How do students select graduate programs? In part through word of mouth and in part by advertising -- we rely on alumni and friends for the first, and a few select journals for the latter -- but the majority of our applicants report that it is almost exclusively from information they gather on the internet. Accordingly, the Patterson School now produces almost no printed materials relying instead on constantly updating our website. We encourage you to check the site periodically to see what is happening on campus. A new focus is internship videos, with students recounting how these complimented their studies. Their experiences took them to Cambodia to work on human trafficking, to Nicaragua to work on microfinance in education, to Macedonia to work on cultural issues at the US Embassy, and to Afghanistan to help promote democracy. As in your time, Patterson School students are committed to making a difference.

A creative video of our Chicago Spring Break field trip (more information provided on page 2) produced by alum John Foster ’11 should go live by August.

The Patterson School website now features lots of pictures of student activities and we are pulling together a historic photo gallery of the School which should be active in the Fall. These is already a teaser at the bottom of the history page. Indeed, in reality that photo is 8’ x 24’ and covers the entire main wall across from the Van Room.

Alumni Profiles

Another website addition we are proud of are the more than a dozen inspirational stories provided by alumni. These offer a vibrant glimpse of what they are doing professionally and how attending Patterson helped their career.

Ambassador Cavanaugh will undoubtedly contact several of you in the months ahead for possible contributions. We recognize your modesty, but hope you understand how proud we are of your accomplishments. Our aim is to highlight your success to prospective students, underscoring the wide array of activities and careers that are well served by a degree from the Patterson School.
SPRING BREAK - CHICAGO
STUDENTS “ON THE ROAD AGAIN”
Patterson School students hit the road again in March to learn and enhance their professional credentials with visits to corporations, government agencies, and non-governmental organizations in Chicago and Indiana.

Stops this year included Eli Lilly, BP Alternative Energy, Con-Agra, CME Group, The Popcorn Board, Exelon, MillerCoors, the French Consulate General, the humanitarian NGO Art Works Projects, and a raft of federal agencies at O’Hare International Airport (DHS, CDC, Agriculture and Interior to name but a few).

At Boeing, we were hosted by Patterson Alum Richard Wynne ’97 who provided an eye-opening account of the future of commercial aircraft and the challenges the US must meet to remain a global leader in this industry. Next break -- Detroit or Pittsburgh?.

Tough Times

University Budget Woes

Many of you will have heard of the significant budget woes confronting the University of Kentucky. What is happening in Lexington has been mirrored in other major universities across the United States. Since 2007, forty-two states have cut appropriations while costs for utilities, health care, and other fixed expenses have jumped. This has created a near impossible situation. While a 6% increase in tuition has been approved for UK for 2012-13, the university faces a shortfall of nearly $45 million over the next two years. UK President Eli Capilouto has announced that administrative units will have their operating budgets cut 11.4% in the next two years, with academic units’ budgets being trimmed 7.5%.

The immediate result is a round of layoffs of staff and administrative personnel that has already begun. The personnel cuts will hit hardest in the Gatton School of Business and Economics and in the University’s central Information Technology and Human Resources departments. University wide, 140 employees will be let go. An additional 164 unfilled positions (including some faculty slots) will be eliminated.

Thank Goodness for Endowments

Patterson School Unscathed

Fortunately, the operations of the Patterson School should remain largely unscathed. We envision no reductions in staffing or significant curtailment of activities. We benefit greatly from President Patterson’s original endowment and subsequent contributions from alumni and friends. These, combined with a very thrifty approach to spending, makes it possible to ensure that the substantial growth in student activities (field trips, exercises, speakers) will be maintained. The difficult point in the future, however, will be student aid, both for tuition assistance and internship support. While UK’s tuition remains low relative to many of our competitors and the Academic Common Market helps students from the Southern states significantly, shortfalls here may impact our ability to attract to Lexington some of the best applicants from more distant states in the future.
Q&A

**Ambassador Cavanaugh**

**What impact will the university-wide budget situation have on the Patterson School?**

There is no doubt that recent cuts hurt morale and could make it more difficult for the University to attract the best talent. That said, since such belt-tightening is a nationwide phenomenon, what's happening at UK is not that dramatic. Indeed, recent developments at the University of Virginia (with the firing and rehiring of their president) or throughout the University of California system are much more troubling. Also, I believe the uniqueness of the Patterson School and its strong reputation should enable us to continue to attract exceptional, dedicated personnel.

The budget situation does, however, put a brake on faculty and staff growth at Patterson in the near-term. We had hoped to pick up an additional faculty line to cover development/Latin America or intelligence, and a staff position to help with internships and provide better alumni support. These will have to wait.

The most immediate impact is the decision to postpone our planned first ever Board of Advisors/Alumni Reunion. This was to take place in Loretto, Kentucky following the very generous offer of Maker’s Mark CEO Bill Samuels, Jr. to host a lunch at the distillery. Holding such a major celebratory event simply did not seem right in the current fiscal context.

**What about student support?**

This is a concern. As a discretionary part of the Patterson School’s budget, these funds absorb much of the cuts that directly affect the school. This is compounded by major cuts at the federal level in the Fulbright and Muskie programs -- both have been steady conduits for foreign students to attend our program. We hope to address student support funding in part with our new annual giving campaign.

**What was the result of the Patterson School’s external review?**

This was a significant undertaking. Such reviews are required every 5-6 years and they provide an opportunity for programs to take stock of whether they are achieving their goals. It is a pleasure to report that we received very high marks. The review committee noted that by all measures student quality, success within the program, and placement have improved steadily; the quality of faculty has been sustained; and curriculum and co-curricular activities dramatically expanded. Their bottom line: “Given the small size and resource base, the Patterson School has been highly successful in establishing its brand, and entrepreneurial in seeking new opportunities for its students and for funding.”

