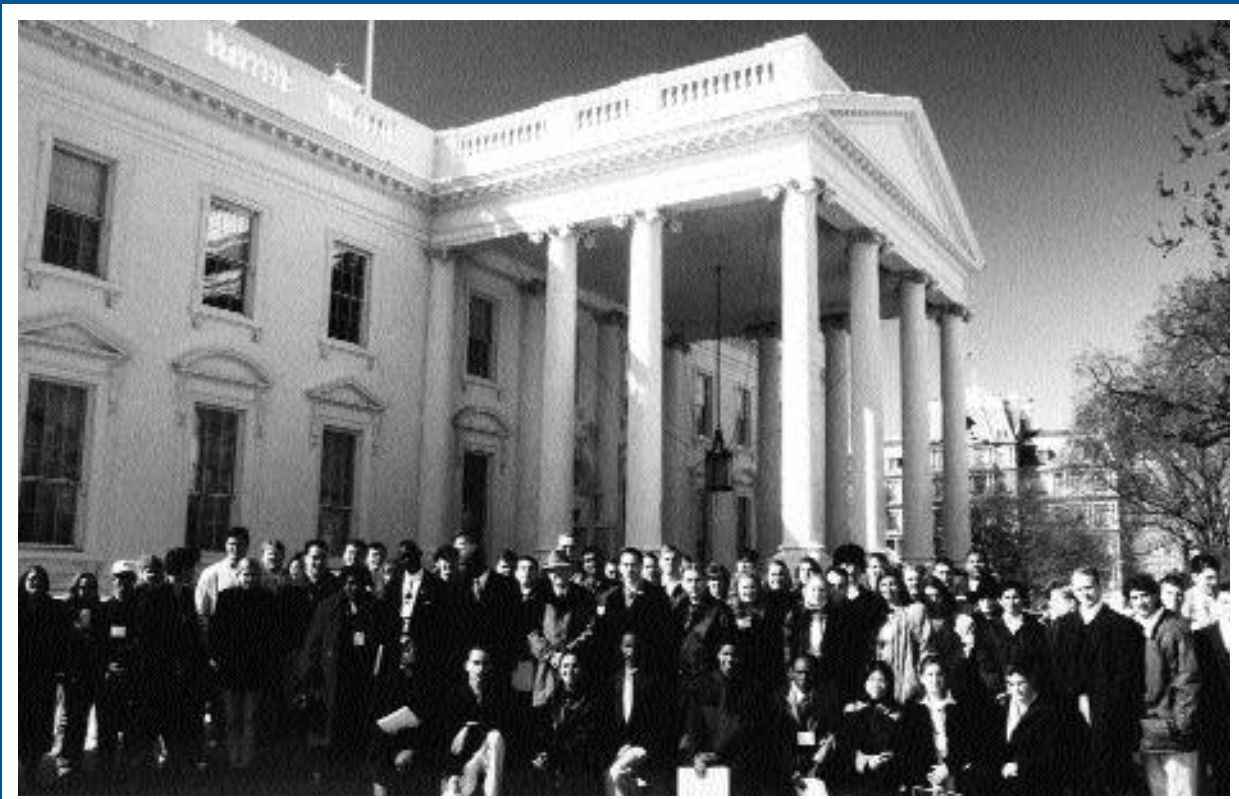


# INSPIRING A DIALOGUE ON THE PRESIDENCY WITH A NEW GENERATION OF LEADERS



FELLOWS PROGRAM  
CENTER FOR THE STUDY OF THE PRESIDENCY  
WASHINGTON, DC



## Call to Public Service

The non-partisan Center for the Study of the Presidency actively counsels the White House and the Executive Branch on policy areas critical to strengthening Presidential leadership by reaching out to the creativity and innovation in the private sector, public policy centers, and academic communities. The following programs constitute the core of the Center's current initiatives:

1. Presidential Leadership to Forge a New Generation of Young Leaders - Center Fellows Program
2. Presidential Leadership in Communicating America
3. Presidential Leadership to Improve Homeland Security
4. Presidential Leadership to Marshal the Nation's Science, Medical and Technology Resources
5. Presidential Leadership to Build Global Economic Stability



## About the Center for the Study of the Presidency's Fellows Program

The Center for the Study of the Presidency, founded in 1965, is a non-profit, non-partisan 501(c)(3) organization serving as a central resource on issues affecting the modern Presidency. As the foremost organization in the United States dedicated to this effort, the Center endeavors to study all aspects of the American Presidency, to strengthen the Executive-Legislative Branch relationship, and to encourage public service, especially among young Americans.

