

GOLDMAN SCHOOL  
OF PUBLIC POLICY

UNIVERSITY OF CALIFORNIA  
BERKELEY

# policynotes



**40 years at the Goldman School**

FALL 2010

Alumni at the  
Top of Their Game

UC PPIA

New Alumni Challenge

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# Bringing Truth to Power



**AFTER 40 YEARS THE GOLDMAN SCHOOL STILL LEADS THE WAY** in “speaking truth to power.” This requires both the pursuit of truth and speaking to the powerful.

As for “truth,” our faculty members engage in exciting public policy: inequality, criminal justice, global warming, energy pricing, voting systems, social welfare policy, housing, urban policy, evaluations of teacher quality, “Don’t Ask Don’t Tell,” early childhood education, and many other areas. Our research is published in the highest quality peer-reviewed journals; we have the respect and admiration of our colleagues in the academic disciplines — an essential factor if we are to retain credibility and esteem within the academy and if we are to claim that we really do speak “the truth.”

As for “speaking to the powerful,” our faculty bring the results of their research straight into the corridors of power. Gene Bardach, supposedly retired, keynoted “Getting Agencies to Work Together” at the annual meeting of the National Association of Welfare Research and Statistics, an association of government officials and academics. Jesse Rothstein just returned from a stint at the federal government and is already making waves with his analysis of the limits of “value-added” statistical methods for evaluating teacher quality. Dan Kammen was named Chief Technical Specialist for Renewable Energy and Energy Efficiency at the World Bank — a position that we think of as “Energy Czar.” Rob MacCoun is a co-author of a new version of the 1993 RAND report on “Sexual Orientation and U.S. Military Personnel Policy” — the report that brought data and information to the emotional debate on gays in the military. Robert Reich’s new book, *Aftershock: The Next Economy and America’s Future*, was reviewed in the *New York Times Book Review* and in many other places. Michael Nacht is back from his post as Assistant Secretary for Global Strategic Affairs where he played a major role in the formulation of the Obama Administration’s nuclear posture review, not to mention his work in thinking about cyber-warfare. Mike O’Hare’s recent blog posting, “A Letter to My Students,” hit a nerve as it pithily discussed reductions in public funding for public higher education. It went viral with tens of thousands of Internet hits.

But as they say in the late night advertisements: “That’s Not All!” We continue to have the best MPP program in the country. Core courses are taught by our core faculty. We offer an array of electives, and we retain an extraordinary sense of community so that students and faculty and staff feel a sense of common purpose. Nowhere was this more evident than in our “introductory exercise” at our first year orientation. John McArthur (PhD ’03), a lawyer with 25 years of experience in oil-and-gas cases, spoke on the BP oil spill. Afterwards, students and faculty discussed possible public policy solutions. The groups then reported back and discussed solutions ranging from changing liability laws to much greater regulation (perhaps even takeovers) of the oil companies. The discussion could not have been better, and we walked away with a sense of the School’s commitment to making the world better, and to doing it through ratiocination — not empty rhetoric.

Every day, the Goldman School proves the worth of the academy by building the bridges that must be built between the finest possible academic research (“truth”) and public policy makers (“power”). GSPP continues — splendidly I believe — with its mission of “Speaking Truth to Power.” But GSPP also goes beyond this mission because we emphasize at every turn that our students (and even our faculty) can be leaders themselves. Perhaps we should think of a new motto. How about: “Bringing Truth to Power”?

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

**IN PREPARING THIS 40TH ANNIVERSARY ISSUE** of *Policy Notes*, I had the unique pleasure of digging through old photos and negatives (remember those?). What I found elicited gasps and chuckles. “Was *that* the Living Room? Look at those bell bottoms!” But then, despite the differences in styles and hairdos, something struck me as familiar. The earnest intensity on the students’ faces in those old photos as they studied and debated around the table in the GSPP living room is the same intensity I see on the faces of GSPP students today.

Those first generations of GSPP grads had grand ambitions, which are now being realized in alumni like Dorothy Robyn, Deputy Under Secretary of Defense for Installations and Environment for the Department of Defense, Federal Budget expert Stan Collender, economist Mickey Levy, and many others who are at the height of their careers. Today’s students have grand ambitions as well, including Disha Zaidi’s hopes to improve women’s rights in Muslim nations or John Mikulin’s aim to implement clean energy technology in the Western US.