That good news, however, was tempered by a sober assessment of the difficult economic times facing the nation, state and university. While the review committee acknowledged the desire expressed in the School’s self study to acquire additional faculty and a third staff member to assist (among other tasks) with alumni relations, they deemed these goals as unfeasible at this time given university financial constraints.

**Anything alumni can do to help?**

Several things spring to mind. Through your hard work and success, you already help spread the positive reputation of our program. If you encounter exceptional undergraduates, please alert them to the opportunities the Patterson School can provide (also, be on the watch for prospects from states not colored on the page 3 map). Similarly, if you are aware of internship or job opportunities for our current students or graduates, please relay them to the school. Finally, if you can financially support the program in any way, please do. Every contribution counts.
Bombs at the Bellagio

**War on Drugs and Terrorism**

This year’s 24-hour crisis simulation captured the intense politics of the war on drugs, tensions along the US-Mexican border, the confusion that still reigns within the Department of Homeland Security, and the evolving politics of Mexico.

To say that the exercise was explosive would be an understatement. This year’s simulation began with near simultaneous attacks at Las Vegas’ Bellagio casino and at Acapulco’s Acabay Resort Hotel. (At the Bellagio at least 107 people were killed, including actor Brad Pitt). These incidents launched students into action on teams representing DHS, DOD, the Mexican Army, the Mexican police, the Zetas drug cartel, and the Northern and Southern Governors Border Conventions. A contingent of about forty UK School of Journalism students joined their Patterson School counterparts, providing real time coverage that lent even greater realism to the exercise.

By the break of day, many lessons had been learned about leadership, groupthink, communications, patience, interagency maneuvering, unreliable intelligence, inaccurate reporting, and the importance of strategic planning, trust and rest.

Professors Robert Farley and Kakie Urch have so effectively fine tuned the cooperation between Patterson and Journalism that this has become a best practice for both schools.
Vince Davis Lecture

John McLaughlin

Former Acting Director of Central Intelligence John E. McLaughlin used the Vince Davis Lecture to expound on the myriad future challenges facing American intelligence. McLaughlin, served more than 30 years as a Soviet expert and career intelligence professional and rose to the top of CIA from the analytical side. Detailing the evolution of the US Intelligence Community (IC) over the last half century and the fluid nature of world politics, he expressed both concern and excitement for the new world Patterson students will encounter as terrorism, the Arab Spring, the threat of a nuclear Iran, and the rise of China shape a very uncertain future.

McLaughlin underscored how radically transformative 9/11 had been for the IC, as a decade of war led to a far more dangerous environment for intelligence collectors, more aggressive authorities within the IC, and a workforce that has been socialized by war. In just 20 years, American intelligence has gone from watching for large threats with a deficit of information to searching for very small things in a vast sea of data. He praised the unparalleled level of integration developed between the IC and the US military, illustrated by the May 2011 killing of Osama bin Laden.

It’s All About Logistics

Afghan War Effort

At Fort Knox, the leadership of the US Army’s 3rd Expeditionary Sustainment Command detailed to Patterson School students the challenge of sustaining coalition forces in Afghanistan. Four colonels underscored the difficulties caused by the closure of the Pakistan GLOC and the political fragility of the Northern Distribution Network which place at risk maintaining US troops, advancing Afghan democracy, and preparing for the 2014 withdrawal. This situation demands coordinated interagency and international engagement at the political level – and exceptional logistics at the working level to achieve US and coalition goals.

Field Work

Taking Patterson East and South

Karen Mingst is spending the summer in the Balkans and Stacy Closson is in Sweden and the UK, while Evan Hillebrand is away teaching economics in Argentina. We’ll report on their activities and adventures in the next PDB.
Thirteen New Alumni
Spring 2012 Graduates

Matthew Akridge
Andrew Betson
Annette Bickett
Davis Courtney
Jason Frost
Christina Johnson
Laura Leavell
Matthew Longacre
Rebecca Miller
Alexander Phillips
Jennifer Simons
Kara Sutton
Travis Van Ort

2012 Summer Reading
If your dream is a career in international affairs, the Patterson School can put you on the right track.

PERSONAL  Our school is selective, intimate, and affordable. Each year, just 35 exceptional students gain entry into our unique masters program.

PASSIONATE  Your colleagues hail from across the country and around the world – with backgrounds as diverse as the challenges they hope to tackle. The common motivation: a desire to make a difference.

PROFESSIONAL  Theory and practice are taught by top scholars and former officials. Classroom learning, corporate and government site visits, professional internships, and more are fused to provide the skills you need to achieve your goals in the global arena.

Explore what we have to offer. The world awaits.

www.PattersonSchool.uky.edu
Patterson School Annual Fund

**BOA Reunion & Alumni Gathering Postponed**

Our plans for a first ever Board of Advisors reunion at Makers Mark distillery in Loretto have been put on hold. While we had encountered some scheduling difficulties, these probably could have been overcome. The greater concern was that against the backdrop of the tight budget situation facing the University of Kentucky and the recent layoffs, we do not believe the time is right to host the type of event we had planned and that our alumni deserve.

We will pursue the reunion again in the near future and will use the delay to further improve our alumni rosters. In the meantime, we hope to see many of you at the November dinner in Chicago and our December holiday reception in Washington. Finally, if you happen to visit Lexington on October 11th or 12th, think about catching part of this year’s Fall Conference.