

The Roger W. Jones Award  
for Executive Leadership recognizes public  
servants in the federal government whose careers  
are marked by extraordinary effectiveness.

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**Roger W. Jones** (1908–1993) was a leader in the federal government for more than four decades. His appointments included chairman of the Civil Service Commission (1959–1961), deputy undersecretary of state for administration (1961–1962), and senior consultant and special assistant to the director, Bureau of the Budget (1962–1975). His service was marked by the ability to lead change based on the belief that government can mobilize people's talents in order to accomplish goals. An advocate of public affairs education for government leaders, Roger Jones encouraged his colleagues to grow and advance in their careers.

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ROGER W. JONES  
AWARD FOR EXECUTIVE LEADERSHIP

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MONDAY, OCTOBER 25, 2010

7 P.M.

*Abramson Family Recital Hall*  
*Katzen Arts Center*  
American University

WILLIAM M. LEOGRANDE  
Dean, School of Public Affairs

DAVID M. WALKER  
Chair, Roger W. Jones Selection Committee

ROBERT TOBIAS  
Director, Key Executive Leadership Programs  
School of Public Affairs

*Guest Speaker*  
AARON S. WILLIAMS  
Director, Peace Corps

RECEPTION TO FOLLOW

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**Aaron S. Williams** was nominated by President Barack Obama to serve as the 18th director of the Peace Corps. The former Peace Corps volunteer received confirmation by the U.S. Senate on August 7, 2009. Williams was a vice president for international business development with RTI International and a senior manager at the U.S. Agency for International Development, where he became a career minister in the U.S. Senior Foreign Service. He has received a USAID Distinguished Career Service Award and, on two occasions, a Presidential Award for Distinguished Service.

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## ROGER W. JONES

2010 Awardee

### KENNETH E. BAKER

*Principal Assistant Deputy Administrator, National Nuclear Security Administration (NNSA), Office of Defense Nuclear Nonproliferation, U.S. Department of Energy*

Kenneth E. Baker has led every major nonproliferation and arms control initiative at NNSA and its predecessors since 1994. That year he oversaw an unprecedented joint operation to secretly remove nearly 600 kilograms of highly enriched uranium from Kazakhstan. Since then, he has created and expanded some two dozen critical programs to upgrade nuclear security around the world. His organization has kept thousands of nuclear weapons from terrorists and implemented radiation detection programs that prevent dangerous radiological materials from entering the United States and being used to create crude nuclear devices or “dirty bombs.”

He has increased the Department of Energy’s nonproliferation budget from \$15 million to \$2.7 billion, and he created an internship program that has attracted more than 150 top scholars from around the country to NNSA. He also played a key role in the April 2010 Presidential Nuclear Security Summit, during which 47 world leaders gathered to reaffirm their commitment to strengthening nuclear security around the world.

When I arrived at the Department of Energy, the Cold War had just ended. Since then, we have focused on making sure that the technology and know-how to create weapons of mass destruction do not get to irresponsible countries or to terrorists.

President Obama has given us a demanding mission: to make sure all vulnerable nuclear material in the world is locked down within four years. It’s harder today to know where the threat comes from—and our concerns are not limited to a massive exchange of weapons between superpowers. Now the threat is as little as a grapefruit-size lump of uranium or a Coke can-size chunk of plutonium in the hands of a suicidal terrorist.

We’ve collaborated closely with our Russian colleagues over the last 15 years to secure thousands of warheads and hundreds of tons of weapons-usable material. Together we are working with other nations to decrease the threat. We are also developing technology, installing equipment, and training our foreign partners to detect and stop weapons-usable

