

policy notes



act locally

GSPP and Local Government

FALL 2016

CEPP's New Executive Director

Energy Upgrades for
Affordable Housing

Classroom Lessons
from a City Administrator

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Dean's Message



Dean Henry E. Brady

AS I WRITE THIS, IT IS ELECTION DAY 2016 WITH THE RESULTS STILL UNKNOWN. Certainly this election reveals the anger citizens feel about government and their concerns about stagnating incomes and inequality. It also demonstrates the tremendous political divide at the national level between Democrats and Republicans. No matter who gets elected, it is hard to believe that the national government will be able to get much done in the next four years.

Luckily, in the American federal system there are state and local governments, and at these levels we find tremendous experimentation and innovation. As this issue of *Policy Notes* shows, GSPP is leading the way in thinking about new ways to improve state and local governments. For example, we are working with the Volcker Alliance (started by former Fed Chair Paul Volcker) to analyze the quality of state budgets and state budget procedures. We are also working with many state and local governments through our IPAs, APAs, and internships.

Another exciting area is the use of more data and data science to improve city services and to develop innovative ways to link and use data to improve the performance of government. Data can be used to better understand the availability, effectiveness, and innovation in the provision of services. Data can track the cost-effectiveness of government. Data science draws upon methods of data analysis developed in statistics, computer science, and the various scientific fields, and it provides new ways to understand data generated by all the sciences and even by the arts and the humanities.

At the campus level, I am one of the Principal Investigators for the Berkeley Institute for Data Science which is bringing people from astronomy, physics, biology, ecology, engineering, social science, computer science, statistics, public policy and other areas together to develop new data science methods for analyzing big data, ensuring reproducible scientific results, and finding ways to incorporate data science within the university. Founded in 2013 with \$12.5 million funding from the Moore and Sloan foundations and with significant support from UC Berkeley, BIDS is one of three Moore-Sloan Data Science Environments — the others are at the University of Washington and NYU. These three universities have a common vision: Just as in the 19th century universities developed libraries and museums as ways to archive data and to make it accessible to researchers, in the 21st century we must develop data science enterprises that make new methods of storing, analyzing, and using data available to students, faculty, and staff.

One final note. The retirements of David Kirp and Lee Friedman are truly the passing of an era. David was one of the founding members of the GSPP faculty (coming here in 1971) and Lee came soon thereafter (1974). They have helped define the field of public policy. David designed and taught for many years the “Law and Public Policy” course that became a signature part of our MPP curriculum. In addition to writing numerous books, he also set a standard for outreach with his frequent newspaper columns — including now as a regular columnist on education for the *New York Times*. In 1984 Lee wrote the textbook, *Microeconomic Policy Analysis* (McGraw Hill) based upon his years of teaching economics to Masters students. The book is now in its second edition (2002) as *The Microeconomics of Public Policy Analysis* (Princeton University Press), and it has defined the field of micro-economic policy analysis. I am happy to report that both Lee and David will continue to teach courses at GSPP. **G**

Henry E. Brady

Henry E. Brady
Dean, Goldman School of Public Policy
Class of 1941 Monroe Deutsch Professor
of Political Science and Public Policy

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Editor's Note

“POLICIES AFFECT INDIVIDUALS WITH NAMES AND ADDRESSES,” writes GSPP’s Professor of Practice Dan Lindheim, the former Oakland City Manager who now teaches a Goldman School class on local government. That sense of accountability came up time and again as I spoke with Goldman School alumni, faculty and students about their work in local government. West Covina James Toma and Oakland councilmembers Anne Campbell Washington and Abel Guillen are featured in this issue; they are among the hundred of GSPPers working in local government, putting their talents and skills to use in the service of “individuals with names and addresses,” with specific concerns, in distinct locales. **G**

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Bora Reed
Editor

On the Oakland City Council



Abel Guillen (MPP '01) and **Anne Campbell Washington** (MPP '01) are not just Goldman School classmates. They are fellow council members for the City of Oakland. *Policy Notes* spoke with them about the source of their passion for public service and what it's like to lead during turbulent times.

What made you decide to seek elected office? Was this something you had in mind when you were at GSPP?

AG: I was always interested in public service, but I just wasn't sure exactly form it would take. I first ran for the Peralta Community College District Board in 2006 because, as the first in my family to graduate from college, I wanted to make sure other young people had the same opportunities that I had. While I didn't have this specific course in mind while I was at GSPP, my commitment to public service was deepened.

ACW: The two things that drove me to seek elected office are being a Mom and being a passionate Oakland lover. I have served the Oakland community for the past 16 years in a variety of roles — School Board Member, Chief of Staff to two Mayors, Chief of Staff to the Fire Chief, and Assistant to the City Administrator, among others. In all of these positions, I have been able to form deep relationships with incredible people throughout Oakland. It's a city driven by artists, small, independent businesses and community-minded people who care deeply about the people who live here. It's a passionate city and one with a lot of heart. This long career in public service has allowed me to dive into all of Oakland's most challenging problems and I've loved it, so when my local seat became available on the City Council, I felt a very strong calling to serve the residents of Oakland in this way. I went into this work with my eyes wide open. I understood how challenging it would be.

As a Mom, I feel the systemic problems in Oakland in a deep and personal way. I have a strong desire to make Oakland the most liveable city in every way, so that my kiddos can see what it means to give back, to create community and to build the world that we want to live in. I get fired up to work on a wide breadth of issues because my kids are always top of mind and I picture how they would want me to respond.

With all the complexities facing a city like Oakland, how do you determine priorities?

AG: As a Councilmember for the most diverse district in one of the most diverse cities in the nation, I must balance addressing the needs of all our residents while looking at broader policies to create the type of Oakland we want to see in the future. My

priorities are informed by the concerns my constituents are dealing with, and policy success, implementation of programs and positive, equitable results depend on their ideas and support. For example, homelessness seems to be increasing in Oakland with about 1,400 sheltered residents on any given night. Working in partnership with Laney College (located in my Council district), we're working together on a pilot program to help mass produce 'tiny homes' as one solution and part of a pathway to getting people out of the elements and into permanent shelter.

ACW: Oakland residents play a critical role in setting my agenda. As a City Councilmember, I have the opportunity to get involved in a myriad of issues and projects because I am driven by the ideas and problems that residents bring to my attention. After serving in this city for over 15 years, the issues that have demanded the most attention during that entire span are health and wellbeing of children and families, education, safety, and economic development — specifically through job creation and support of our small, independent businesses and the artist community.

This has been quite a year for Oakland, including a big crisis with the Oakland Police Department. What insights have you gained about leading during a time of turbulence?

AG: In these situations, it's important to avoid making assumptions and ask tough questions. Leaders are responsible and must be accountable at every level. We must get the facts, (define the problem accurately) before forging ahead. This allowed the Council to come together to put needed police reforms on the November ballot (Measure LL) that may provide stronger oversight over our police department. At the end of the day, the result of the crisis, the shape of the future, will get us closer to solving issues.

ACW: Serving in local government requires one to become accustomed to dealing with life and death on a daily and personal level. As Councilmember, I am often privy to deeply troubling problems that residents are suffering from and it is my job to get involved and push for solutions that are in my sphere of influence. There will always be challenges in local government — you are literally trying to solve systemic problems and improve our society. The key is to stay focused on the outcomes you seek to achieve and stay true to your values.

Our national discourse seems increasingly polarized. Given that, what kinds of things can be accomplished at a local level?

AG: Most real solutions are created and implemented at the local level. State and federal support is helpful, but sometimes those levels of government are obstacles to change. One example is our country's disinvestment in infrastructure. Cities are where policy gets implemented and where lives are most affected. At the local level, we hear all voices. In Oakland, we have been able to get many things accomplished this past year, including development impact fees, placing a bond measure for critical infrastructure funding, and a soda tax proposal to reduce childhood diabetes.

ACW: Politics and government at the local level is where the real work happens that affects our daily lives. It is incredibly challenging and satisfying to serve on the issues that really have the ability to help people — providing jobs and job training, improving our education system, creating walkable/bikeable/shoppable neighborhoods, supporting our artists, creating parks and libraries, filling potholes and trimming trees — everyone cares deeply and passionately about all of these things. I have the ability to work on every one of these issues in a single day. It can be exhilarating and exhausting — and definitely requires courage!

What aspects of your GSPP education have been particularly useful?

AG: My network of talented GSPP colleagues that I work with on a daily basis, including City Administrator Sabrina Landreth (MPP '04) and Councilmember Anne Campbell Washington, and Richard Raya (MPP '96), my Chief of staff, makes my work more engaging, productive — and fun. GSPP gave me tools to be a more effective policymaker. In directly applicable real-world lessons, there is always a 48-hour project at City Hall, and the budget simulation exercise was pretty spot on in that regard. GSPP taught me how important it is to define the problem and get that first step of the eight-fold path right on the trek to make better policy choices.

ACW: GSPP's greatest gift is the people — the fellow students, the professors, and the staff. I benefit greatly from all of these relationships to this day. It is so important to surround yourself with a great network of policy minds, so that you can pick up the phone and call when you are faced with a problem on a topic that is not your area of expertise. **G**

Right, top: Abel speaks with Coro Fellows, a leadership development program for government, nonprofit and business sectors. **Right, bottom:** Anne speaks at the launch of the "Oakland vs Big Soda" campaign.





David L. Kirp

is the former James D. Marver Professor at GSPP and a current Professor of the Graduate School. He is the prolific author of prize-winning books and scholarly articles, as well as a contributing writer to the *New York Times*. In his work, he has explored a wide range of social policy issues, including pre-school, K-12 and higher education, race and gender equality, affordable housing, and the AIDS crisis. His recent books include *Improbable Scholars: The Rebirth of a Great American School District and a Strategy for America's Schools* (winner of the AERA outstanding book award), *Kids First: Five Big Ideas for Transforming Children's Lives and America's Future*, *Sandbox Investment: The Preschool Movement and Kids First Politics* and *Shakespeare, Einstein and the Bottom Line: The Marketing of American Higher Education*. A frequent consultant with government agencies and nonprofits, he has delivered scores of keynote addresses and university lectures. He was a member of President Obama's 2008 transition team.