- ▶ The Center Fellows Program is a unique non-resident educational initiative offering **65 select undergraduate and graduate students from leading colleges and universities, a year-long opportunity to study the U.S. Presidency**, the public policymaking process, and our Chief Executive's relations with Congress, allies, the media, and the American public. Our goal is to develop a new generation of national leaders committed to public service.
- ▶ Fellows come to Washington, D.C. for personal briefings by national media representatives, for networking opportunities with decision makers, and for a chance to learn firsthand about the policymaking process.
- ▶ This unique Fellowship requires that each student research, write, and present an original paper on an issue of the modern Presidency that will be published by the Center. The Center provides Mentors drawn from the public policy community and government to help the Fellows define their proposals and also support the writing and editing of an article that is brought to publishing standards during the academic year.
- ▶ In the spring of 2003 the Center hosted its Annual Awards Dinner honoring Tom Ridge, the Secretary of the Department of Homeland Security, for his public service to the country in a time of national crisis. *The Publius Award*, named after the pseudonym adopted by the authors of the *Federalist Papers*, was presented to Secretary Ridge before an audience of 450 public policy leaders, including Ambassadors and Ministers of Foreign Embassies, Members of Congress, business, think tank, and governmental executives, and CSP Fellows.
- ▶ Each year two Center Fellows are recognized for the exceptional scholarship of their papers on the modern Presidency. Substantial awards and plaques honoring their achievements are presented.

Since its inception, the Center Fellows Program has developed leadership and scholarship skills in more than 1,000 students. Many have gone on to distinguish themselves in government, education, military, business and other fields of endeavor.

For more information contact:  
Robert E. Henderson, Dean of Fellows  
(202) 872-9800  
[rhenderson@thepresidency.org](mailto:rhenderson@thepresidency.org)



Photos: Mark Charette

**Top:** Rob Henderson, Dean of Fellows, introduces Anthony Cordesman of the Center for Strategic and International Studies to speak about the War in Iraq and its aftermath. **Middle:** First Lady Laura Bush with Center Fellows. **Bottom:** Clay Johnson, Deputy Director of the Office of Management and Budget, briefs the Fellows in the historic White House Indian Treaty Room on the challenges of government.

## Center Fellows Program

Each year, the Center Fellows Program brings 65 of the nation's top students to Washington for Spring and Fall leadership conferences that feature high-level government officials from the Executive and Legislative branches. The centerpiece of the program is the research, writing, and defense of an original paper that focuses on Presidential leadership. White House, State Department and Congressional leaders also brief the Fellows on current issues.

This non-resident Center Fellows Program offers exceptional students the opportunity to gain an inside look at the making of public policy through the eyes and minds of senior government officials, Presidential scholars, media experts and leading policy analysts.

During the course of their Fellowship, Center Fellows:

- ▶ Interact with a distinguished Council of Scholars, policy experts, and top officials in the White House.
- ▶ Attend think tank briefings, press conferences, educational seminars, and leadership conferences.
- ▶ Research, write, present, and defend an original paper for publishing on a relevant topic of their choice before policy experts and their peers.
- ▶ Attend an Annual Awards ceremony and hear from recipients of the Center's *Publius Award* for distinguished bipartisan leadership.





*“Being a Center Fellow has altered the trajectory of my life.... I would be thrilled if my life includes working in the government and making the system better. Truly, I credit the Center with that change of heart.”*

Jill Rickershauser  
Smith College



**Top:** Jill Rickershauser, Smith College.

**Middle Left:** David Gergen, advisor to Presidents Nixon, Ford, Reagan, George H.W. Bush, and Clinton, and now at the Kennedy School of Government at Harvard University, autographs his new book for a Fellow.

**Right:** Amb. McKinney Russell (top), Michael Maibach (middle), and Jonah Czerwinski (bottom) mentor Fellows.

**Bottom Left:** Sean Collier, Boston College.



*“The Fall Fellows Conference was a fascinating experience. It is great to look around and see so many of the smartest members of my age group, all assembled to understand the policy discussions of the present U.S., the issues of the world, and what we can do to have a positive role in our government.”*

Sean Collier  
Boston College

The Fellows spend the academic year working on original papers that they design and develop. To aid in this process, Fellows gather in Issue Groups where professional mentors critique each paper and guide the student through the development of an effective research strategy and a first draft. Fellows also work with their campus faculty or thesis director.