Our problems as a nation and a planet grow ever more urgent and complex. But the passion and dedication to public service that characterize the Goldman School remain unchanged. Here’s to staying power. [borareed@berkeley.edu](mailto:borareed@berkeley.edu)



Bora Reed  
Editor





1970–2010

## YEARS AT THE GOLDMAN SCHOOL

### **TURNS OUT, THE GOLDMAN SCHOOL OWES A SURPRISING AMOUNT TO ROBERT MCNAMARA.**

Five years after he graduated from UC Berkeley, McNamara entered the Army Air Forces and began using analytical approaches to picking bombing targets in World War II. He was teamed with a number of bright young officers who, upon leaving the military, decided to sell their collective services to the highest bidder. The Ford Motor Company won. At Ford, McNamara and the group that would come to be known as the Whiz Kids pitted their increasingly distinctive brand of quantitative analysis, with a central emphasis on cost-benefit analysis and efficiency, against the conventional wisdom of the automobile industry's old hands. The Whiz Kids won, with McNamara as their leader. In 1960, just a few months after his 44th birthday, McNamara was named the first president of Ford from outside the Ford family.

Prof. Lee Friedman  
lectures in  
Room 105 (1975)

**By Jonathan Stein** *MPP/JD Candidate '13*



Soon thereafter, McNamara was asked by President Kennedy to become Secretary of Defense. The Whiz Kids came along, bringing to the DoD the set of analytical tools that would eventually define the art and science of policy analysis. By the Johnson Administration, even though the war McNamara was tasked with fighting was going horribly wrong, the revolution he was leading within the federal government was going exceedingly well. Soon, every agency and department in the federal government had an office tasked with recreating the Whiz Kids' methodologies.

And this is the point in American history where necessity became the mother of invention. Public Administration schools, well-established but not quantitatively rigorous, were not producing graduates capable of staffing these new offices. PhDs from quantitative fields had the chops, but rarely did they want to leave academia for a job in the federal bureaucracy. And so the Ford Foundation decided to fund the creation of public policy master's programs at eight elite universities. UC Berkeley was one such. "There was a political need in the United States government for a certain

kind of thought skills and action skills," says Emeritus Professor Gene Bardach, who was a faculty member at the School's founding. "And none of the adjacent academic disciplines were quite doing the job."

And so GSPP was born. Under the leadership of Aaron Wildavsky, then the head of UC Berkeley's political science department and one of the top political scientists nationwide, GSPP was created with a strong quantitative core, professors committed to policy analysis over their original fields, an emphasis on the tools of analysis instead of on the subject matters being analyzed, and no ability for students to specialize in subfields of policy. It provided students with the famous analytical tool kit, hands-on practice, and an understanding of both those disciplines that predict or evaluate program performance, like econometrics, and those disciplines that govern program implementation, like politics. In short, the Goldman School was ready to pump out graduates who could analyze and solve any problem, in any field.

The other policy schools created at the time had the same mission, but GSPP

was unique. Most of the other schools were renovated Public Administration programs, or new programs established within an existing school. "We could do it de novo. We could invent ourselves," says Dean Henry Brady. "It gave us a chance to define the field better than anyone else."

We were the most pure. And, by the consensus of GSPP's long-time residents, we've changed the least. In an appendix to a book he published in 1979, Aaron Wildavsky laid out a blueprint for how to create a school of public policy. Wildavsky described the ideal physical space, the ideal faculty, the ideal curriculum, and the ideal culture and community. GSPP meets those ideals as well today as it did 40 years ago.

So we remain true to our founding vision. But is that enough?

There are two reasons why the answer may be no. The first is articulated by Dean Brady. "The social sciences have changed, government has changed, the world has changed," he told me not long ago. "It's been 40 years — it's a time to seriously rethink what public policy is about." Policy analysis combines the wisdom and tools of

a multitude of fields — law, political science, economics, statistics, sociology, psychology, and countless others. All of those fields have evolved in important ways in the last four decades. Some have gained prominence and made new contributions; others have receded. "I think it's time for a new synthesis," says the Dean.