Lee Friedman

joined the Berkeley faculty in 1974 to help fashion the economics curriculum of the public policy program. His research is on a wide variety of issues, among them climate change policies, utility regulation, educational finance, criminal justice policies, agricultural subsidies, and consumer decision-making. He is known worldwide for his book *The Microeconomics of Public Policy Analysis* (Princeton University Press, 2002) which was translated into Chinese in 2016. He is the editor and a contributor to a new volume *Does Policy Analysis Matter?* that will be available from The University of California Press in March 2017.

Professor Friedman's work strives to improve the effectiveness of microeconomic policy analysis on actual public policies and practices. He is a recipient of the David N. Kershaw Award for distinguished public policy research, and of the University of California's Distinguished Teaching Award. He is former Editor of the *Journal of Policy Analysis and Management*, and has served as President of the Association for Public Policy Analysis and Management.

In 2016, he became a Professor of the Graduate School and Professor Emeritus of Public Policy.

"The driving force behind any David Kirp course is a searching intellectual rigor interspersed with a generous helping of David's sharp wit. Conventional wisdom often takes a drubbing. By the end, if you've paid any attention at all, you emerge with an impressive array of analytic tools to tackle any vexing legal or policy issue.

"On a personal level, David tipped me off to and supported me for the opportunity in media, which changed my entire career trajectory. I will be eternally grateful."

— **Gary Pruitt** (MPP/JD '81/'82)
President and CEO, Associated Press

"While David can wax enthusiastic about many things, I think he derives the greatest pleasure from writing about the people and institutions he discovers in his research — people like the extraordinary educators in the Union City, NJ public schools, which are the focus of 'Improbable Scholars.' A former journalist, David believes in stories and storytelling as a valuable tool for research and teaching. But beyond that, David's approach reflects his belief that individuals and institutions matter — a perspective on public policy that often gets lost in even the best cost-benefit analyses or quantitative research.

"In addition to teaching the truth that individuals and institutions matter, David embodies it. As a teacher and scholar, David has had an incalculable effect on people like me, and he is a key reason that Goldman as an institution has had the influence it has on important policy debates. I pinched myself the entire time I was there because of the exposure I had to David and the other faculty. I still pinch myself."

— **Dorothy Robyn** (MPP '78/PhD '83)
former Deputy Under Secretary of Defense.

"Lee Friedman: the 'dismal science' made clear. He was the best economics professor I ever had. Lee, which is how he preferred we address him, made complicated concepts easy. He taught us how and why economics is relevant to everyday life and to the making of policy. Lee's demeanor distinguished him — calm, deliberate, open-minded, unflappable. He handled our class, which included socialist, libertarians, progressives and even a few conservatives with equanimity and force of intellect. He disarmed us with his charm and gave us what we expected from GSPP — tools to understand and change our world. Thanks, Lee."

— **Aaron Estis** (MPP '85)
President, The Estis Group

"Lee's task was perhaps the most difficult among all the GSPP faculty. His classrooms were full of idealistic students on a mission to save the environment, reduce poverty, or end discrimination. But the good policy analyst, as Alan Blinder reminds us, must have both a hard head and a soft heart. And it was up to Lee to develop in his students the economists' hard headed understanding of how to achieve a better world most efficiently. Lee was so effective because he himself brought a hard head and soft heart to the classroom."

— **Suzanne Donovan** (MPP '81/PhD '87)
Executive Director, Strategic Education Research Partnership

Daniel Acland is part of a team of researchers from UCB and UCLA's schools of public health that is implementing an online gamification intervention to motivate young men who have sex with men (MSM) to engage in repeat HIV testing. This is one of the first large-scale online gamification interventions to be tested in the field of public health, and represents a significant step forward in the study and application of cutting-edge gamification design in public policy. Results of the study will be available in Fall of 2017.

Sarah Anzia presented new research on political party involvement in local elections as part of a Hewlett Foundation-sponsored conference on political parties, interest groups, and polarization (at the University of Maryland, College Park) this past June. In September, Anzia presented a new work on the activity of senior citizens in local elections at Indiana University's School of Public and Environmental Affairs. She also presented a new working paper on the governance of public employee pensions at the annual meeting of the American Political Science Association in Philadelphia, PA. Anzia is also the recipient of the annual faculty award for UC Berkeley's Prytanean Women's Honor Society.

Henry E. Brady published "Conclusion: Why Did We Do It That Way Then? What Might We Do Differently Now," in *New Advances in the Study of Civic Voluntarism: Resources, Engagement, and Recruitment*, a book that presents a cohesive collection of essays from leading scholars of civic participation. This book was released in celebration of the landmark *Voice and Equality*, which Brady co-wrote alongside Sidney Verba and Kay Lehman Schlozman.

Michael Nacht taught a course titled "Leading People and Organizations" for the inaugural Goldman School Master of Public Affairs class this summer. He is serving as Interim Director of the UC Berkeley Center for Studies in Higher Education during the 2016-17 academic year. He continues to serve on the Defense Threat Reduction Advisory Committee that advises senior officials of the US Department of Defense.

Alexander Gelber presented his work on Disability Insurance at the Council of Economic Advisors. The paper is now forthcoming in the *American Economic Journal*. Gelber's paper in the *National Tax Journal* also won the Musgrave Prize for the best paper in this journal in 2016.

Hilary Hoynes organized and ran a conference, "The Future of the Safety Net: Lessons from Two Decades of Welfare Reform," which featured Newt Gingrich as the keynote speaker, at the Brookings Institution in Washington, DC (September 2016). She herself was the keynote speaker at Agricultural & Applied Economics Association's Annual Conference in Boston (July 2016). Hoynes recently had two appointments — one to the Federal Commission for Evidence-Based Policy Making by Nancy Pelosi, and another to the Executive Committee of the American Economic Association. Her paper, "Long Run Economic and Health Impacts of Participation in the Food Stamp Program," was published in the *American Economic Review* and her policy brief, "Strengthening Temporary Assistance for Needy Families," was presented at The Hamilton Project in Washington, DC (May 2016). Hoynes is currently a visiting scholar at the Russell Sage Foundation in New York.

Rucker Johnson spoke about "Winning with the Power of Mass Equality: School Funding, Integration, & Access for Later-Life Success" at American Educational Research Association's (AERA) annual distinguished Spencer Foundation Lecture in Washington, DC. In September, Rucker presented his research on the long-run benefits of preK-12 educational investments at a state hearing on school finance reforms in Pennsylvania. In October alone, he spoke as the keynote closing speaker at the EdSource Education Policy Summit Symposium at the Oakland Convention Center — where he presented on school resource equity issues — and was a featured panelist at the "Education Equity 50 Years After Coleman" conference at Vanderbilt University.

Daniel Kammen published an analytic review of energy for urban sustainability in the inaugural special issue of *Science* on urban futures in May. Kammen visited Malaysian Borneo to evaluate progress on clean energy opportunities and progress instead of proposed construction of rainforest-destroying megadams (August 2016). As Science Envoy for US Secretary of State, Kammen travelled to Morocco, Jordan and Kuwait to launch clean energy collaborations in each nation in advance of the COP22 climate summit in Morocco that he attended (September 2016). Kammen also released a major report on non-coal options for Kosovo that coincided with the visit of US VP Biden to Kosovo (September 2016). Kammen chaired a submission to the 100&Change MacArthur proposal on the use of renewable energy to address conflict (October 2016). Most recently, Kammen was featured as the lead voice for energy access in the United Nations energy access and equity documents that resulted from discussion at the UN General Assembly meetings in September and as negotiating materials for the COP22 climate conference (October 2016).

Robert Birgeneau continues to co-lead the American Academy of Arts and Sciences' Lincoln Project. This project has now transitioned to the "activist" stage of trying to effect public educational policy at the state and national level. Birgeneau continues to serve as the university liaison for the Science Philanthropy Alliance, which recently helped secure the historic \$3B commitment by Priscilla Chan and Mark Zuckerberg to support basic biomedical research focused on curing diseases. The first \$600M is directed towards Berkeley, UCSF and Stanford. Last but not least, Cal Teach honored Birgeneau for his foundational contributions to K-12 education while serving as the Chancellor of UC Berkeley.

David Kirp is a contributing editor to the *New York Times* and currently writes about strategies that middle-tier universities have developed to improve the scandalously low national graduation rate (59% graduate in six years). He is embarking on a book that will explore these themes in depth.

Robert Reich and **Jennifer Granholm** debated Newt Gingrich and Laura Ingraham in Canada's Munk Debate, before 3,000 people and broadcasted across Canada, on the question "Will Donald Trump make America great again?" Reich and Granholm argued against the proposition.

Jennifer Skeem was awarded \$1.6M by the Laura and John Arnold Foundation (LJAF) to conduct a five-year study that will advance policy for justice-involved people with mental illness. This study will test whether and how interventions, a risk-focused group treatment program, reduces recidivism for these people, compared to existing justice services. This summer, stakeholders in education, child welfare, and mental health participated in a working group meeting at UC Berkeley, funded by a grant to Professor Skeem by the Zellerbach Family Foundation. The meeting is part of a project designed to advance understanding of how and when to intervene with youth at risk for violence. Professor Skeem was recently named the Milton and Florence Krenz Mack Distinguished Professor in Mental Health and Social Conflict. Her appointment will facilitate research on promoting positive development for at-risk children and adolescents. Recently accepted articles for Skeem and her colleagues include: "How well do juvenile risk assessments measure factors to target in treatment?" (in press, *Psychological Assessment*); "Gender, risk assessment, and sanctioning: The cost of treating women like men" (in press, *Law and Human Behavior*), and "Race, risk, and recidivism: Predictive bias and disparate impact" (in press, *Criminology*). All are available at <http://risk-resilience.berkeley.edu/>

Jesse Rothstein released four new papers: "The Great Recession and its Aftermath: What Role for Structural Changes?" (*Social and Economic Effects of the Great Recession, RSF Journal of the Social Sciences*), "The Measurement of Student Ability in Modern Assessment Systems" (*Journal of Economic Perspectives*), "Tax Policy Toward Low-Income Families" (*The Economics of Tax Policy*) and "The Earned Income Tax Credit" (*Economics of Means-Tested Transfer Programs in the United States, Volume I*).