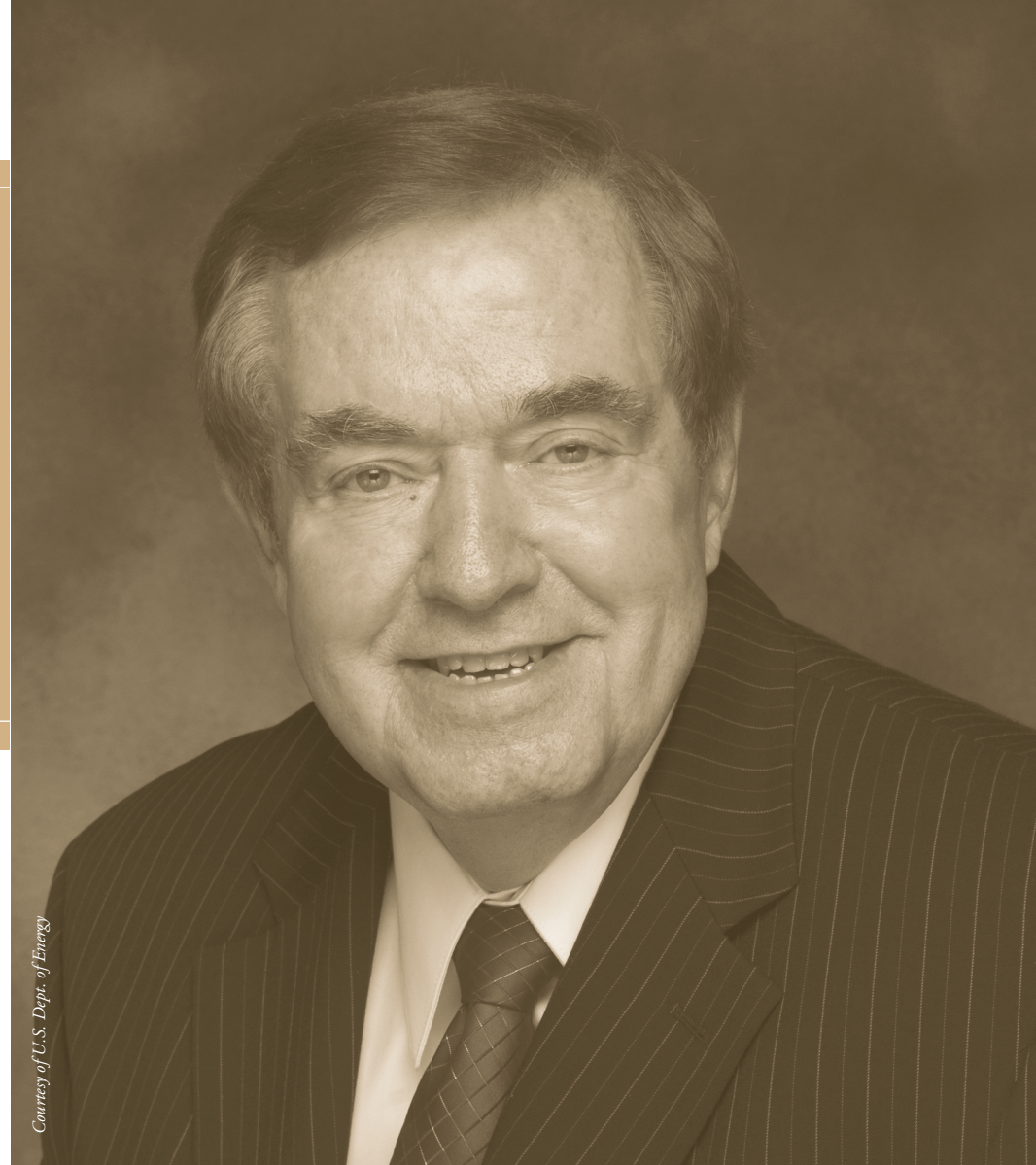
material at international border crossings, airports, and major seaports.

Right now, our organization consists of about 400 people in Washington and thousands of technical experts in our national laboratories. At any given time, we have hundreds of people working in remote areas of the world to improve nuclear security and keep America safe.

What counts the most in any organization is accomplishing the mission, and it only happens through individuals who get real things done. The trick is to hire the best people possible, give them the resources and strategic guidance they need, don’t micromanage them, give them credit when they are successful, and take care of them and their families.

I feel blessed to work with this national security team, and I believe we are making the world a safer place. I’m grateful to American University for recognizing the value of the work this organization performs.