The second reason is articulated by GSPP's students. "I wouldn't be happy being a policy analyst in 10 years," one told me recently. The term, he said, "suggests someone who does not really influence decisions." It is opinion expressed by about half of the second-year students I surveyed. If GSPP was founded to create highly trained analysts who can serve as resources to decision-makers and policy entrepreneurs, and we seek to be true to that mission, we are going to fail students who want to be decision-makers and policy entrepreneurs themselves.

At GSPP, we have several management courses, including Professor Robert Reich's class on leadership, but we need more. A student with ambitions of leading a non-profit organization or a government agency has to look for addi-



## TWO MINUTES WITH DEAN BRADY

When researching this article, I spent some time with Dean Henry Brady, who mentioned something he believes is one of the fundamental flaws of public policy: we define ourselves in the negative instead of the positive.

"We're still very much focused on this notion that public policy is about identifying market failures. Do we want to be a school of market failure?" he asked. "That's like a law school being a school of anarchy failure. If anarchy

fails, try law. No law school worth its salt begins by telling you how wonderful anarchy is."

Instead, he said, we should be asking, "What are the positive aspects of government?" We concede half the playing field by accepting that public policy only addresses problems that markets can't solve themselves. Says the Dean, "Let's start from the presumption that there are some really neat things that government can do, and must do."

tional offerings in management outside GSPP. And perhaps more importantly, she may have to overcome a certain bookishness and modesty of ambitions that have sometimes characterized the culture of GSPP.

The school's administration acknowledges these problems and is beginning to address them. There's a new goal layered on top of all the holdovers from 40 years ago. "We want people to be able to get the best policy under the nose of the person making the decision," says Dean Brady, "but we also want them to be the

person who is pushing the decision-making process themselves."

In the end, even the best analysts on Robert McNamara's staff were limited by his unwillingness to heed their advice about the Vietnam War. Which is why my hope and expectation is that in the next 40 years, GSPP will not only continue to train top analysts, but create decision-makers as well, women and men who, equipped with GSPP values and training, will make the best possible choices on behalf of our country and our world. [jtstein@gmail.com](mailto:jtstein@gmail.com)





# At the Top of Their Game

“It takes a great deal of persistence to make change in government.”

– Dorothy Robyn (MPP '78, PhD '83)



Dorothy Robyn

**THE GOLDMAN SCHOOL** of Public Policy sent its first graduates into the world in 1970. At the time, it wasn't just the School that was in its nascent stage; the discipline of public policy analysis was itself brand new, born from the then-novel idea that policy should be shaped by rigorous analysis. Now, four decades later, Goldman School alumni inhabit key leadership positions throughout local, state and federal government and the non-profit and private sector. For this anniversary issue, we spotlight three alumni from the school's first decade whose varied and eventful career trajectories have established them at the forefront of shaping national and international public policy.

“It was love at first sight,” says Dorothy Robyn (MPP '78, PhD '83), describing her initial impression of the Goldman School. “I had been working in politics, and I realized that this was politics with substance.”

Dorothy is the Deputy Under Secretary of Defense for Installation for the Department of Defense (DoD). She oversees and sets policy for the 500 permanent bases on 5000 sites operated by the branches of the US military, along with the stewardship of 29 million acres of land. Her purview includes everything from base closures to explosives safety to the stewardship of over 410 threatened and endangered species that inhabit military land. But her top priority is energy.

“The DoD is the country's largest energy user,” she says. Three quarters of that energy is spent in “theaters of war” like Iraq and Afghanistan. But the last quarter — \$4 billion a year — is used by our permanent bases. My highest priority is to improve energy performance, by reducing demand through conservation

and increased efficiency, and by expanding the supply of renewable and alternative energies.”

Dorothy cites the example of Paul O'Neill, former treasury secretary and CEO of the Aluminum Company of America (Alcoa). “As the head of Alcoa, [O'Neill] made safety his top priority and transformed the entire company,” she says. “I want to use energy as the basis for rethinking everything about how we build, use and manage our installations.”

That kind of organizational change is challenging, she notes, especially with an organization like the DoD, with its top-down, “command and control” culture. “It takes a great deal of persistence to make change in government,” she says. “It can be lasting change, but it takes tremendous attention to detail.”

