency collapse, an event that left an indelible mark on both his research and instruction.

On the Bloomington campus, Mikesell’s service to our school was remarkable. He held several senior administrative positions at the O’Neill School, including chair of the economics and finance faculty, director of the MPA program, director of international public administration partnerships, director of professional graduate programs, and associate dean for academic affairs.

Former students and colleagues reacted with great sadness at the news, remembering Mikesell as a pivotal figure in their education.

“He was my public finance professor and one of the reasons I’m in public finance today,” said Jennifer Nofzinger Leholm, MPA’96. “I use the information I learned in his revenue theory class every day,” said Cora Bruemmer, MPA’09.

In late September, the Association for Budgeting & Financial Management hosted a celebration of Mikesell’s life, work, and legacy at the association’s annual conference. While the event was planned prior to Mikesell’s passing, it brought together colleagues and friends from around the world to pay fitting tribute to one of our school’s finest scholars and teachers.

In memory of John, contributions may be to the John Mikesell Fellowship in Public Finance at the IU O’Neill School of Public and Environmental Affairs. Please make memorial gifts payable to IU Foundation and indicate “John Mikesell Fellowship” on your gift. Mail to: IU O’Neill SPEA, 1315 E 10th Street, Suite 310, Bloomington, IN 47405.
class notes
1960s

In March, IU President Michael A. McRobbie announced that the IU School of Public and Environmental Affairs was to be renamed in honor of former secretary of the U.S. Treasury and IU alumnus, Paul H. O’Neill, MPA’66, LHD’14. The school will now be known as the Paul H. O’Neill School of Public and Environmental Affairs in recognition of O’Neill’s distinguished career in both the private and public sectors, for and his generous $30 million gift to support programming within the school. The naming extends to both the IU Bloomington and IUPUI campus schools. “Over half a century ago I was afforded the opportunity to come to Indiana University, which I count among the great good fortunes of my life,” said O’Neill. “Here, I encountered an endless feast of learning, alongside wonderful faculty and students dedicated to the noble calling of public service. My education at IU was instrumental in preparing me for all that followed throughout a diverse and meaningful career.”

1980s

In April 2018, Carl E. Morehouse, MPA’80, former Ventura, Calif., city council member and past mayor, was inducted into the College of Fellows of the American Institute of Certified Planners at the annual American Planning Association conference in New Orleans. The title of FAICP is the highest honor in the land-use planning profession. Morehouse was nominated in the category of community service and leadership. This year, only 64 individuals from the U.S. were admitted as fellows and Morehouse was one of just six planners from the state of California to be inducted. This year’s conference was attended by close to 6,000 planners from all 50 states and international locations.

Michael K. Davis, BS’82, JD’87, recently celebrated his 60th birthday and 20th year as city administrator of Middleton, Wis. (voted Money Magazine’s “Best Place to Live” in 2007). He serves as the appointed chief administrative officer of the municipality of 18,810, contiguous to the west side of the state
capital, Madison. Davis oversees 13 departments and 162 employees, providing a vast array of community services. He also wears the additional hats of personnel officer, public information officer, and director of economic and community development.

James W. Gray, BS’82, JD’85, writes that he sent in a photo of “three IU alums currently serving in leadership positions at little Brandeis University, outside Boston.” They are, left to right, Larry M. Lewellen, BS’77, interim vice president for human resources; Karen L. Muncaster, BS’79, vice president of the Rabb School of Continuing Studies and acting vice president for student affairs; and Gray, vice president for campus operations. Prior to joining Brandeis, Gray spent most of his career with Indianapolis-based commercial real estate firm, Duke Realty, and then with Harvard University as associate VP for Harvard Real Estate. He also served as IU Trustee from 1981 to 1983. Gray adds, “All three proud alums had a laugh together sharing stories about their favorite concerts in Assembly Hall, Hoosier basketball in the era of Bobby Knight, stromboli sandwiches at Nick’s English Hut, and punch-card class registration in the fieldhouse. Go IU!”

1990s

In February, Connie S. Barron, AS/MAT’92, BS’96, MPA’98, was promoted to assistant city manager for the City of Cape Coral, Fla. She oversees human resources, information technology, and public information and spearheads and coordinates major projects among all city departments. Cape Coral is one of the fastest growing cities in the country and is now the eighth largest city in the state of Florida with more than 190,000 residents. Barron has worked for the City of Cape Coral since 1997. She writes that she will become a first-time grandma in June.

Andrew F. Recinos, BM’93, MA’95, celebrated IU Day in London, where he was traveling for work. Recinos is president of the nonprofit Tessitura Network, a company that provides technology, services, and community to arts and cultural organizations around the world. He writes, “If you can
think of a major arts and cultural organization in the English-speaking world, chances are we provide their ticketing, marketing, and fundraising technology." Recinos adds, "I hold a bachelor’s degree in music composition from the Jacobs School of Music and a master’s degree from the arts administration program at the O’Neill School of Public and Environmental Affairs. As the president of a company devoted to arts and culture, the education from those two schools was a key launchpad to my career, and that love and affinity for IU is why I thought to bring the pennant to London (by way of Australia) and have the photo taken for IU Day." Recinos continues: "I also serve on the Distinguished Alumni Council of the O’Neill School of Public and Environmental Affairs, so that is another ongoing connection to the school which brings me back to Bloomington a few times a year. I’m a donor to both schools and a life member of the IU Alumni Association. Finally, and very importantly, I met my future wife, Peggy A. Cooper, BA’93, as a freshman at IU in 1989, so Indiana is important for us on many levels."