Bringing City Government to the Classroom

By Dan Lindheim, *Professor of Practice*

TOO OFTEN, POLICY ANALYSIS IS AT HIGH LEVELS OF ABSTRACTION. At the local level, there is little abstraction—everything is excruciatingly real. Policies affect individuals with names and addresses who raise their concerns and struggles directly to your face. As President Obama once told visiting mayors, "being president is tough, but thank goodness I'm not a mayor."

Using my experiences as a former Oakland city manager, I introduce Goldman students to the world of local government and the complexities of the issues facing top officials in running a city: inadequate and inflexible budgets, crime and violence, police reform, jobs and affordable housing, inadequate infrastructure, conflicts over land use, unmet labor demands, under-funded pensions, departing sports franchises, dysfunctional politics and press, and much more.

To what extent can cities meaningfully address these issues and provide the services that people expect, demand and deserve? These are not just interesting conceptual issues, but issues one deals with every day, and too frequently, all at the same time.

At the local level, issues of power and governance, and the lack of clarity in respective roles, directly impact city actions. Similarly, equity and distributional issues cannot be ignored, as too often in broader policy discussions. The key democracy question is ever present—how to involve the "community" in policy-making; and who are the relevant communities — current residents or also future residents; those who sleep there or also those who just work or invest; and what issues require regional or national involvement; and of course, issues of race, class, ethnicity, and more.

How these questions are addressed determines the good, bad, and ugly of policies. For example, Jerry Brown wanted to bring "quality people" "with disposable income" to Oakland. His "10k" policy (as with the current housing boom) was geared to importing higher income non-residents. Proponents argue that the consequent displacement and gentrification is welcome. His successor Ron Dellums tried to prioritize the needs of existing residents regarding jobs and housing and public safety. Both are defensible policies, but with very different distributional impacts; and we discuss the merits of each.

These issues and debates are enriched with classroom presentations from city managers, police chiefs, department directors, elected officials, and activists. Similarly, students are required to involve themselves in real-world local government projects.

Maybe best of all, students with no interest in local government prior to the course are now working in cities across the country. **G**



Dan Lindheim



Celebrating 35 Years of PPIA

ALMOST 25 YEARS AGO, I was introduced to a program that would have a profound impact on my life. At the time, I had no idea that a seven-week intensive academic summer program would not only change the course of my academic and professional career but that 2.5 decades later, I would play a pivotal role in shaping the direction of this now 35-year old program.

My first exposure to the Public Policy and International Affairs (PPIA) Junior Summer Institute took place during my freshman year at UC Berkeley. As one of the first in my family to attend college, I proactively sought the advice of mentors to ensure that I leveraged every possible educational opportunity. One of my fantastic mentors was a PPIA alumna, who shared that the summer institute would expose me to vital quantitative and analytical skills necessary for graduate school. It would also provide critical professional networks and the financial support to pursue a graduate degree in public policy. I knew that I had to pursue this amazing opportunity.

Through rigorous coursework in economics, quantitative methods and policy analysis, and by meeting policy professionals of color who were making positive change in the world, I became hooked on public policy. I received a full fellowship to pursue a Master's degree in public policy at Carnegie Mellon University. After receiving my MPP, I launched my career in Washington, DC as a Presidential Management Fellow at the US Department of Education. I worked on national education policy — a dream come true. I eventually returned to my home state of California, and in 2007, I joined the Goldman School as Assistant Dean of Academic Affairs.

The 2008 financial crisis inevitably impacted UC Berkeley and the Goldman School, and thus, we were required to scale back financial resources. These financial pressures impacted PPIA both locally and nationally. I was asked to serve on the PPIA National Board of Directors, to direct the PPIA national office and lead a national diversity consortium of over 30 of the top



Jazmin Firo, Isaac Castro, Martha Chavez, Andrew Lomeli, and Jose "Pepe" Gil

On July 15, 2016, the Public Policy International Affairs (PPIA) celebrated 35 years of empowering students from diverse backgrounds to attend graduate school and go onto careers in public policy. For each of those 35 years, the Goldman School has hosted the PPIA Junior Summer Institute, making it the longest-running program of its kind.

At its national event in Washington, DC, PPIA awarded Martha Chavez, GSPP's Senior Assistant Dean for Academic Programs and Dean of Students, the *Reverend Clementa C. Pinckney Achievement Award* for her outstanding commitment to public service, and for her transformational impact in strengthening the PPIA National Program, including relaunching the PPIA Junior Summer Institute at Carnegie Mellon University. On the right, Martha reflects on the role program has played in shaping generations of diverse leaders, including herself.

Above: Donovan Hicks, Vaneshia Reed, Sino Esthappan, Andrew Lomeli, Adriana Medina (front), Martha Chavez (back), Jazmin Firo, Isaac Castro, and Jose "Pepe" Gil

public policy and international affairs programs. During this time of great economic instability, I was proud to step in and lead both UC Berkeley's PPIA Program and the PPIA national consortium to ensure fiscal stability.

Over the last ten years, my affiliation with PPIA has allowed me to serve as a mentor to thousands of diverse students nationwide. In 2004, I helped Carnegie Mellon University relaunch their PPIA Program, strengthened PPIA national partnerships, and promoted innovative models to increase access to graduate school for more diverse students. At PPIA's 35th anniversary event, I was honored to be a part of an amazing milestone celebration, and I have been thrilled to give back to a program that profoundly changed the direction of my academic and professional life.

Thirty-five years later, PPIA is continuing to evolve, seeking to expand and scale its efforts for even greater impact. Now more than ever, we need to increase educational opportunities that support the inclusion and participation of diverse populations in the public, nonprofit, and private sectors. I am excited about PPIA's future, and I look forward to continuing to support and develop innovative programs to meet its bold and critical mission. **G**

By Martha Chavez, Senior Assistant Dean for Academic Programs and Dean of Students



Martha Chavez with Cecilia Rouse, Dean of Princeton University's Woodrow Wilson School of Public & International Affairs.

MPA Perspective Scott Koll

By Scott Koll (MPA '17)

I HAVE SPENT THE LAST TWELVE YEARS in local government, as a business manager working closely with the police department. As such, I am often the liaison between the police department, city hall, and the community; I translate "cop culture" into everyday business terms, and vice versa.

For the last year and half, I have served as the business manager for the San Leandro Police Department. San Leandro borders Oakland in the East Bay, and ranks among the top five most diverse cities in the nation. I've spent the last year creating a roadmap to help police managers navigate the city budget process, procurement, contracts, grant and risk management, as well as legislation.

I am also responsible for community engagement and outreach. We recently began an outreach campaign on multiple Chinese platforms, coupled with an Asian business outreach campaign, which we funded in part through a federal grant. We're continually seeking to build programs that will help us connect with communities that might otherwise not speak up or be heard. I grew up in Minnesota, listening to Garrison Keillor's

Lake Wobegon, so I see the power behind community bonding.

Local governments have become a laboratory for policy research, especially for law enforcement. Given the national debate surrounding police oversight and the use of body cameras, I am quite lucky to have the world-class research of Berkeley at my fingertips. I have the good fortune of discussing these challenges with those researchers who explore the depths of local policy and its implications. I sought out the Master of Public Affairs (MPA) for this reason. I had prior coursework in business, but I sought out a program where I could explore policy alternatives while concurrently developing a more holistic approach to policy leadership.

I want to be equipped to respond thoughtfully to a changing policy landscape. Ultimately, I look to serve as a city manager; a key piece to a well-functioning city is managing public safety through innovative leadership. **G**



MPP Summer Internship Profiles



Mark Jimenez (Sacramento, CA) interned in the Department of Finance, Local Government Unit focusing on housing policy. He conducted programmatic and fiscal analyses of numerous proposed legislation introduced by the California legislature and recommended a position Governor Brown should adopt.



Gita Devaney (San Francisco, CA) interned at the Government Accountability Office's field office in San Francisco. As part of the International Affairs and Trade team, she worked on the early stages of a report on State Department allowances and benefits for civilian employees serving overseas, which included analyzing data on expenditures and interviewing State Department officials.



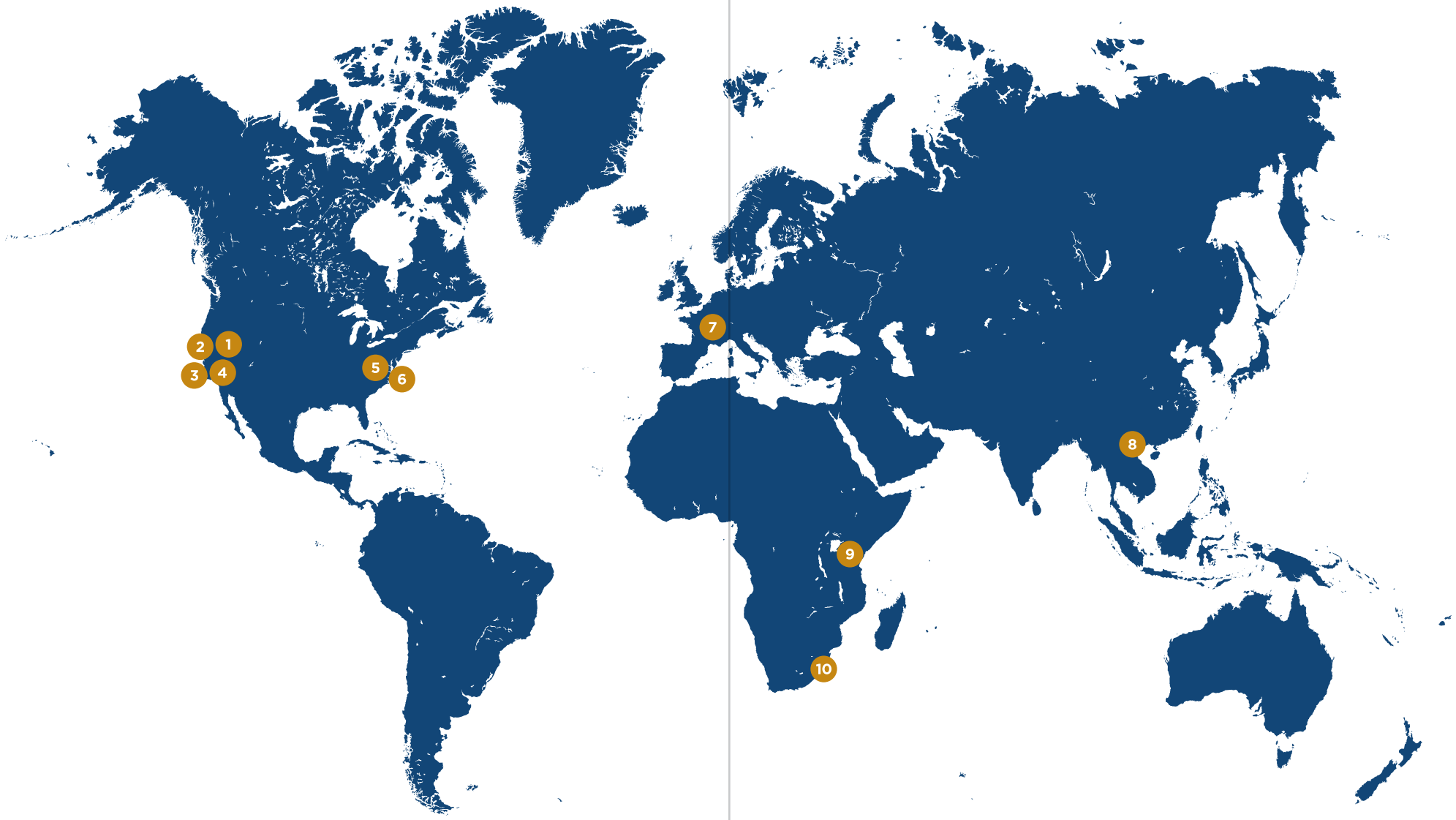
Juan Ramirez (Washington, DC) worked at The World Bank Group within the Enabling the Business of Agriculture Unit. He analyzed policies and regulations that have an impact on the ease of doing business in the agricultural sector of 62 countries around the world.