Dorothy has found that the GSPP toolkit doesn't always translate directly in military culture. But when adapted appropriately, it can still yield impressive results. Her office's approach to military housing, for example, illustrates the power of incentives. “The military had chronically underinvested in base housing,” she says. “It had become a quality of life issue for military personnel and their families.” Over much opposition, the building and management of the housing was turned over to private developers. The privatization transformed base housing for the better. “There's nothing inherently governmental about providing that kind of service,” she says. “Privatizing aligned the incentives.”

Her job has many such challenges, Dorothy notes, but is also inspiring. “It's exciting to have the opportunity to shape how the DoD thinks about energy and sustainability,” she says. “We're using our installations as test beds for emerging building technologies. We're caring for threatened

and endangered species. We're helping to create a market for new technology. It's an incredible time to be here.”

Stan Collender (MPP '76) knew a lot about budgets when he graduated from the Goldman School. Influenced by his advisor, founding dean and federal budget expert Aaron Wildavsky, Stan was “budget before budget was cool.” But he also carried away another important lesson from GSPP: The way information is presented is at least as important as the information itself.

“Although the communications tools we had when I attended GSPP were positively primitive — this was way before PCs, the internet, IM'ing, cable television, cell phones, Twitter, and Facebook — the principles I learned then still apply,” he says. “Policy analysis that doesn't change opinion might as well not be done.”

Stan brings both his expertise in federal budgeting and economic policy and his communication skills to the leadership of Qorvis Communications, one of the top independent communications agencies in the country. He is also the founder and principal writer of the economic blog, *Capital Gains and Games* ([www.capitalgainsandgames.com](http://www.capitalgainsandgames.com)) and a columnist for *Roll Call*, the Capital Hill newspaper.

“My work involves figuring out how to translate and communicate hard-to-understand policies and events into understandable and appreciated information,” he says. “It's especially satisfying when a strategy I've developed for a client is working as planned. That means I had to understand the substance of the issue, target the correct audiences, know how to communicate in a way that reached those audiences, and manage the team

and tactics so that they did what the client needed them to do.”

Decades of experience have shown Stan that real world policy making is a far cry from the idealism typical of graduate school. “Policy making largely serves the political needs of those for which it is done,” he says. “GSPP's motto — ‘Speaking Truth to Power’ — assumes (1) that there are facts and a conclusion that will be accepted by policymakers as the one and only truth and (2) that power always wants to hear the truth. For every so-called objective analysis that supports one position, there's another supposedly equally as objective analysis that supports the other.”

The biggest challenge of this fast-paced and multi-faceted work is finding the time and energy to make informed decisions, Stan notes. “My world today moves much faster than it did during my two years at GSPP,” he says. “I know it doesn't seem like there's enough time to get a two-week advanced policy analysis project done, but that's an eternity by the standards I have to use today.”


As chief economist for Bank of America, Mickey Levy's (MPP '74; PhD '80, U of Maryland) job requires in-depth knowledge of global economies, macroeconomic policies and how they affect financial market behavior. “Much of my work involves analyzing and forecasting US and global economic performance,” he says. “I conduct economic research and spend a ton of time analyzing the monetary policies of the US Federal Reserve and other central banks, global fiscal policies, and how they affect capital flows and influence financial market behavior.”

Mickey then presents his research and advises Bank of America executives, as well as global policy makers and major

money managers around the world. He spends a lot of time clarifying misperceptions about the implications of fiscal policies, of which there are many. He frequently testifies before Congress, on issues ranging from monetary and fiscal policy to financial conditions and global imbalances. He recently developed a model of supply and demand factors affecting US bank lending for the Federal Reserve and Fed Chair Ben Bernanke. His international audiences include organizations like the European Commission in Brussels (where he recently presented a paper on the euro's financial woes and the corresponding necessary adjustments), the Bank of Japan and other central banks.

“I really enjoy doing research and presenting it to interested audiences, whether at a conference or to a room of global policy makers,” says Mickey. “People who work in macroeconomic policy and finance tend to be very well trained,” he continues, “but sometimes financial practitioners lack the knowledge of how economic policies are formulated and what the objectives of macroeconomic policy makers are. That's where I think I have an advantage.”

When asked for his advice for younger GSPPers, Mickey provides encouragement.