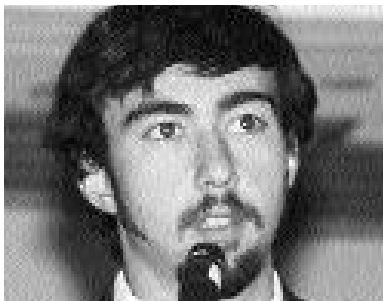
**Alicia Kolar** of the John F. Kennedy School of Government at Harvard analyzed President Kennedy's speech to the nation during the Cuban Missile Crisis. Working with Ted Sorensen, Kennedy's speech writer, she compared the delivered speech to one drafted for President Kennedy that he did not deliver, which would have announced the commencement of air strikes on Cuba. New documents that recently were made public provided an intimate look at Kennedy's most critical Presidential decision and how his words helped avoid a war.



**Ajay Sutaria** of Columbia University wrote "Towards a New Paradigm: Reevaluating Presidential and Congressional Roles in the Formulation of National Security Policy." This paper argued that the old National Security Constitution, a paradigm based on the War Powers Resolution, is too constrictive of Presidential leadership for this new age. Key elements of an alternative paradigm provide the President with the ability to lead while maintaining the balanced participation of the branches envisioned in the Constitution.



**Teresa Breen** of UCLA examined "Peace in Sudan," comparing the newly-energized efforts of the Bush Administration to end the civil war in Sudan to the policies of the Clinton Administration. Following a thorough research of relevant issues, she analyzed whether the same mistakes will be repeated or whether real progress in ending this four-decades-old civil war is truly possible.



**Brett Tompkins** of the University of Pennsylvania explored "Destiny of Expansion: Theodore Roosevelt's Address at the Dedication Ceremonies of the Louisiana Purchase Exposition 1903 Western Tour." In his corollary to the Monroe Doctrine, Theodore Roosevelt became the first President who actively sought to place the United States within a framework of global power. By examining the first truly modern expression of U.S. foreign policy, this paper determined what effect the legacy of Rooseveltian interventionism has had on recent U.S. foreign policy.



**Laila Shetty** of Barnard College analyzed "The American Steel Industry: Is Protectionism Really Helping the Industry Get Back on Its Feet?" Ms. Shetty asked what steps led the Bush Administration to impose these tariffs and what further consequences does the industry, and more importantly the United States, face as a result of these drastic measures.

## 2002-2003 Center Fellows and Papers

**Barnard College**, Laila Shetty – *The American Steel Industry: Is Protectionism Really Helping the Industry get Back on Its Feet?*

**Boston College**, Sean Collier – *Undiplomatic Immunity: Complementarity and the International Criminal Court*

**Brown University**, Bill Heil – *FirstGov.gov: Re-inventing e-Government for the First Time, Again*

**Bryn Mawr College**, Rebecca Brown – *The Bush Doctrine: A Grand Strategy for American Decline and a New World Disorder*

**Bucknell University**, Michael Boland – *Cabinet Making: Presidential Decision Making and the Expansion of the Outer Cabinet*

**Colby College**, Catherine Jessop – *The Presidency and the Press: Changing Relationships in a Time of Crisis*

**Colgate University**, Bonnie Rust – *The Doctrine of Pre-emption: Violative of the Constitution or Necessary for the Preservation of the United States?*

**College of William & Mary**, Stephen Ng – *Executive-Legislative Communication: A Tradition of Mixed Signals*

**Colorado College**, Kyle DeBeer – *Contemporary Relevance of a Balance of Power and the Bush Administration's Security Strategy*

**Columbia University**, Ajay Sutaria – *Towards a New Paradigm: Reevaluating Presidential and Congressional Roles in the Formulation of National Security Policy*

**Cornell University**, Il Hyun Cho – *Constructing Threats: The Role of Elite Coalitions in the Missile Defense Debate*

**Dartmouth College**, Russell Sample – *Dick Cheney and the Changing Role of the Vice Presidency*

**Davidson College**, Adam Hill – *An Art on the Fly: Campaign Strategy in the U.S. Senate Elections of 2002*

**Duke University**, Tyler Will – *Ronald Reagan and the Passage of the Economic Recovery Tax Act of 1981: A Study of Ideological and Transactional Leadership*