Michael Drane (Oakland, CA) worked in the office of Oakland City Councilmember Abel Guillen (MPP '01) focusing on housing legislation and ballot measures. He provided research and supported decision-making on a variety of topics including just cause, public lands, and the Renters Protection Act.



Alice Hur (San Francisco, CA) interned at the US Government Accountability Office (GAO) in the agency's San Francisco field office. Her main task was developing a data collection instrument and protocol for assessing the compliance of privately insured credit unions with federal website disclosure requirements. In addition, she helped lead interviews with state financial regulators, planned credit union site visits, and prepared a knowledge transfer presentation on cybersecurity with fellow interns on the Financial Markets and Community Investment mission team.



GSPP students were involved with over 90 internships worldwide. Here is a small sampling.



Karolina Maslanka (Washington, DC) worked at The White House Council on Environmental Quality as a Federal Sustainability Intern. She helped manage the review process of Strategic Sustainability Performance Plans submitted by federal agencies and conducted data analysis to ensure that federal agencies serve as an example by reaching their sustainability goals.



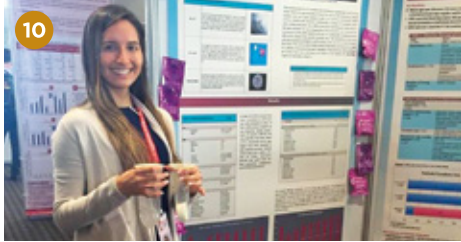
Alejandra Barrio (Geneva, Switzerland) interned for the Labour Mobility and Human Development Division of the International Organization for Migration (IOM). As a support for IOM's focal point on Migrant Integration and Training, she authored a series of strategic policy papers on topics related to labor migration, political participation, refugee youth, and xenophobia, to guide the agency's transition into the UN structure. She bridged her experience at IOM with a week-long course on Humanitarian Action, facilitated by the Duke Sanford School of Public Policy.



Dan Blaustein-Rejto (Hanoi, Vietnam) worked with the International Center for Tropical Agriculture (CIAT) and University of the Philippines-Los Baños on how to make Philippine agriculture more climate resilient. He conducted focus groups with agricultural extension workers, interviewed farmers and administered surveys to government officials.



Paloma Corcuera (Arusha, Tanzania) prepared a feasibility study on the implementation of plastic crates in the supply chain of tomatoes in Arusha with the objective of increasing farmer's income and adding nutritional value by decreasing tomato damage caused by the currently used wooden crates. The study relied on informational interviews, surveys, and a cost benefit analysis that engaged all the stakeholders: farmers, traders, plastic crate manufacturing companies, government agencies, and NGOs.



Hortencia Rodríguez (Durban, South Africa) was awarded a Global Development Fellowship to work with the Maternal, Adolescent and Child Health Research Unit (MatCH) at the University of Witswatersrand to investigate factors associated with uptake and sustained use of female condoms across South Africa.

students **Laura Maria Sanchez Bolanos**



WHEN LAURA SANCHEZ FOUND OUT that the Environmental Defense Fund (EDF) Climate Corps program had matched her for a summer internship with the city of Austin, she was a bit skeptical. She had grown up in Costa Rica and had lived in New York and Berkeley but had never been to Texas.

“Lots of people told me, ‘you should go!’ and ‘Austin is a great city,’” she recalls. “Ultimately, I turned down other offers and decided to go, not only because the project was interesting but because Texas represented a major challenge in the energy sector.”

The Texas Property Assessed Clean Energy (PACE) Authority administers the PACE program in the state, which enables owners of residential, industrial and commercial properties to access low-cost funds for energy and water efficiency retrofits as well as distributed generation investments. (This system of funding energy efficiency upgrades was innovated by Goldman alumnus Cisco DeVries (MPP ’00). The mayor of Austin wanted to know if there was a way to leverage PACE funds for affordable housing and reached out to EDF to do a study.

“Most affordable housing is privately owned, but they receive subsidies from the local, state and federal level,” says Laura. “Since PACE requires lender consent from the mortgage holder, it can get quite complicated when so many sources of funds are involved. The key question is: if a property owner wants to use PACE, who would have to approve the use of this innovative financing tool?”

Though there were two examples of PACE having been used in affordable housing nationwide (in Michigan and in Washington, DC), there was no existing literature to draw upon. Laura tackled her project by interviewing the members of the Affordable Housing Committee created by the Mayor of Austin. In total, she talked to over 40 stakeholders (lenders, property owners, developers, and public housing authorities) to learn about the sector from their various points of view.

“Everyone represented a different agenda,” she recalls. “For example, Texas has over 250 public housing authorities, which in some cases own but mostly direct federal and state funds towards affordable housing properties. Everyone expected a report that would address their specific concerns, which was a bit complex.”

In the process of talking with people, two properties emerged as candidates for pilot projects. Laura connected the property owners with PACE, who connected them with an energy audit firm. “If the energy/water savings are greater than cost of the loan, the properties are eligible for PACE financing,” she says. “Thanks to efforts during the summer, these two properties are in the midst of the process right now.”

Laura spent the second part of her internship on what turned out to be a 60-page, comprehensive paper on affordable housing co-authored by PACE and EDF. The full paper is available at <http://bit.ly/EDFSanchez>.

Laura says that her internship, along with her first year at the Goldman School, shaped her sense of what she would like to do in the future. “I now know that I’m particularly interested in the intersection between energy markets, sustainability, and business practices, and not just climate change or environmental policy,” she says.

Her summer internship may also have shaped where she heads after graduation. “I loved Austin,” she says. “I would like to go back and live there in the near future.” **G**

alumni **James Toma**



JAMES TOMA (MPP ’95) is the Mayor of West Covina, California. He spoke with Policy Notes about how he became a politician, a group he once considered a “different breed.”

What was your path to becoming mayor of West Covina?

After graduating from GSPP, I worked in the California State Assembly and loved it. It was a great opportunity to understand and help make state policy, and was also a practical education in politics. After my son was born in 2007, we moved to West Covina where I became president of the Friends of the West Covina Library. The city council pushed a commercial development that would hurt the Library. I opposed the project at planning commission and city council meetings. That experience sparked my interest in running for city council. When I ran in 2013, I was told I hadn’t lived in the city long enough to win. I won the election with 40% more votes than the second-highest vote getter. Last December I was sworn in as Mayor.

What are the unique challenges and opportunities of working in a city like West Covina?

We’ve inherited years of deferred maintenance and infrastructure. Our city took a financial beating during the great recession. When the Governor eliminated redevelopment, our city lost millions of dollars. Rapidly increasing retirement and healthcare costs have taken a toll on our budgets. I also see the same distrust of government that affected the presidential race in play at the local level. We have a relatively new council and city management so there are lots of opportunities to think and do things differently. We’re working on a General Plan that will create a blueprint for development in the next few decades.

Mayor James Toma speaks at a May 2016 press conference in the aftermath of the shooting of a West Covina police officer

What GSPP skills/tools have been most useful for you?

The Goldman School offered a great education on how to think and communicate clearly about policy problems. It made me comfortable with both qualitative and quantitative analysis. I also learned how to work better in groups and I learned a great deal from my classmates. GSPP is all about breaking down policy issues and thinking creatively about solutions.

What advice would you have for GSPPers seeking elected office?

The GSPP students and alumni I’ve known would make great elected officials. Diverse life experiences are helpful. You have to communicate with different people in a variety of settings. A lot of people would like to be elected but don’t want to ask for votes or money. You have to do both. Once elected, a desire to learn and excel at your job is essential. It’s been three years since I was elected and I’m constantly learning. Also, you have to make decisions with little information. So don’t underestimate the value of good policy and political instincts. **G**



alumni **Debra Lam**

DEBRA LAM (MPP ’07) is the Chief of Innovation and Performance for Pittsburgh, PA and oversees technology, sustainability, performance, and innovation for the city. Policy Notes spoke with her about the career path and why good data is a means, not the end.

What was your background before you entered this role?

Prior to joining the City of Pittsburgh, I spent years as a management consultant with Arup, an engineering and design consulting firm. I was mainly based in London and Hong Kong, but had an opportunity to travel the world and work on some amazing projects and with incredibly smart people. My work included working with cities on sustainability, urban policy and strategy. Nothing fully prepares you for working in city government, but this was a great foundation.

The Chief of Innovation and Performance is a newly-created position. I serve on the Mayor’s executive cabinet and also lead a department.