—Kenneth E. Baker



Courtesy of U.S. Dept. of Energy

Kenneth E. Baker’s distinguished 28-year career with the U.S. Air Force includes several key posts at the White House and the Pentagon. He retired in 1992 and two years later joined the U.S. Department of Energy, working in the division that would become the National Nuclear Security Administration (NNSA). He currently serves as the principal assistant deputy administrator for the NNSA’s Office of Defense Nuclear Nonproliferation. Baker holds degrees in business administration and psychology from the University of Louisville and Troy University.

## ROGER W. JONES

2010 Awardee

### MARGARET (PEGGY) A. FOCARINO

*Deputy Commissioner for Patents, U.S. Patent and Trademark Office (USPTO),  
U.S. Department of Commerce*

Under Peggy Focarino's direction, the USPTO has pioneered many new programs, resulting in improved employee morale and increased productivity. She has led numerous e-commerce initiatives, including the revamping of the electronic filing system, which saved the agency more than \$12 million. Her efforts to forge new cooperative agreements and work-sharing projects with intellectual property (IP) offices abroad have increased the efficiency and effectiveness of the patent search process for inventions filed in the U.S. and overseas.

During USPTO's largest expansion to date, Focarino helped to recruit, train, and build a diverse team of examiners through such staff development initiatives as the Patent Training Academy. This university-style training program is now being replicated by other IP offices around the globe and has earned ISO 9001 certification.

Focarino has served as USPTO's chief negotiator on several key contracts, including a collective bargaining agreement using an interest-based approach that was ratified in record time.

I started right out of college in 1977 as a patent examiner. I didn't know much about intellectual property, but I fell in love with the mission and have been here ever since. I was the only woman in a group of 100 examiners. I didn't want to close any doors for the women who would follow me so I was determined to do my job—and do it well.

Today I enjoy looking around our offices and seeing the diversity of the work force, especially all the young people who work here. They could be making more money in the private sector, but they are here because the mission is so important.

By granting patents, we put innovation in the hands of people who can create jobs and social benefits. We've granted more than seven million patents in our history, serving everyone from big corporations to small "garage inventors." You never know when something is going to be the next big thing.

Although I didn't have any formal management training before I came here, I knew that I wanted to be a manager. I was intrigued by the challenge of

motivating people to do more. I empower people to make decisions, come up with new solutions, and, I hope, develop and grow in the process. Anything that I've accomplished as a manager is because the people who have worked for me have had the right skills and talents.

As our organization has grown, our work force has become increasingly virtual. Training and expanding the number of telecommuters has been a huge challenge. But now we have 1,800 patent examiners working from home full-time and another 2,200 working part-time. To facilitate the transition, we are creating wikis, blogs, share-point sites, and other tools to make it easier for our examiners to communicate and collaborate.

I have a strong interest in succession planning. I want to make sure that the person who takes my place does a better job than I could ever do. I consider that my number one job.

—Margaret (Peggy) A. Focarino



*Courtesy of U.S. Dept. of Commerce*

Peggy Focarino joined the U.S. Patent and Trademark Office (USPTO) in 1977 as a patent examiner. She rose through the ranks, holding various positions prior to her current appointment as deputy commissioner for patents. Focarino has an undergraduate degree in physics from the State University of New York–Oswego and a certificate of advanced public management from Syracuse University's Maxwell School of Citizenship and Public Affairs.

# ROGER W. JONES

## Awardees

1978

**Norman A. Carlson**

Director of the Bureau of Prisons  
*U.S. Department of Justice*

**Edwin C. Kilgore**

Director of Management Operation  
Langley Research Center  
*National Aeronautics and Space Administration*

1979

**Christopher C. Kraft**

Director, Lyndon B. Johnson Space Center  
*National Aeronautics and Space Administration*

**Dale R. McOmber**

Assistant Director, Budget Review  
*Office of Management and Budget*

1980

**Harry S. Havens**

Assistant Comptroller General  
for Program Evaluation  
*General Accounting Office*

**Dr. Francis J. Mulhern**

Administrator of the Animal and  
Plant Health Inspection Service  
*U.S. Department of Agriculture*

1981

**Dr. William R. Lucas**

Director, Marshall Flight Center  
*National Aeronautics and Space Administration*

**Charles V. Yarbrough**

Director, Management Support  
*U.S. Veterans Administration*

1982

**G. Phillips Hanna**

Deputy Division Chief for Human Resources,  
Veterans, and Labor  
*Office of Management and Budget*