**Emory University**, Christopher Richardson – *Harry S. Truman: Years of Transition*

**Fitchburg State College**, Alyne Butland – *Rhetoric as Remedy: The Words that Reasserted the Clinton Presidency*

**Gannon University**, Emily O'Connell – *Content Analysis and Comparison of Neoconservative Rhetoric within the Early Speeches of Ronald Reagan and George W. Bush*

**George Mason University**, Jason Hartke – *The Institutional Presidency and Executive Orders: The Implication of Institutionalized Policymaking Tools*

**George Washington University**, Blake Newmark – *The Credibility Gap: A President's Response to an Economic Crisis*

**Georgetown University**, William Adams – *Homeland Security: The Institutional Road to Cabinet Status*

**Georgia Institute of Technology**, Whitney Setzer – *Is Personal Morality an Important Factor in Determining the Effectiveness of a President? A Comparison of the Carter and Clinton Administrations*

**Gettysburg College**, Jonathan Goldberg – *Bush's Use of His Cabinet Before and After September 11*

**Harvard University**, Alicia Kolar – *The Two Speeches of the Cuban Missile Crisis*

**Howard University**, Crystal Frierson – *The Use of Treaties as a Foreign Policy Tool*

**Johns Hopkins University**, Seth Korman – *Manufacturing Consent: The Truman Doctrine and Harry Truman's Education in Foreign Affairs*

**Middlebury College**, H. Timothy Perry – *HALCYON DAYS: Education Reform and the Modern Presidents*

**Morehouse College**, Louis Boyd – *Timeless War: The Merit of President George W. Bush's Policy on Fighting Illegal Drug Usage*

**Mount Holyoke College**, Whitney Russell – *The Limits of Necessity: The Legality and Legitimacy of Detentions in Wartime*

**North Georgia College & State University**, Brendon Terry – *Clarity of Purpose in a Blurred Reality: Proving the Powell Doctrine*

**Northwestern University**, Matthew Irwin – *Rhetoric's Foreign Policy Implications: A Case Study of the George W. Bush National Security Policy*

**Norwich University**, Phillip Newman – *Protecting Citizens, Preserving Rights: The USA PATRIOT Act & Civil Liberties in a Post 9/11 America*

**Pennsylvania State University**, Adam Tarosky – *Presidential Rhetoric in Times of War: A Rhetorical Analysis of Major Wartime Speeches*

**Princeton University**, Andrew DeFilippis – *Days of Infamy: Presidential Lessons Learned from the Two Greatest Intelligence Failures in American History*

**Rice University**, Lindsay Lawley – *Leadership into the Unknown: How Laymen Presidents Have Shaped the Course of Scientific Development*

**Rollins College**, Matthew Williams – *Affirmative Reaction: Effective Presidential Strategies on Race-Conscious Public Policies*

**Smith College**, Katherine Monninger – *A Delicate Balance: How to be an Effective President*

**Stanford University**, Meena Mallipedi – *Bush and Germany*

**The Citadel, the Military College of South Carolina**, Timothy Anderson – *U.S. Presidential Foreign Policy Relating to the Tibetan Government-in-Exile*

**Tulane University**, Jonathan Davis – *Bucking the Trend: Midterm Elections in Times of National Crisis or Surging Presidential Popularity*

**United States Air Force Academy**, Megan Himer – *Changes to the United States National Security Strategy and the American Presidency: A Budding Relationship*

**United States Air Force Academy**, Raymond Rounds – *U.S. Foreign Policy Toward China*

**United States Coast Guard Academy**, Rachel Cost – *An Analysis of the Department of Homeland Security*

**United States Coast Guard Academy**, Staci Krueger – *National and Homeland Security: A Comparison Between the Development of the NSC and DHS*

**United States Military Academy**, Steven Hemmann – *Do Actions Speak Louder Than Words? An Analysis of John F. Kennedy's Leadership During the Civil Rights Movement*

**United States Military Academy**, Seth Johnston – *Safeguarding the Freedom, Common Heritage, and Civilization of the Peoples: President Truman and the North Atlantic Treaty*

**United States Naval Academy**, Christopher Blackburn – *Choosing to Blockade: Presidential Leadership and the Executive Committee*