“Pursue something you're interested in that you think you'll be good at,” he says. “And remember that the way ideas are presented are critically important. That was a very good lesson learned from the School. “Along the way, you're going to learn a lot about public policy (even from those without public policy degrees),” he continues. “Building a sufficient understanding of the larger public policy issues to the point where you can initiate ideas and contribute to the debate is personally rewarding and a lot of fun.” 



Stan Collender



Mickey Levy



## FACULTY NOTES

**Jesse Rothstein** concluded his service as Chief Economist at the U.S. Department of Labor and as senior economist at the Council of Economic Advisers and took up residence at GSPP in August. His second son, Andrew, was born in January of this year.

**Robert Reich's** latest book, *Aftershock: The Next Economy and America's Future*, was published September 21 by Alfred A. Knopf. It shows how inequality of income — with more than 23 percent of total income going to the top 1 percent of American families — contributed to the Great Recession and continues to hurt the US economy, why it has also fueled a particularly angry politics, and what should be done to return the nation to more widely shared prosperity.

**Sean Farhang's** book, *The Litigation State: Public Regulation and Private Lawsuits in the U.S.* was released in August 2010 by Princeton University Press. This fall, he was awarded a grant from the National Science Foundation titled, "Litigation versus Administration: Implications for Policy and Democracy."

**Rucker Johnson's** book, *Mothers' Work and Children's Lives: Low-income Families After Welfare Reform* was released earlier this year by Upjohn Institute Press.

**John Quigley** spent the spring semester on sabbatical leave at NYU. He is grateful to the Wagner School, the NYU Law School, and NYU's Furman Center for hospitality and research support.

He gave the keynote paper at the Conference on Urban Dynamics in Marbella, Chile in March and presented a paper on the economic returns to energy-efficient investments at the Symposium on Urbanization and Housing in Asia at the National University of Singapore, also in March. He presented a paper on the green revolution in building at the Federal Reserve Bank of Cleveland and a related research paper at the US Green Building Council in April.

He spoke on prospects for the housing market at the UC Berkeley Economic Roundtable in New York in April and in several venues in Washington in April and May.

Professor Quigley's research group was voted the 2010 Award of Research Excellence from the United Nations Environmental Program (UNEP) in support of its Principles of Responsible Investment. Professor Quigley received the award at a ceremony sponsored by UNEP in Copenhagen in May. He recently gave the keynote paper on recovery in the housing market at the con-

ference of the Cambridge Centre for Housing at Kings College, Cambridge.

During 2010, Professor Quigley published academic papers in the *Journal of Real Estate Economics and Finance*, the *Journal of Economic Geography*, the *Journal of Policy Analysis and Management*, and the *American Economic Review*.

**John Ellwood** directs the UCB/UCSF site of the Robert Wood Johnson Postdoctoral Program in Health Policy Research. The Foundation has renewed the program for three more years at a cost in excess of \$4 million. The grant covers the costs of six post-doctoral students, each of who is in residence at UC Berkeley and UCSF for two years. In recent years the Post-Doctoral Fellows have gone on to academic appointments at UC Berkeley, Harvard University, Northwestern University, the University of Michigan, the University of Texas at Austin, and Stanford University.

Professor Ellwood has just finished a two year term as chair of the UC Berkeley Academic Senate Committee on Academic Planning and Resource Allocation (CAPRA). He is also in his third year as the UC Berkeley representative on the system-wide committee on planning and budgets (UCPB).

In July, **Rob MacCoun** published an analysis of the marijuana legalization ballot initiative (and the related CA Assembly Bill), which he briefed in Sacramento with GSPP alumnus Beau Kilmer. The study received over 700 Google News mentions, and was included in a Jay Leno monologue on the Tonight Show. He testified in the Log Cabin Republicans v. US trial in Riverside, CA, which ruled that "Don't Ask Don't Tell" is unconstitutional. He is currently part of the RAND team updating their 1993 report on gays and the military for the Department of Defense.

**Dan Kammen** was appointed the Chief Technical Specialist for Renewable Energy and Energy Efficiency for the World Bank. In addition, he spoke at BusinessClimate 2010 alongside Sir Richard Branson and former Costa Rican president Jose Figueres and at the Cookstove Summit with UN Secretary General Ban-ki Moon and Nigerian President Goodluck Jonathan.