How is data and technology being leveraged to address some of the challenges faced by cities like Pittsburgh?

We established the Western Pennsylvania Regional Data Center with Allegheny County and the University of Pittsburgh to make it easier for the public to find and use information. For example, people may find transportation data useful because it affects how people choose to commute and travel. Crime data can help citizens better understand their communities. We have also made it easier for other public sector agencies, academic institutions, and nonprofit groups to release their data through the common framework for further transparency.

Data and technology though should be seen as the means, not the end. Our next stage for open data is training, educating, and working with the community on how to use and apply the data to improve their communities.

What are the biggest obstacles to innovation and what are strategies to overcome?

Change is always difficult, and it is important to engage with the stakeholders in the process so that they can contribute to the outcome. We held roundtables and feedback sessions in person, did online surveys, utilized social media, the City Cable Channel, the website, and worked closely with our partners.

What is one takeaway from your time at the Goldman School?

I first learned about the meaning of “speaking truth to power” at GSPP and hope to continue to apply it in my public service. **G**

event highlights

SCiPP's 6th Annual Race & Policy Symposium: Modern Segregation

Students of Color in Public Policy (SCiPP), with co-sponsorship from Blacks in Public Policy (BiPP), the Graduate Assembly (GA), Housing and Urban Policy (HUP), and the Migration and Refugee Policy Group (MRPG), sponsored a week of learning and conversation about segregation in education, housing, in international settings, and with a debate on environmental justice.



Commencement 2016

Congratulations to the newly-minted graduates of the Class of 2016.



Breaking Promises: The Young's Declining Share of the Economic Pie

Do we need to make major changes so that millennials can enjoy the same economic opportunities as previous generations? How can our young citizens be more engaged in the political process that will shape their future? Geoffrey Canada of the Harlem Children's Zone and Stanley Druckmiller of Duquesne Family Office LLC discussed how current government policies and practices stack up for younger generations.



San Francisco Networking Reception

The Goldman School's San Francisco Networking Reception connects Bay Area prospective employers and alumni with current Masters and PhD students from UC Berkeley's Goldman School of Public Policy who are interested in creating career connections in the public, private and nonprofit arenas.



Cal Day 2016 Political Life @ Berkeley: Conversations Across the Divide

The Goldman School of Public Policy's Center on Civility & Democratic Engagement sponsored a multi-partisan discussion on issues such as student elections, student movements, the study of politics in the classroom, and the 2016 US election season. Student speakers (representing ASUC student government, Berkeley College Republicans, and Cal Berkeley Democrats) explored ways Berkeley's culture of free expression and political debate finds a balance with the need for civility and constructive engagement. The panel was moderated by Richard "Dick" Beahrs ('68), former ASUC President.

Environmental Policy Group Alumni Dinner

The Environmental Policy Group (EPG) welcomed its alumni to its annual dinner, giving students, alumni, faculty and staff the chance to connect over their mutual interest in environmental policy.



from the desk of
Annette Doornbos

GSPP in the Arena

“It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena....”

– Theodore Roosevelt

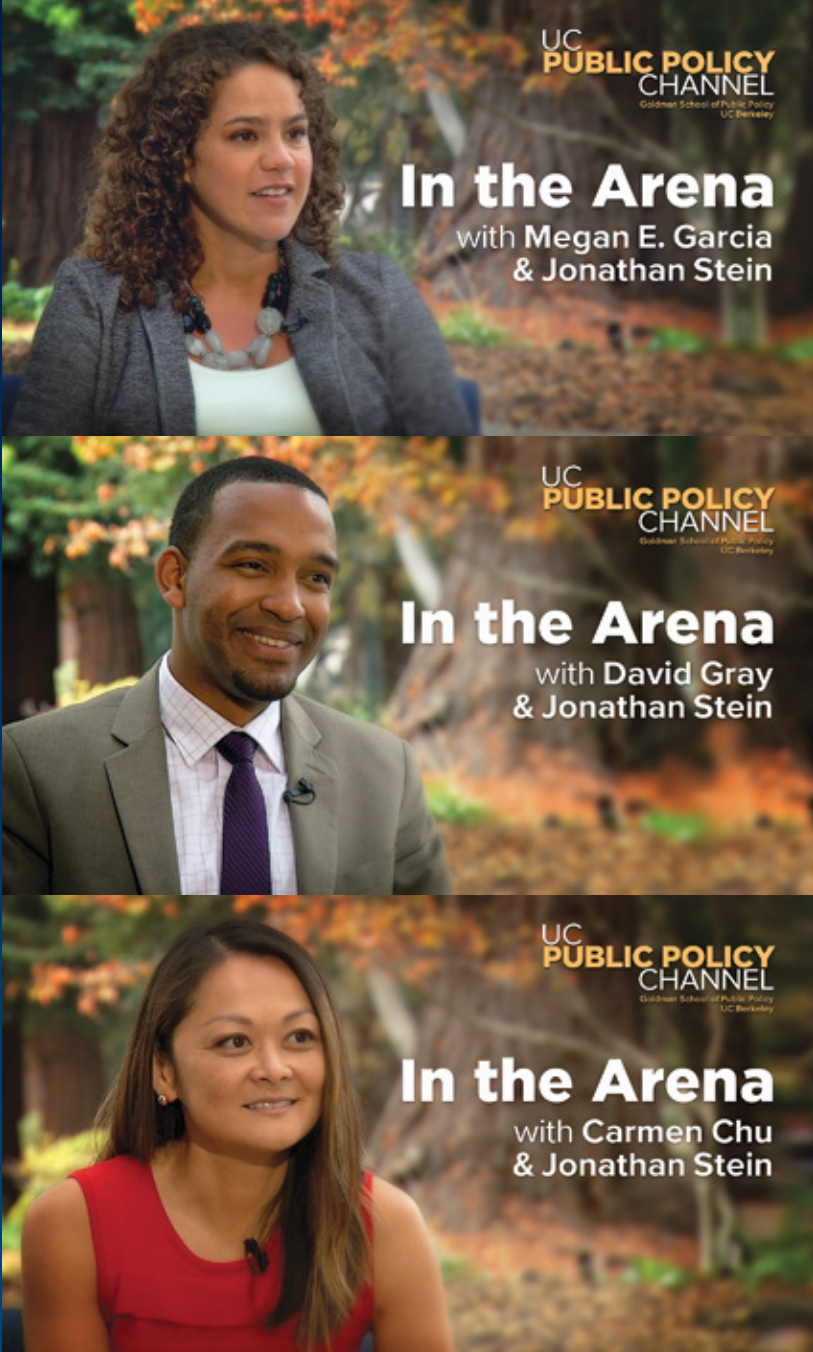


Annette Doornbos is the Assistant Dean for External Relations and Development

HARD TO THINK THAT ANYONE could have put it better than Theodore Roosevelt when it comes to articulating the dominant characteristic of Goldman School students and alumni: the drive to be the one who makes the difference. GSPP’s new UCTV video and podcast series, *In The Arena*, hosted by Jonathan Stein (MPP/JD ’13), brings Theodore Roosevelt’s quote

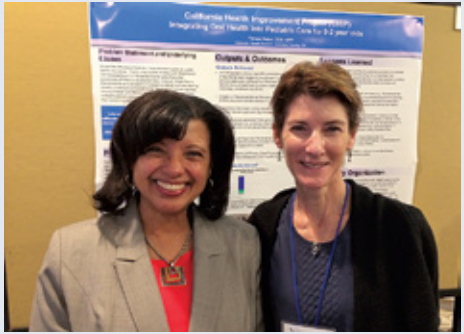
to life with stories of Goldman School young alumni and their struggles and achievements as public policy innovators. The personal narratives of Megan Garcia (MPP ’10), David Gray (MPP ’12), and Carmen Chu (MPP ’03) reveal the defining life experiences that motivated each of them to pursue a career in public policy. Giving back and promoting positive change are the common threads in their otherwise divergent narratives. Whether it was growing up as a child of immigrants whose education stopped short of high school, living through the ineptitude and injustice of Hurricane Katrina’s aftermath, or realizing that one’s youth and gender

might lead legislators and three-star generals to assume you didn’t belong at the table — all three translated powerful personal experiences into an equally powerful drive to speak truth with power. The resolve to speak truth with power, i.e., to take the role of the policy leader, was the leap that brought Megan, David and Carmen to their current roles. Each is deeply involved in pivotal policy decisions of far-reaching consequences for the people they serve. They are “in the arena” and are a testament to the School and the community that helped prepare them. **G**



CLASS NOTES

Jamie Allison (MPP ’06) was promoted to Vice President of Grant Programs at the SH Cowell Foundation this July. She began working at Cowell upon completing her MPP at Goldman and has been at the foundation for 10 years.



Drs **Pamela Arbuckle Alston** (MPP ’84) and **Susan Ehrlich** (MPP ’84)

Susan Ehrlich (MPP ’84) and **Pamela Arbuckle Alston** (MPP ’84) met up for the first time since graduation at the California Healthcare Foundation Leadership Program’s Alumni Event and Graduation (see photo). Susan is an alumna of the program and Pamela graduated this year. Susan is CEO of the Priscilla Chan & Mark Zuckerberg San Francisco General Hospital and Trauma Center. Pamela is the dental director at Alameda Health System. Both Susan and Pamela received their doctoral degrees from UCSF (Susan, MD 1999 and Pamela, DDS 1982).

Jennifer Baka (MPP ’07) returned to the US after 3 years in London to begin a faculty position at Penn State’s Department of Geography. She joins the school as an Assistant Professor and is affiliated with the Institutes of Energy and the Environment.

Joseph Castro (MPP ’90) received the Alumni Excellence in Education Award from Stanford’s Graduate School of Education for his service as the President of CSU Fresno. The ceremony honoring Joseph took place on October 20, 2016.

John Chang (MPP ’97) is now the Chief of Staff to the Vice President and Chief Information Security Officer of Discover Financial Services in Chicago, IL.

Margaret Salazar (MPP ’06) was appointed Director of Oregon Housing and Community Services by Oregon Governor Kate Brown. She looks forward to finding creative solutions to bring housing opportunities to all Oregonians.