**United States Naval Academy**, Adam Tisdall – *The Stream of Public Opinion on Presidential Leadership: Johnson Takes the Nation to War*

**University of California-Berkeley**, Jed Harris – *Managing Proliferation Risk in Pakistan: How the Bush Administration Can Shore Up a New Ally*

**University of California-Los Angeles**, Teresa Breen – *Peace in Sudan: How the Bush Administration Can End the Civil War Although the Clinton Administration's Policy Failed*

**University of Connecticut**, Paige Simon – *Increasing National Security: Defeating Terrorism for the Safety of the U.S. Homeland*

**University of Michigan**, Christianne Hall – *Treatment of Immigrants During War and National Security Crises*

**University of North Carolina-Chapel Hill**, Katherine Carter – *Setting the Agenda: President Bush's Rhetorical Finesse of the Iraq Situation from the State of the Union Address to His Presentation to the UN.*

**University of Notre Dame**, Andrea Swinehart – *President Carter and the Democratic Congress: One Party, Two Branches*

**University of Pennsylvania**, Brett Tompkins – *Destiny of Expansion: Theodore Roosevelt's Address at the Dedication Ceremonies of the Louisiana Purchase Exposition 1903 Western Tour*

**University of Tennessee-Chattanooga**, Adam Izell – *George W. Bush: Unilateralist, Son of Multilateralist*

**University of Texas A&M**, Nathan Cook – *He Lead, They Followed: Teddy Roosevelt and the Public's Perception of His Success*

**University of Texas Austin**, Eli Van Camp – *The Presidential Role in Immigration Policy Development*

**University of the South**, Mark Cummings – *To What Extent the United States, Vis-à-vis Presidential Power, Is and Should Be Constrained by the International Community in Dealing with Iraq*

**University of Virginia**, Walker Forehand – *Kennedy and the Cuban Missile Crisis*

**University of Wisconsin-Madison**, Matthew Dull – *The Politics of Performance Measurement: Information, Administrative Reform, and Political Control of Federal Agencies*

**Vanderbilt University**, Matthew Merkle – *The President in China: Still a Domestic Officer*

**Vassar College**, Michael Schmidt – *Commander and Chief: the War Making Ability of the President*

**Virginia Military Institute**, Luke Kingree – *Attitude and Past Experience and a President's Power*

**Williams College**, Edward O'Donnell – *Presidential Rhetoric and Public Opinion: George W. Bush and Iraq*





**Top:** Secretary of the Department of Homeland Security Tom Ridge was recognized for superior Public Service with the *Publius Award*. **Middle:** Andrew DeFilippis is presented the James Robert Moffett Award for the Best Overall Paper by Dinner Chairman Moffett, President of Freeport McMoRan Copper and Gold Inc. and Dr. David Abshire, President of the Center. **Next:** Seth Johnston of the U.S. Military Academy addresses the Awards Dinner audience after winning the Donald Marron Award for the Best Historical Paper while Moffett and Abshire look on. **Bottom:** Military Academy Fellows pose with Secretary Ridge.



Photos: Mark Charette



Photo: Catherine E. D. Boulton

*“My Center Fellowship was a pivotal experience in my leadership development.”*  
Andrew Ortiz

Center Fellows meet Presidents, First Ladies, Members of Congress, and government executives at all levels. These experiences have launched many Fellows on their own careers in public policy and public affairs.

CSP alumni can be found working throughout Congress and the Executive Branch of the Federal Government, including the United States Trade Representatives Office, the Department of State, the Department of Defense, the Department of Education, NASA, The Federal Trade Commission, and the new Department of Homeland Security, among many others.