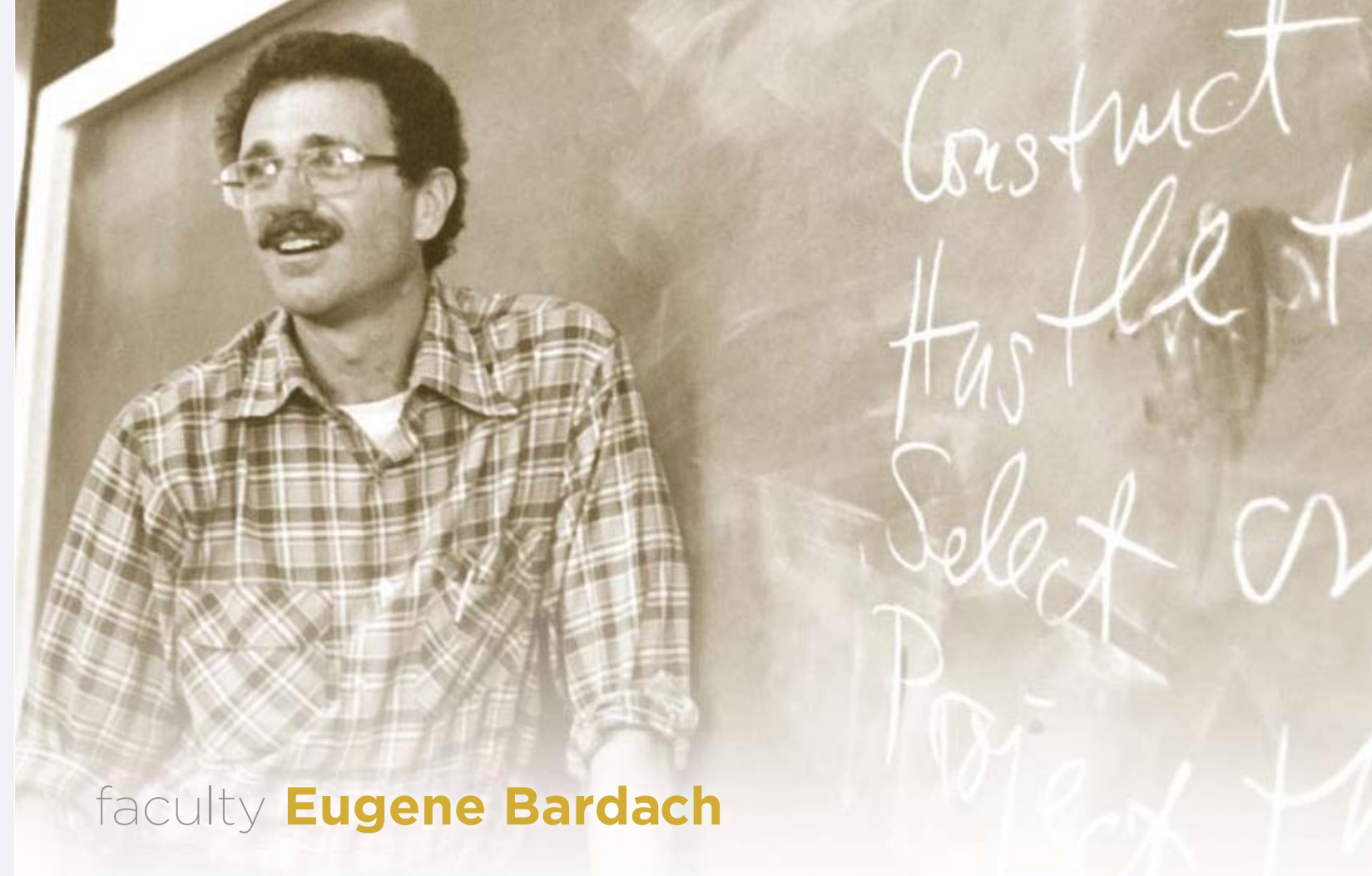
**Eugene Bardach** gave the keynote at the annual meeting of the National Association of Welfare Researchers and Statisticians, in Los Angeles. Title: "Getting Agencies to Work Together: It's about How Well, Not Just about How Much" The Israel Committee on

Higher Education has asked him to be on the committee reviewing all the academic graduate-level public policy programs in Israel.