David Creighton (MPP ’85) continues to work on behalf of the ex-untouchable community in India as an advisor to the Nagaloka Centre in Nagpur, where low-caste men and women are trained to be community organizers and social workers. David also organizes visits with Western groups who are interested in learning about the social situation in India. MJ Moore, his spouse, has retired from her teaching career and they are looking forward to more travel and quality time together. David’s son Robbie, who graduated from the Price School with an MPP earlier this year, is now working for the Economic Development group at USC.

Bill Hederman (MPP ’74) recently completed his assignment as Secretary of Energy Ernest Moniz’s Senior Advisor for Energy Markets. In late May, Bill and small group of senior executives from DOE and FERC visited with energy officials in each of the Baltic nation states (Estonia, Latvia, Lithuania). These nations had learned of DOE’s technical assistance to Ukraine and requested similar energy policy guidance. Soon after Bill returned to the US, the new Prime Minister of Ukraine, Volodymyr Groysman, made a personal visit to Secretary Moniz to thank him for the 2015 DOE mission to Ukraine. Bill spent July 2015 in Kyiv and was privileged to be invited to the ceremony between the Prime Minister and the Secretary.

Kristin Homme (MPP ’94) co-authored “Thimerosal-containing Hepatitis B Vaccine Exposure is Highly Associated with Childhood Obesity: A Case-control Study Using the Vaccine Safety Datalink,” an epidemiological study that reveals a link between infant exposure to vaccine mercury and childhood obesity. This paper was published in the July 2016 issue of the *North American Journal of Medical Sciences*. Kristin continues to work on raising awareness about the risks of chronic and low-dose mercury exposure from dental amalgams and certain vaccines, which are denied and downplayed by most health institutions despite much scientific evidence to the contrary.

Michael Kobori (MPP ’95) just celebrated his 15th year at Levi Strauss & Co. where he is Vice-President of Sustainability. He was recently appointed to the Cotton Board by the Secretary of Agriculture. In addition to his day job, Michael enjoys teaching an undergraduate course on Strategic Corporate Sustainability at the Haas Business School and completing his first sprint triathlon earlier this year.

Sasha Horwitz (MPP ’07) and wife Jamie Polster welcomed their first child Dean Oliver Horwitz, born Oct 1, 2016. Dean was born 8 weeks early and is doing great, thanks in no small part to the amazing doctors and nurses at Sutter Women’s and Children’s Center hospital.

David Deming (MPP ’05) and **Janine Santimauro** (MPP/MPH ’05) have moved from Cambridge, MA to Brookline, MA. Janine was recently promoted to Executive Director of the Heart Center at Boston Children’s Hospital. David was recently promoted to full professor with tenure at Harvard University. Their two kids Maia and Serena are currently 7 and 5, respectively.

Trish Koman (MPP ’94) earned her PhD in Environmental Health Sciences in August 2016 from the University of Michigan. She is currently the interim Managing Director of the Risk Science Center at the University of Michigan School of Public Health in Ann Arbor, MI.

Marc Lieber (MPP ’81) and wife Annette are thrilled to welcome their first grandchild, Noah Gershon Lieber, born on May 22 in Cambridge, MA.

Michael Look (MPP ’85) joined the US Department of Housing and Urban Development (HUD) as the Deputy Regional Administrator for Region X (Alaska, Washington, Idaho, and Oregon) in September 2016. He is currently based out of HUD’s Seattle Regional Office. After thirty years of service to local governments, Michael is excited to join the federal government and take on new challenges.

John Mikulin (MPP ’11) is an Environmental Protection Specialist in the United States Environmental Protection Agency (US EPA), Region 9 Clean Energy & Climate Change Office located in San Francisco, CA. His work focuses on efforts to reduce emissions from mobile sources of air pollution in the western US. John’s current projects include: Diesel Emissions Reduction Act (DERA) implementation, West Coast Collaborative stakeholder outreach and DERA grant project oversight, coordination of regional electric vehicle deployment, coordination of mobile source technology demonstration, assistance with national vehicle fuel economy and greenhouse gas emission standards development, assistance with regional biomethane deployment, diesel emissions reduction technology benefit-cost assessment, and National Environmental Policy Act (NEPA) review.

David Gutierrez (MPP/MA-IAS '16) entered the US Foreign Service as a Political Officer on September 6, 2016. He will be posted to Guadalajara, Mexico beginning December 2016.

Matt Reed (MPP '07) recently joined the University of California Office of the President (UCOP) as an Institutional Research and Planning Analyst. When not working, he keeps busy with his boy/girl twins, born April 2015.

Stephen Rosenbaum (MPP '79/JD '80) returned to California Rural Legal Assistance (celebrating its 50th year) as a Regional Director of Advocacy. He also joined the UCB Haas Institute for a Fair & Inclusive Society as a Visiting Researcher Scholar. Cambridge Scholars published *Experimental Legal Education in a Globalized World: The Middle East & Beyond*, a book that Steve co-edited with the Dean of Hebron University Law. The University of Windsor law journal also published his article recommending that special education due process hearings be scrapped in favour of a "quasi-inquisitorial process" of review. Steve spoke at the Hungarian Academy of Sciences Institute for Legal Studies

on bureaucratic legalism and at Golden Gate University's international law symposium on reconciling the protections afforded domestic care workers and people with disabilities. He was also a panelist at a symposium on alternative dispute resolution at the Universidad Autónoma Faculty of Law and Criminology in Monterrey, Mexico.

James Savage (MPP '78) will be a Fulbright Visiting Professor at the Diplomatic Academy in Vienna, Austria during Spring of 2017. He is currently a professor of politics and public policy at the University of Virginia.

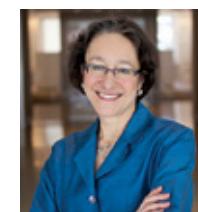
Linda Sheehan (MPP '90, JD '91) is the Executive Director of Earth Law Center, which is building a movement to recognize nature's rights in law. Linda recently returned from Hawaii for the quadrennial Congress of the International Union for Conservation of Nature (IUCN), the world's largest conservation organization, where she successfully advocated to include nature's rights in IUCN's four-year work Programme. See <http://bit.ly/RES100> for the IUCN's commitment to nature's rights. Linda also co-wrote for the United Nations a just-released report of global experts on Earth Jurisprudence, or Earth-centered law

and policy; see <http://bit.ly/2ehvTmW>. ELC will release in December an update of its 2015 report on the growing number of "co-violations" of nature's rights and human rights worldwide; see <http://bit.ly/ELCCoVi>.

Martha Ture (MPP '04) has returned to journalism since retiring from the California Public Utilities Commission. She now regularly writes about news from a feminist's perspective for *Garnet News*. Martha also enjoys taking photographs of Mt. Tamalpais — one of her images won best in show at the Marin County Fair this year. She and her husband, Jim, are enjoying good health as she turns 71 on Thanksgiving this year.

Kitty Williamson (MPP '75) is happy to announce that UC Berkeley enriches life, even in retirement. She is currently a trip leader with Inspiring Connections Outdoors, a program that takes at-risk and underserved children on outdoor adventures. One of Kitty's whitewater rafting trips was included in a study by the UC Berkeley Dept. of Psychology. The research found that such trips promote awe, curiosity, and positive emotions (happiness, pride, gratitude) as well as measurable hormonal and attitudinal changes.

alumni board **Ways to Connect**



By **Shelly Gehshan** (MPP '85)

NEWS FROM THE ALUMNI ASSOCIATION IS GOOD. Quite good. We had 20 candidates run for four board slots. Last year, we donated more money to GSPP than the board had given in years. We helped the excellent student-run *PolicyMatters Journal* find a wider audience. We supported regions across the country in hosting events for alumni. And we organized alumni to call to newly-admitted students to encourage them to choose GSPP.

This year, we've got a polished 3-year plan that follows a ringing Call to Action the GSPP administration scripted to inform our work. And we have a talented, diverse slate of officers and committee chairs chosen before our first meeting. Did I mention I'm one of them? On October 22, 2016, I took over as chair of the Alumni Association, the first woman in the organization's 17-year history to do so. It's a privilege to serve in that capacity, particularly since I'm a policy ex-pat, having shifted to career and executive coaching a few years ago.

Our leadership includes Vice-Chair Armando Salcedo-Cisneros ('10), Secretary Brittaney Carter ('15), and committee chairs Jonathan Stein ('13, governance), Jay Liao ('11, alumni activities), and Swati Pande and Lauren Vargas (both '14, student services).

Here are a few ways the Alumni Association board plans to add value to the GSPP community:

- determine the best ways to raise the visibility of the school on social media.
- expand the number of regions around the country that have coordinators and hold at least one interesting, fun event to bring alumni together; and
- a webinar series featuring alumni and other experts on topics of keen interest: student debt, successfully transitioning from analyst to manager, increasing diversity, and creating a pipeline among international alumni for the MPA program.

We look forward to serving alumni and supporting the school. To volunteer, please reach out: Shelly@gehshangroup.com.

2016-17 Alumni Board

Victoria Brown (MPP '11)
Brittaney Carter (MPP '15)
James Chadam (MPP '95)
Ginny Fang (MPP '08)
Mary June Flores (MPP/MPH '15)
Maureen Friar (MPP '90)
Shelly Gehshan (MPP '85)
Jay Liao (MPP '11)
Sarah Martin-Anderson (MPP '08, PhD '13)
Swati Pande (MPP '14)
Enrique Ruacho (MPP '12)
Armando Salcedo Cisneros (MPP '10)
Jonathan Stein (MPP/JD '13)
Lauren Vargas (MPP '14)
Evan White (MPP/JD '12)

Center on Civility & Democratic Engagement

Presidential Debate Standards

This election is the most uncivil in recent memory. According to recent polling, 69 percent of Americans agree that civility has decreased in the last few years, and 2 out of 3 voters say the 2016 campaign is less civil than other elections. As a founding member of the National Civility Network, CCDE joined the National Center for Civil Discourse (NICD) and more than sixty other leading organizations endorsing a set of standards for the conduct of the 2016 presidential debates.

"The only way to restore civility and respect in our political campaigns, and our government, is for people to stand up and demand better treatment," said Dr. Larry Rosenthal, CCDE Program Director. "The American people have grown tired of all the distraction and theater. Our

national concerns and pressing policy problems are far too important. How have all our choices about the future become mired in such pettiness and selfishness? Everyone knows we can do better, and these debate standards reflect that."