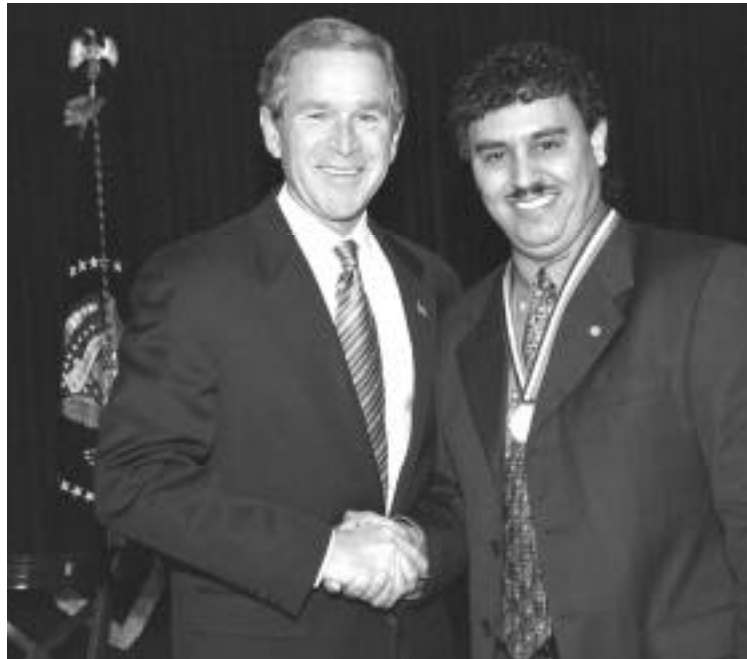


Photo: Lorraine Chickering



Photo: Catherine E. D. Boulit



Photo: Lorraine Chickering

*“Through the Center, I had the opportunity to interact with policy-makers and students from around the country, which inspired me to intern at the White House and eventually to work full time in the U.S. House of Representatives.”*

Sam Langholz  
Washington and Lee  
University



Photo: Mark Charette

*“The conference challenges the Fellows to absorb, digest, and respond to very sophisticated information and the process of doing this has been extremely rewarding. I have rarely met a more charismatic, intelligent, and hardworking group of people.”*

Katherine A. Carter  
University of North  
Carolina, Chapel Hill



Photo: Steve Fenn/ABC

*“Being a Center Fellow is the next best thing to working in the White House.”*

George Stephanopoulos  
ABC Correspondent and  
former Presidential Advisor  
and Center Fellow

Since 1965, the Center has brought over 1,000 gifted undergraduates and graduate students from leading colleges and universities across the United States to Washington, D.C. for a unique educational program that immerses them in the institution of the American Presidency.

*“The Fellows Program has provided me with an amazing opportunity to discuss the political world with people not on my campus, and people willing to take into consideration different views.”*

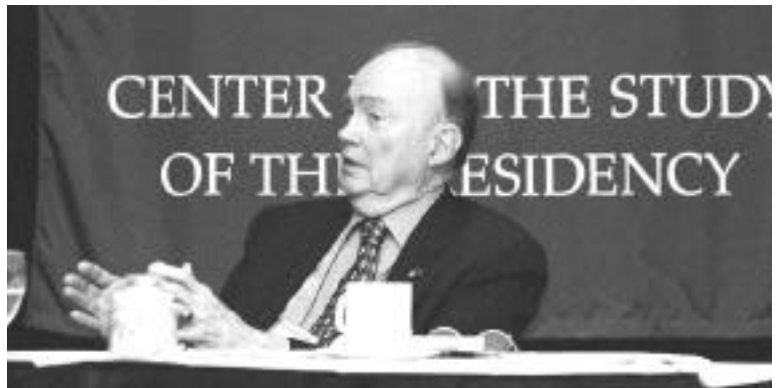
**Kate Monninger**  
Smith College



**Top:** Center Fellows between Conference sessions.

**Middle:** Mentor Colin Newlin of Braintree Consulting and Dr. Thomas Kirlin of the Center listen to Alicia Kolar, Fellow from the Kennedy School of Harvard University.

**Bottom:** Dr. David Abshire, Center President, former Ambassador to NATO, and a founder of the Center for Strategic and International Studies, speaks to the Fellows about Presidential Leadership.



Photos: Mark Charette



## Council of Scholars

Michael Beschloss, Author of *The Crisis Years: Kennedy and Khrushchev, 1960-1963*

David Gergen, Professor, John F. Kennedy School of Government, Harvard University, Former White House advisor to Presidents Nixon, Ford, Reagan, Bush, and Clinton

Fred Greenstein, Professor of Politics and Director, Woodrow Wilson School Research Program in Leadership Studies, Princeton University

Richard Neustadt, Douglas Dillion Professor of Government (Emeritus), John F. Kennedy School of Government, Harvard University

George C. Edwards III, Director, The Center for Presidential Studies and Jordan Professor of Liberal Arts, Texas A&M University