**William C. Watson Jr.**

Deputy Director, Centers for Disease Control  
*U.S. Department of Health and Human Services*

1983

**David O. Cooke**

Deputy Assistant Secretary of Defense  
for Administration  
*U.S. Department of Defense*

**Joyce J. Walker**

Deputy Associate Director for Transportation,  
Commerce, and Housing  
*Office of Management and Budget*

1984

**Stanley Goldberg**

Assistant Commissioner, Returns  
and Information Processing, Internal  
Revenue Service  
*U.S. Department of the Treasury*

**Gerald J. Mossinghoff**

Assistant Secretary and Commissioner for  
Patents and Trademarks  
*U.S. Postal Service*

1985

**Robert L. Trachtenberg**

Deputy Administrator, Alcohol, Drug Abuse,  
and Mental Health Administration  
*U.S. Department of Health and Human Services*

**Robert J. Eichelberger**

Director, U.S. Army Ballistic Research  
Laboratory  
*U.S. Department of the Army*

1986

**William E. Douglas**

Commissioner, Financial Management Service  
*U.S. Department of the Treasury*

**Earle L. Messere**

Technical Director, Naval Underwater  
Systems Center, Newport  
*U.S. Navy*

1987

**John R. Simpson**

Director, U.S. Secret Service, and  
President of INTERPOL  
*U.S. Department of the Treasury*

**Milton J. Socolar**

Special Assistant to the Comptroller General  
*General Accounting Office*

1988

**Dr. Vernon N. Houk**

Director, Center for Environmental  
Health and Injury Control, Centers  
for Disease Control  
*U.S. Department of Health and Human Services*

**Raymond G. Kammer**

Deputy Director, National Bureau of Standards  
*U.S. Department of Commerce*

1989

**Joseph R. Caraveo**

Regional Postmaster General, Western Region  
*U.S. Postal Service*

**Richard A. Clarke**

Deputy Assistant Secretary for Regional Affairs,  
Bureau of Intelligence and Research  
*U.S. Department of State*

1990

**James L. Blum**

Assistant Director for Budget Analysis  
*Congressional Budget Office*

**Stephen E. Higgins**

Director, Bureau of Alcohol, Tobacco, and  
Firearms  
*U.S. Department of the Treasury*

1991

**Thomas S. McFee**

Assistant Secretary for Personnel Administration  
*U.S. Department of Health and Human Services*

**Joseph L. Moore**

Director, Veterans Affairs Medical Center,  
Chicago  
*U.S. Department of Veterans Affairs*

1992

**Aaron Cohen**

Director, Lyndon B. Johnson Space Center  
*National Aeronautics and Space Administration*

**J. Dexter Peach**

Assistant Comptroller General, Resources,  
Community, and Economic Development  
Program  
*General Accounting Office*

1993

**Dr. Walter Dowdle**

Deputy Director, Centers for Disease Control  
*U.S. Department of Health and Human Services*

**Eva C. Ugarkovich**

Director of Financial Management  
*U.S. Air Force*

1994

**James J. Devine**

Deputy Director for Support Services  
*National Security Agency*

**Dr. Ruth Kirschstein**

Deputy Director, National Institutes of Health  
*U.S. Department of Health and Human Services*

1995

**Joan Dempsey**

Director, National Military Intelligence  
Production Center  
*U.S. Department of Defense*

**Janet Shildes**

Assistant Comptroller General for Health,  
Education, and Human Services  
*General Accounting Office*

1996

**Frank Almaquer**

Deputy Assistant Administrator for Human  
Resources  
*U.S. Agency for International Development*

**Nancy George**

Vice President for the Northeast Area  
*U.S. Postal Service*

1997

**John Dyer**

Acting Principal Deputy Commissioner  
*Social Security Administration*

**Dr. J. Wayne Littles**

Director, George C. Marshall Space  
Flight Center  
*National Aeronautics and Space Administration*

1998

**Virginia S. Bales**

Deputy Director, National Center  
for Chronic Disease Prevention and  
Health Promotion  
Centers for Disease Control  
*U.S. Department of Health and Human Services*