The Debate Standards call for active demonstrations of respect and tolerance

among the debaters, the moderators, and in-person audience members. Carolyn Lukensmeyer of NICD added, "We urge the moderators to adopt the National Institute for Civil Discourse's Debate Standard and therefore ensure a civil debate, where both sides are heard and respected and treated equally."



Homecoming Panel

The 2016 campaign generated serious questions about the viability of two-party politics in the United States, and this year's CCDE Homecoming panel addressed key issues relating to the composition of the electorate and their evolving

viewpoints during the primary. Speakers Goldman School Dean Henry E. Brady, Professor Lisa García Bedolla of Berkeley's Travers Department of Political Science, and Bill Whalen of the Hoover Institution at Stanford also exchanged views on the key role to be played by the growing Latino presence at the ballot box, and the interplay among mainstream and other constituencies in Democratic and Republican leadership. More than 200 people attended this lively discussion moderated by Richard "Dick" Beahrs ('68) and viewable on the Goldman School's UC Public Policy Channel on UCTV.

KQED Ballots & Brews

CCDE served as outreach partner for Bay Area public broadcaster KQED's "Ballots & Brews" event held October 10th at the

Ed Roberts Campus in Berkeley. Part of a series of regional events timed for the release of KQED's Voter Guide, the gathering featured discussion of California ballot propositions by the station's news team and audience members. Following upon CCDE's involvement with KQED's "Start The Conversation" campaign last spring, "Ballots & Brews" advanced a shared mission between the station and the School working toward voter education, citizen engagement, and community-based leadership. **G**

Larry Rosenthal
(MPP '93/PhD '00)





Students of community colleges, Cal State Universities and UCs gathered to listen, learn and brainstorm around topics of work, advocacy and higher education.

#OurFutureCA

By Sarah Swanbeck (MPP '11), CGIF Executive Director

IN JULY, the Goldman School of Public Policy's Center on Governing and Investing in the Future brought together Millennials from across California to explore their generation's vision for a better future in the Golden State.


The two-day summit gathered over 150 young leaders at the forefront of social change. Students representing 50 University of California (UC), California State University (CSU), California community colleges, and private universities from around the State came to the Goldman School to discuss the economic challenges that young Californians face and to set out an agenda for their generation's priorities in an important election year and beyond.

While summit participants represented 50 colleges and universities from across the state, our online reach was even greater. Over 300,000 individuals connected with us via Twitter using #OurFutureCA (see sidebar).

Day 1 featured experts discussing the economic and political barriers that young Californians face, including the challenge of financing an education, finding a job in a weak economy, and planning for long-

term financial security. We featured scholars from the Public Policy Institute of California Higher Education Center, the Roosevelt Institute, Student Debt Crisis, Govern for California, and others.

Day 2 focused on the power of young leaders to implement economic and political change by building and sustaining lasting social movements. Activists from successful campaigns such as Million Hoodies, NextGen Climate, Evolve, GetEqual and others were featured. Day 2 also included a panel on how to amplify millennial voices in the 2016 Election and beyond, featuring Congressman Eric Swalwell, US Representative from CA District 15 and a national leader on millennial political engagement.

Participants commented that it was "a rare opportunity to engage with young people from across the State" and that it was "a fantastic opportunity to learn from many experts, express our ideas, and network with enthusiastic students." Another participant wrote: "I've done some work on student debt and long-term outcomes for Millennials, but had never met with or heard from activists in the space." 

Millennial Summit Impact

- Over 150 California undergraduate students and young professionals with diverse backgrounds from across the state participated.
- Over 50 different public and private colleges and universities were represented
 - Over 20 percent of attendees came from community colleges across California.
 - Over 60 percent of attendees travelled from outside the Bay Area to attend the Summit.
 - Over 70 percent of attendees represented communities of color, with strongest representation from Latinos (31 percent) and Chicanos (22 percent).
- Over 300,000 individuals participated in the Summit via Twitter

Center for Studies in Higher Education

UC BERKELEY'S CENTER FOR STUDIES IN HIGHER EDUCATION (CSHE) was established in 1957 as the first research institute in the world devoted to the study of systems, institutions, and processes of higher education. CSHE is now part of the Goldman School of Public Policy, in part reflecting the Center's long history of interdisciplinary and policy-relevant research. Previously, CSHE reported directly to the UC Berkeley Executive Vice Chancellor and Provost.

The Center has had a major impact on the study of higher education since its founding under a proposal developed by Clark Kerr, Robert Gordon Sproul, T.R. McConnell (the Center's first Director), and John Gardner — then president of the Carnegie Corporation. Its focus and mission will remain devoted to multidisciplinary research, supporting comparative studies across the nation and internationally, acting as a University of California-wide resource for faculty and senior administrators, and providing a neutral forum for discussion among university leaders and government officials.

Current research conducted at the Center includes the Student Experience in the Research University (SERU) Consortium — a group of top-tier universities that conduct

survey research on undergraduates and graduate students and share data and best practices with global academic and institutional partners, a major study of pension reform in higher education, and the Research Universities Going Global Project that is studying why and how universities are pursuing greater international engagement.


The Center also offers a visiting scholars program, the Gardner Seminar for graduate students at UC Berkeley and other UC campuses writing dissertations on higher education, the Research and Occasional Paper Series, and an ongoing colloquium series that sponsors more than a dozen presentations each academic year addressing research in higher education and contemporary policy issues.

Currently, the Center is planning the Spring Colloquium Series. Participants will have the opportunity to hear viewpoints from Bay Area senators, university presidents, and leading scholars on higher education issues. All lectures take place on the University of California, Berkeley campus and are free of charge. Graduates, faculty, staff, and members of the general public are welcome to attend.

The Center also sponsors the Clark Kerr Lecture Series, which provides a forum for analysis and reflection about the forces shap-

ing universities and the complex roles they play in modern society. Recipients of the honor are selected once every two years and are sponsored by CSHE. Lectures are given at one or more of the university's ten campuses. Previous holders of the lectureship include Simon Marginson, Neil Smelser, Harold Shapiro, Charles Vest, Donald Kennedy, and Hannah Gray.

This coming April, the Clark Kerr Lecture Series will feature Michael McPherson, former President of the Spencer Foundation; Larry Bacow, President Emeritus Tufts University; and Rick Levin, CEO of Coursera and former President of Yale University. The topic for this series will be on finance and sustainability in Higher Education.

Contact: (510) 642-7703 or cshe@berkeley.edu for further information on the Center's programs and events. 



Michael Nacht is interim director of the Center for Studies in Higher Education

silver society David L. Kirp



BY INCLUDING THE GOLDMAN SCHOOL in his estate plans, Professor Emeritus David L. Kirp joins GSPP's Silver Society. For over forty years Professor Kirp has shown through his actions what is important to him. He has shared his knowledge and love of learning and given of his time, money and resources with hundreds of MPP students.

"Students are the School's central resource," he says. "They are the heart and soul of this place."

From spearheading the launch of the New Community Fund in 1999 (to provide fellowship support to retain more of the "outstanding and diverse community of policy scholars" the school

admitted but often lost to schools offering better financial aid), to donating several pieces of art to GSPP from his private collection, Professor Kirp connects all the dots.

"The variety in the art hanging on the walls of the School reflects the diversity that is such an important part of GSPP."

Recently, Professor Kirp took full advantage of a campus matching program to establish three named endowed fellowships: the first in his name, the second named in memory of Chancellor Emeritus Ira Mike Heyman, and the third named the Dean's Fellowship in Education, Children & Youth Policy.

"An increasing number of GSPP students are interested in education and kids' issues," he says. "With so many of us on the GSPP

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Center for Environmental Public Policy



The Center for Environmental Public Policy welcomes Ned Helme (MPP '77) as its new executive director. Policy Notes spoke to Ned about his distinguished career and what brought him back to his alma mater.

You founded the Center for Clean Air Policy (CCAP) and served as its president for 30+ years. What need did you see that led you to found this organization? Are there milestones you are particularly proud of from your tenure there?

I founded CCAP with a bipartisan group of 7 state Governors led by Wisconsin Governor Tony Earl, early in President Reagan's second term. This was a time when environmental policy was under attack and air pollution and acid rain were major challenges, largely ignored by the Administration. I sensed that Washington needed new bipartisan approaches with sound economic and market principles as our best hope for breaking the national deadlock on environmental and energy policy.

My training at GSPP had taught me the importance of understanding the underlying economics of policy issues and the need to build coalitions based on those interests and on cost-effective regulations as opposed to the conventional higher cost "command and control" approaches to environmental regulation.

Immediately prior to founding CCAP, I was the Director of the Natural Resources Division of the National Governors Association, where I had been able to build an emerging policy consensus for national legislation to amend the Clean Air Act in a cost-effective market-based way. However, opposition from governors from the high sulfur coal producing states of the Midwest limited our ability to push aggressively for national legislation through the NGA, so the bipartisan group of governors agreed to launch CCAP as a think tank to champion the first national emissions cap and trade program to reduce acid rain. We built a powerful congressional coalition in 1987–88, and when one of our governors became new President George H.W. Bush's chief of staff, our ideas formed the basis for the Bush Administration's legislative proposal. This launched CCAP as a major player in national and increasingly international environmental and energy debates.

One of the keys to CCAP's success over the years was our reliance on policy dialogues that combined a search for consensus, careful listening to stakeholders, and use of objective analytic modeling and other tools to inform those dialogue discussions. Again, my training at GSPP was critical to my understanding what objective economic analysis was and how to make it digestible to governors, senators, UN negotiators, developing country ministers, policy advisors, and other non-technical participants. That unique dialogue approach helped me in my work in the US and has been a cornerstone of my work with both developed and developing countries, with UN negotiators, and with diverse stakeholders in a variety of nations.