**April Hunsinger Schilling**, BS’95, JD’98, has joined the Indianapolis office of law firm Stoll Keenon Ogden as a member in the firm’s business services group, concentrating her practice in corporate finance and lending, including emerging business and venture capital, health care, mergers and acquisitions, and real estate. Schilling was previously a partner in the Indianapolis office of Milwaukee-based Quarles & Brady. She is a member of both Executive Women in Finance and the International Council of Shopping Centers, a fellow of the American College of Mortgage Attorneys, and an associate member of Urban Land Institute. Schilling lives in Indianapolis.

**2000s**

After more than a decade in marketing and public relations, writer, marketing professional, and storyteller **Christopher R. Hintz**, MA/MPA’04, has started his own company, iSee Communications. He helps businesses and nonprofits tell compelling visual stories. For more information about the company, visit iseecomm.com.
Michelle Study-Campbell, MPA’06, has joined Kiwanis International as youth protection director. In this role she focuses on developing, implementing, and managing youth-protection initiatives for Kiwanis youth and adult audiences. Study-Campbell joined Kiwanis from Ronald McDonald House Charities of Central Indiana, where she was chief executive officer for four years. One of her initiatives there was a prevention and education program called “Keeping Families Safe.” She also has served as president and chief executive officer for Reach for Youth Inc., and was director of strategic initiatives for the Indianapolis Private Industry Council, now EmployIndy. She also has worked in the public sector at the Indiana Department of Workforce Development, the Indiana Development Finance Authority, and was a fellow in the Office of Governor Frank O’Bannon. Study-Campbell was recognized as a young leader in the 2013 edition of the Indianapolis Business Journal’s “40 Under 40.” She and her husband, Michael, are the parents of a daughter. They live in Indianapolis.

Clare E. Canzoneri, BA’06, MA’09, is digital marketing manager for SIFF in Seattle. SIFF presents the Seattle International Film Festival, one of the largest film festivals in the United States, as well as film education and year-round cinema programming. Previously, she worked in marketing communications at the Museum of Pop Culture in Seattle. Canzoneri lives in Seattle.

2010s

The Local Initiatives Support Corp., a community investment group that works to resuscitate urban Indianapolis neighborhoods, has named Theodore S. “Tedd” Grain, Cert/MA/MPA’12, as its executive director. He joined the organization as a program officer in 2009 and became deputy director four years ago. Grain grew up in Recife, Brazil, before becoming a community organizer in Indianapolis, working with the Justice for Immigrants Coalition of Indiana. He also worked on policy issues for the Indy Chamber and served as a professor at IU’s O’Neill School of Public and Environmental Affairs, teaching about sustainable community development. Grain lives in Indianapolis.
Joseph Tanasovich, BS’15, is an inspector in the Fire Marshal’s Office of the Indiana Department of Homeland Security in Indianapolis. In September 2017, the Indianapolis TV station Fox 59 ran a story about fire inspectors investigating safety issues for “haunted houses” during the Halloween season. Tanasovich is one of a handful of inspectors that go around to haunted houses once they are finished to make sure the walkways are big enough and there are no fire hazards. “In 1984, there was a fatal fire in a haunted house [in New Jersey],” Tanasovich said. “There were eight juveniles who were tragically killed and because of that, a lot of codes came about that regulate haunted houses.” He added that each haunted house he inspects receives a permit, which is something members of the public should look for before they enter. Tanasovich lives in Indianapolis.

Sadie L. Dillon, BS’16, is completing a law degree at the IU Maurer School of Law in Bloomington, where she served as executive production editor of the Indiana Journal of Global Legal Studies. Dillon also served as a law clerk at the Fort Wayne, Ind., law firm Barrett McNagny in the summer of 2018, and interned twice in the office of former Indiana senator and director of national intelligence Dan Coats. Dillon received her undergraduate degree in public and nonprofit management from IU in Bloomington.

Rachel J. Santos, Cert/BA’16, MPA’18, is currently manager of operations and communications for the Indianapolis Mayor’s Office of Education Innovation. In December 2018, Santos received a Master of Public Affairs degree with a concentration in policy analysis from IU’s O’Neill School of Public and Environmental Affairs on the IUPUI campus. She writes that she is thankful for the amazing undergraduate experience she received at IU South Bend. She adds that IUSB’s American Democracy Project and Student Government Association taught her professionalism and has helped shape her future.

If you have an update you would like to appear in Class Notes, email us at oneillar@iu.edu.
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