**William J. Henderson**

Executive Vice President and Chief  
Operating Officer  
*U.S. Postal Service*

1999

**John E. Sirmalis**

Technical Director, Naval Undersea Warfare Center  
*U.S. Navy*

**Robert S. Winokur**

Assistant Administrator for Satellite and Information Services  
*National Oceanic and Atmospheric Administration*

2000

**Charles P. Nempfakos**

Deputy Under Secretary for Institutional Strategic Planning  
*U.S. Navy*

**Janet Woodcock**

Director, Center of Drug Evaluation and Research Food and Drug Administration  
*U.S. Department of Health and Human Services*

2001

**Paul D. Barnes**

Deputy Commissioner for Human Resources  
*Social Security Administration*

**Arthur J. Murton**

Director, Division of Insurance  
*Federal Deposit Insurance Corporation*

2002

**Victor K. Ferlise**

Deputy to the Commanding General  
*U.S. Army Communications Electronic Command*

**Kenneth M. Pusateri**

General Manager  
*Defense Nuclear Facilities Safety Board*

2003

**Larry G. Massanari**

Regional Commissioner  
*Social Security Administration*

**Dr. James Randolph Farris**

Regional Administrator  
Centers for Medicare and Medicaid Services  
*U.S. Department of Health and Human Services*

2004

**Jennifer C. Buck**

Deputy Assistant Secretary of Defense for Reserve Affairs  
*U.S. Department of Defense*

**Michael J. Zamorski**

Director, Division of Supervision and Consumer Protection  
*Federal Deposit Insurance Corporation*

2005

**Sheila M. Earle**

Acting Principal Director for Military Personnel Policy  
*Office of the Secretary of Defense*

**Marvin E. Gunn Jr.**

Manager of the Office of Science, Chicago Office  
*U.S. Department of Energy*

2006

**David M. Altwegg**

Deputy for Agency Operations  
Missile Defense Agency  
*Office of the Secretary of Defense*

**William H. Gimson III**

Chief Operating Officer  
Centers for Disease Control and Prevention  
*U.S. Department of Health and Human Services*

2007

**MaryAnn Musumeci**

Director, James J. Peters Veterans Affairs Medical Center—Bronx  
*U.S. Department of Veterans Affairs*

**John E. Potter**

Postmaster General and Chief Executive Officer  
*U.S. Postal Service*

2008

**Thomas A. Betro**

Director, Naval Criminal Investigative Service  
*U.S. Department of the Navy*

**Theresa M. Whelan**

Deputy Assistant Secretary of Defense for African Affairs  
*U.S. Department of Defense*

2009

**Gene L. Dodaro**

Acting Comptroller General of the United States  
*U.S. Government Accountability Office*

**Linda E. Stiff**

Deputy Commissioner for Services and Enforcement  
*Internal Revenue Service*

## ROGER W. JONES AWARD

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Former Comptroller General of the United States

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Former Assistant Secretary for Administration  
*U.S. Department of Transportation*

**Charles Bowsher**

Former Comptroller General of the United States

**Mortimer Downey**

Former Deputy Secretary  
*U.S. Department of Transportation*

**Harold B. Finger**

Former Associate Administrator for Management  
*National Aeronautics and Space Administration*

**John W. Hill**

Chief Executive Officer  
*Federal City Council*

**James C. Miller III**

Former Director  
*Office of Management and Budget*

**Frances Fragos Townsend, SPA/BA '82**

Former Assistant to the President for Homeland Security and Counterterrorism

**Jacquelyn L. Williams-Bridgers**

Managing Director  
International Affairs and Trade  
*Government Accountability Office*

### Emeriti

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Former President  
*National Academy of Public Administration*

**Elmer B. Staats**

Former Comptroller General of the United States

### American University Committee

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President

**William M. LeoGrande**

Dean, School of Public Affairs

**Robert E. Cleary**

Professor Emeritus of Public Administration

**Bernard Rosen**, Emeritus

Distinguished Adjunct Professor in Residence

**Robert Tobias**

Director, Key Executive Leadership Programs

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*RTR Funding Group Inc.*

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*DCI Group*

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*Morehouse College*

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*League of Women Voters*