

Editor's Note

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Could it be that all truly worthwhile endeavors result from collective effort? Examples rush to mind. Without the efforts of both Socrates and Plato, there might not have been the *Republic*. Had John Milton's daughters not assisted their blind, persecuted father, there might not have been *Paradise Lost*. The U.S. Constitution, and those of the world's other great democracies, was not the result of one designer but of many thinkers not always in agreement with one another.

Policy Perspectives, although not yet as influential as the aforementioned works, was nevertheless created in the same collective spirit. As this year's editor in chief, I became especially aware—and proud—of the collective endeavor that the publication of a student-run journal of public affairs and management truly is.

The foremost manifestation of this confluence of labor actually took place two years ago when then-Editor in Chief Eleanor Copeland, Executive Editor Stephen Burns, and Faculty Advisor Jill Kasle joined forces to help create our first edition. The momentum generated by this powerful troika has done more to advance *Policy Perspectives* this year than anything else. My good fortune proved even more valuable when two members of the trio, Mr. Burns and Professor Kasle, agreed to contribute their energy and talent again this year.

With such outstanding examples of teamwork as these, the success of the entire editorial staff this year seems less mysterious, but no less awesome. Deborah Bergh not only edited a manuscript but also helped recruit candidates to be this year's guest author. Jevera Temsky's exceptional diligence and dedication to high-quality writing proved immeasurable. Heather Johnston's performance was unwavering in the face of unexpected challenges. Jennifer Hicks, Deirdre McGlone, and Lisa Frick were all devoted

advocates of admirably high standards, as were their respective editorial partners Lauren Giniger, Julie Kotzin, and Anne Christensen. Jennifer Miller and Laraine Danes provided adroit editorial support on short notice. Finally, from a production standpoint, Stephen Liftman made sure that *Policy Perspectives* was distributed to important readers like you.

Despite the variety of topics addressed by this year's authors, all of the articles provide analyses of many of the most pressing issues of the day. Jennifer Winkler argues that the survival of the Small Business Administration's minority-owned business development program over the last three decades must be understood within the same political-economic context that has shaped affirmative action policies generally. Although various forms of community-based law enforcement programs have been tried in a few urban areas over the years, Jevera Temsky holds that today's problems demand broader implementation and funding for community policing. Steve Granata's article examines the multilayered web of legal, economic, and political barriers constraining the emergence of the oft-mentioned but rarely understood "Information Superhighway."

Given the increasingly exorbitant cost of maintaining a shrinking amount of prison space for juveniles offenders, Karen Amorose argues for less conventional approaches to combating youth crime. Bob Zahradnik provides an encyclopedic description and critique of leading strategies designed to create jobs in the nation's most job-starved urban areas. George Washington University Public Administration Department alumna Linda Feinstein Kareff (Class of 1993) rounds out this year's articles with an overview of pollution prevention strategies, highlighting the success of New Jersey's Department of Environmental Protection. Finally, Robert Lischinsky continues the tradi-

tion established last year of analyzing several recent decisions by the U.S. Supreme Court that affect public administrators, a service provided by no other publication to our knowledge.

Our guest author, Health and Human Services Secretary Donna Shalala, has generously provided an additional item that can be found nowhere else: her essay on the Clinton administration's welfare reform proposal. I am especially grateful to Dan Porterfield and Laura Schiller at HHS for all their help in relaying Secretary Shalala's essay to *Policy Perspectives*.

Although their words did not actually appear in this edition, several other individuals in the Washington area contributed nonetheless to the collective effort this year. Professor Richard Kahlenberg took time away from writing his book on affirmative action to provide an exceedingly helpful review of Ms. Winkler's manuscript. We also received invaluable support and constructive criticism from dozens of reviewers in departments, institutes, and policy centers throughout The George Washington University campus and places beyond.

In addition to reviewers, editors from several publications generously contributed their suggestions during interviews with me last fall. These advisors included Dana Stangle of

the *George Washington University Law Review*, Elissa Leibowitz of the *GW Hatchet*, Bill Hogan and Jo Anne Moncrief of the *National Journal*, and David Rosenbloom of the *Public Administration Review*.

Last but not at all least, I am grateful for the *fundamental* support and generosity provided by The George Washington University's President Stephen Joel Trachtenberg, School of Business and Public Management Dean F. David Fowler, and Public Administration Department Chair Kathryn E. Newcomer. Without their commitment to our survival, *Policy Perspectives* would not exist. I am also indebted to Gil Williams, Katy Hayden, and Milena Baptista of the Department of Public Administration for keeping their usual cool heads in the face of chaos.

Finally, my sincerest thanks go to Kristin Teigen for her unfailing support and patience throughout my graduate school experience.

Each of the skilled individuals mentioned here has contributed in some form to the collective effort. Having had the privilege of working with all of them this year, I find the mere presentation of their words on the pages to follow to be only part of the story. Such is the perspective of a grateful editor in chief. ★