James Pfiffner, Professor, School of Public Policy, George Mason University

---

## Participating Schools

Amherst College  
Barnard College  
Boston College  
Brown University  
Bryn Mawr College  
Bucknell University  
California Institute of Technology  
Citadel, the Military College of South Carolina  
Colby College  
Colgate University  
College of William and Mary  
Colorado College  
Columbia University  
Cornell University  
Dartmouth University  
Davidson University  
Duke University  
Emory University  
Fitchburg State College  
Gannon University  
George Mason University  
George Washington University

Georgetown University  
Georgia Institute of Technology  
Gettysburg College  
Harvard University  
Howard University  
Johns Hopkins University  
Massachusetts Institute of Technology  
Middlebury College  
Morehouse College  
Mount Holyoke College  
Northwestern University  
North Georgia College and State University  
Norwich University  
Pennsylvania State University  
Princeton University  
Rice University  
Rollins College  
Smith College  
Stanford University  
Texas A&M University  
Tulane University  
United States Air Force Academy

United States Coast Guard Academy  
United States Military Academy  
United States Naval Academy  
University of California- Berkeley  
University of California- Los Angeles  
University of Chicago  
University of North Carolina- Chapel Hill  
University of Notre Dame  
University of Pennsylvania  
University of Tennessee- Chattanooga  
University of Texas- Austin  
University of the South  
University of Virginia  
University of Wisconsin- Madison  
Vanderbilt University  
Vassar College  
Virginia Military Institute  
Wellesley College  
Williams College  
Yale University

---

## Fellows Program Mentors

Loretta Bondi, Center for Transatlantic Relations of the Johns Hopkins University School of Advanced International Studies; Meena Bose, U.S. Military Academy; Douglas Brattebo, U.S. Naval Academy; Jonah Czerwinski, Center for the Study of the Presidency; Richard Ehrenreich, Department of State; Thomas M. Kirlin, Center for the Study of the Presidency; Michael Maibach, World Affairs Council of America; Bruce McCole, Institute for Democratic Strategies; Colin Newlin, Braintree Consulting; James W. O'Neill; Janine Perfit, Inter-American Development Bank; James Pfiffner, George Mason University; Michael V. Phelan, Senate Foreign Relations Committee Professional Staff; Carole Plowfield, Brookings Institution; Michael Powers, Chemical and Biological Arms Control Institute; Walter Purdy, Terrorism Research Center; McKinney Russell, Public Diplomacy Council; Gregory Simpkins, Foundation for Democracy in Africa; Jack Spencer, Heritage Foundation; Shirley Anne Warsaw, Gettysburg College; Steve Wayne, Georgetown University.

## Center Staff

Dr. David M. Abshire, President and CEO  
Dr. Thomas M. Kirlin, COO and Program Director  
Frank J. Cilluffo, Counselor  
The Hon. Richard T. McCormack, Counselor  
Corazon B. Mendoza, Executive Assistant to the President  
Robert E. Henderson, Dean of Fellows  
Phyllis d'Hoop, Project Director  
Jonah J. Czerwinski, Senior Research Associate  
Tracy Adams, Membership Director  
Matthew P. Gorton, Research Assistant  
Catherine E. D. Boulton, Special Assistant for the Fellows Program  
Alexander W. Kalim, Project Assistant  
Stewart W. Cross II, Assistant to the President

Center for the Study of the Presidency  
1020 Nineteenth Street, N.W. Suite 250, Washington, D.C. 20036  
[www.thePresidency.org](http://www.thePresidency.org)  
[Center@thePresidency.org](mailto:Center@thePresidency.org)  
All rights reserved. Printed in the United States of America

CENTER FOR THE STUDY OF THE PRESIDENCY  
1020 19TH STREET NW, SUITE 250  
WASHINGTON, DC 20036  
PHONE: 202-872-9800  
FAX: 202-872-9811  
WWW.THEPRESIDENCY.ORG



*“Your research, educational programs, and publications . . . strengthen our democracy and encourage high standards of public service.”*

President George W. Bush

The Center for the Study of the Presidency, founded in 1965, is a non-profit, non-partisan 501(c)(3) organization dedicated to serving as a central resource addressing issues affecting the modern Presidency. As the foremost organization in the United States dedicated to this effort, the Center endeavors to examine all aspects of the American Presidency. The Center also publishes the award winning *Presidential Studies Quarterly* (ISSN 0360-4918).