CCAP's clean air success came in part from a close connection we had built between US Governors and their counterparts in Germany who had spearheaded that nation's successful effort to reduce air pollution that was killing the revered Black Forest in the mid-1980s. We continued to build on our connection to Germany and to the EU in the 1990s and with their encouragement, stepped into the climate change debate in 1991, contributing to the design of the Kyoto Protocol in 1997 and expanding to work with the major developing countries of China, India, Brazil and Mexico in 2002–10 on cost-effective win-win approaches to carbon emissions reduction. Notable CCAP successes included:

- Brokering the first project in the world that used private sector investment to reduce coal-fired air pollution and greenhouse gases at a Czech Republic heating plant in return for carbon credits (a key model for the successful Clean Development Mechanism (CDM) of the Kyoto Protocol),
- Facilitating successful developed and developing country negotiations to design the CDM, as well as leading a US-Europe dialogue on emissions trading that led to Europe's decision to create the first GHG emissions trading system,
- Leading the principal advisory team that developed the original design for the EU's CO₂ emissions trading system (ETS) and continued to provide advice to the EUETS implementation, and
- Assisting key states in the US to develop the first climate change regulatory programs from 2001–2008, laying the groundwork for the Obama Administration's domestic climate initiatives in recent years.

One of the benefits of directing a nongovernmental organization is the fact that you can build on your successes, extend your reach in new directions, and change strategy and focus to deal with changed political realities, (provided of course that your donors follow you). After the infamous 2009 UNFCCC Conference of Parties meeting in Copenhagen failed to agree on a top-down climate treaty, I redirected CCAP's efforts to focus instead on pioneering a new bottom-up approach to developing country emission reduction policies, one that emphasized strategies that produce both climate and sustainable development, health and quality of life benefits. With financial support from Germany and Denmark, we built successful on-the-ground programs in Colombia, Chile, Pakistan, and Peru that formed the model building blocks for developing country commitments that were made in the Paris Climate Agreement.

As we had done in the Czech Republic years before, we proved that real-world programs on the ground could provide multiple benefits and win broad political support. Those win-win programs combined policy change with innovative financing mechanisms that catalyzed private sector finance. Those examples helped us to craft critical consensus in last December's Paris Climate Agreement on providing finance to developing countries to assist with the implementation of their national commitments under the Paris Agreement.

What drew you to CEPP?

What are your priorities for CEPP?

The passage of the Paris Climate Agreement last year coincided with my 30th year directing CCAP. The Paris Agreement has established the core bottom-up country-driven strategy for climate action in the coming years. The next challenges lies in implementation on the ground, so it's a natural point for a change for me personally.

CEPP appeals to me because of the clear opportunity, for the Goldman School and the University as a whole, to play an important role in this next critical implementation phase for climate and energy policy. It is a time to continue to attract and bring together at Berkeley the proverbial "best and the brightest" to work on the key research, policy, and financial steps and programs that will help the world generate the \$90 trillion in public and private investment in low carbon infrastructure that the UN estimates we need over the next 15 years to insure that global temperatures do not increase more than the 1.5 degree C threshold experts suggest we must not exceed to protect our planet. Climate is an issue that cuts across all disciplines and all economic sectors. Tackling it requires careful integration, synthesis and collaboration, and the University of California is an ideal place to connect faculty, staff, students, alumni, trustees, boards of advisors, donors, and administrators.

For CEPP specifically, my early thinking centers on the potential to build on GSPP's strong executive programs to provide direct and continuing training to key developing country policymakers in the areas of climate mitigation and transformative energy policy in particular. Developing countries hold the key to whether we can attain our Paris goals — if just six developing countries (China, India, Pakistan, Indonesia, Vietnam and the Philippines) build all the coal-fired power plants envisioned for their nations, the game will be over.

I would see inviting teams of senior policymakers from selected developing countries to come to Berkeley for periodic

tailored training coupled with on the ground assistance between visits. This will need to be a collaborative effort with potential Berkeley partners, including the Haas Energy Institute, CNR, LBL, CEGA, and BECI, working with the leaders in the developing countries to insure that the training fits with the economic, political and development realities they face.

In addition to training, CEPP could potentially host dialogues on specific climate and energy policy issues, bringing together key developing country policy makers with their counterparts from the EU, the US, California, and the private and NGO sectors. Such dialogues can point the way to policy innovations and provide vital peer review. California is a global leader in both climate policy and in design of the new electric utility regulatory paradigm. CEPP can mobilize faculty and stakeholders in dialogue to help California sort out the challenges of meeting both environmental justice and climate policy priorities in its implementation of the new 40 percent greenhouse gas reduction target, as one example.

What's it like to be back at GSPP?

Coming back to the Goldman School gives me a chance to "give back" to an institution that had a profound impact on my career. It gives me the chance to share what I have learned with today's students who I find to be incredibly committed to these issues and to have much broader experience than I and my classmates did when we entered GSPP. The climate issue is a true generational issue, and it's time now to help develop the next set of leaders for the challenges ahead.

Being back at the University is a fascinating experience. Learning new things in the climate field, even after 25 years of doing climate policy is refreshing. And being exposed to the enthusiasm of students and their zest for learning and for the policy challenges ahead is empowering. I haven't lost the sense of wonder that Berkeley inspired in me when I was a student. **G**

Silver Society Continued from page 23

faculty thinking about these issues, it makes sense for the School to support them. We are making a statement about the importance of training a new generation of leaders in this field."

Of his decision to join GSPP's Silver Society, Professor Kirp explains, "The Goldman School is the place where some of the best policy-relevant research is being done, and connections with policymakers are made. It's where the best and brightest — and the nicest — students are being prepared as the leaders of the future. Virtue rewarded — the School competes on more than even footing with Harvard, the richest university in the world. I am a supporter of several Bay Area nonprofits that do great work with children and youth, including First Place for Youth, that was

launched by two of our alumnae. Making a substantial financial commitment to GSPP is my biggest investment in the future. What's more, it's a pleasure to do so." **G**

Editor's Note: More than 20 MPP students have benefited from Professor Kirp's generosity alone. GSPP faculty, alumni, students, staff, and friends of the School have continued in the same vein by giving to the New Community Fund or any of GSPP's Fellowship Funds to invest in our nation's next generation of public policy leaders.

Global Program News

Semester Fellows

In May, Global & Executive Programs' (GEP) graduated five Spring 2016 Executive Public Policy for Internationals (EPPI) and Independent Leaders Scholar Program (ILSP) fellows. They represented the Government of India and Universiti Brunei Darussalam. In August 2016 we hosted 14 new fellows for the fall semester: three mid career civil service officers from the Government of India, an exceptional student from New Zealand who comes to us through our partnership with Tuaropaki Trust, and 10 fellows from the Hong Kong Civil Service. These fellowships are extremely competitive and provide opportunities for the selected fellows to study current and progressive solutions to policy making, and share and build upon this knowledge back home. We are thrilled to have them here this semester!

Executive Education Programs

Throughout this summer and early fall, GEP hosted a total of 115 senior Government of India officers, as well as 20 senior faculty members from China's Xi'an Jiaotong University, for our custom trainings. This included Ethics & Governance and Negotiations for Public Leaders, programs tailored to ministerial-level administrative officers in the civil service. Global programs also hosted a delegation from the Comptroller & Auditor General of India for the Making Leadership Count program, a training for officers who are about to be, or recently were, promoted to Accounts General in charge of auditing an entire state in India.

Our Executive Education Program continues its strong relationship with the Government of India. This included the development of a new program designed for mid-career civil officers from the Ministry of Information & Broadcasting, focused on enhancing participants' understanding of the far reaching impact of media, movies and print communications and the transformational use of social media. This new program was so well received that the Ministry sent a second delegation for a repeat program in early fall.

In collaboration with the Center for Studies in Higher Education, GEP conducted a faculty leadership and development program for distinguished professors of material sciences, engineering and political theory from Xi'an Jiaotong University, China. This program was designed to expose the professors to learning pedagogies, to further understand the structure of university systems, and find new ways to inspire their students.

Mandela Washington Fellowship Young African Leaders Initiative (YALI) 2016

For the third consecutive summer, GEP hosted a six-week Civic Leadership Institute for 25 emerging leaders from sub-Saharan Africa as part of the Mandela Washington Fellowship. The Mandela Washington Fellowship, the flagship program of President Obama's Young African Leaders Initiative (YALI), empowers young African leaders through academic coursework, leadership training, mentoring, networking, professional opportunities, and support for activities in their communities.


The goal of the program is for these young leaders to gain skills, insights, and resources for their future initiatives and organizations in their home country. Upon graduation from the fellowship, they should have knowledge, skills, wisdom, and motivation that enable them to improve their leadership practice in organizations, networks, and communities. They will be deeply attuned to the inter-

relationship of public affairs, leadership and followership, and the common good. The six overarching sub-themes of the program — one for each week — included gender, politics and diversity, climate change and environmental preservation, public private partnerships, inequality, and public service and strategic leadership. Overall, the program provides opportunities for the fellows to develop the leadership and courage necessary to be change agents.

The Hague Domestic Violence Project

The Hague Domestic Violence Project has developed another new Bench Guide for New Jersey courts: the fourth produced by the Hague DV Project. The guide was created to assist both state and federal court judges in New Jersey who are confronted with a petition for the return of a child pursuant to the Hague Convention in cases that involve domestic violence.

Assistant Dean Sudha Shetty spoke at the International Family Law Conference 2016 held at the Singapore Academy of Law in Singapore. The conference, The Future of Family Justice — International and Multi-Disciplinary Pathways, brought family judges, chief justices and attorneys from New Zealand, Australia, England, Hague, Netherlands, Hong Kong, Japan, Denmark, India and US to discuss international protocols for issues that impact families. Topics ranged from adoption, protection orders, custody rights, child abuse, to international child abduction. 



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Fall Semester Fellows from the Hong Kong Civil Service and New Zealand Tuaropaki Trust



Executive Education program participants from the May 2016 "Disruptive Technologies: Value of the Public Good" program, from India's Ministry of Information & Broadcasting.



Executive Education program participants from the September 2016 "Disruptive Technologies: Value of the Public Good" program, from India's Ministry of Information & Broadcasting.



"Ethics & Governance" executive education program participants from the Department of Personnel & Training, at a site visit to the Oakland Police Department.



YALI Fellows at UC Davis Solar Farm



"Negotiations for Public Leaders" executive education program participants from the Department of Personnel & Training, at a site visit to the Port of Oakland.



"Making Leadership Count" executive education program participants from the Comptroller Auditor General of India.



"Faculty Leadership & Development Program" executive education program participants from the Xi'an Jiaotong University of China.



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