At the Association of Public Policy Analysis and Management (APPAM) Conference in Boston this November, Professor Bardach will be giving a paper entitled "Who Are We Anyway?" *Cost-Benefit Analysis and Contested Symbols of Collective Identity*.

This summer, he taught a three-day workshop in Mexico for staff from the Mexican National Institute of Ecology, on how to be better integrated into the policy process.

**Henry Brady** traveled to Kazakhstan in May to give talks in the former capital Almaty (Alma Ata) where he also appeared on national television and in the new capital Astana (Akmola, Tselinograd). In Astana he negotiated an ongoing arrangement between the Goldman School and the Academy of Public Administration. From Astana he went on a 40 hour train ride from Asia to Europe that went from the vast steppes of Asia to the Siberian taiga and on to the fertile farming lands of Kazan, Tatarstan, Russia just to the west of the Urals. As President of the American Political Science Association he made speeches at regional political science meetings in Atlanta, Philadelphia, and San Francisco. He completed his term as head of the national association with a Presidential speech on "The Art of Political Science" at the association's annual meetings in September in Washington, DC. Over 7,400 political scientists from around the world attended the meetings. The second, revised edition of his co-authored book, *Rethinking Social Inquiry*, was published in September, and a co-authored article on "Weapons of the Strong? Participatory Inequality and the Internet" appeared in *Perspectives on Politics*. The news media and blogs picked up on this article's finding that the Internet, far from increasing political equality, actually reinforces existing patterns of high participation among the rich and well-educated and low participation among those with less money and education.



## faculty Eugene Bardach

**WE OWE IT ALL TO THE STUDENTS, OF COURSE.** They were the ones who, from the first, in fall 1970, insisted that we had to develop a real professional education program — practical, interdisciplinary, and smart. This was not easy for a faculty who had made successful careers in traditional social science research and who, by and large, had little practical experience in either making or advising on policy.

It is not easy to appreciate the vast intellectual and psychological gulf between the professional practice of social science and the professional practice of policy analysis, especially the kind of policy analysis which the faculty envisioned (somewhat vaguely). In the social sciences, the objective was (is) the accumulation of true, if general, propositions about how the world really works. "Truth" is to be determined largely by passing through a filter of statistical significance. Ideally, these true propositions are to be conceptually integrated under the rubric of one or another theory, the whole process to be guided by the experience and norms of an established discipline, such as economics or political science or sociology. Because phenomena are multi-faceted, for each facet there can be one or more theories. It is usually not easy to integrate these theories. But never mind: they can just sit side by side, like seatmates on a train.

Policy analysis is pretty much the opposite. Good policy is not just about passing a statistical test but about passing a benefit-cost test. In any case, truth about the past and present is irrelevant unless it can be converted into insights about the likely future, which can be known only speculatively. Generality can be important when policy is general; but much more often

policy is about the specifics of a very particular, and sometimes idiosyncratic, context, which may, or may not, render generalizations useless if not dangerous. Social science prizes creativity, but mainly about theory construction and methods of empirical testing — all very simple compared to creating novel policy designs to deal with policy problems that are often nearly intractable. Mutually indifferent seatmates must learn to get up and drive the train, fashioning theories to do so that, if not exactly integrated, are nevertheless complementary and close to comprehensive. You would not want to miss some angle on the problem or the potential remedies that would cause policy to crash and burn. Unlike traditional social science, if you get it wrong in policy, real damage can ensue.

My own personal connection with all this came initially in the Introduction to Policy Analysis (IPA). Originally (1972) it was a vehicle to bring students in touch with two really great policy minds. Aaron Wildavsky, the founding dean, offered political insight and rough-edged Brooklyn charm. Bill Niskanen served up rigorous, penetrating lessons in benefit-cost analysis and Chicago-economics skepticism about the role of government. By 1976, staff changes had me and Frank Levy, of the Berkeley Economics Department, teaching the course. Frank invented what subsequently became the bedrock of the class, the group-based field project for a real client about a real problem. The first year's worth of projects were all contributed by agencies from the City of Oakland. Alas, we had no real method or approach

Cont'd. on page 28



# UC PPIA: Equipping the Best and the Brightest for Public Service



**THE COLLEGE JUNIORS WHO ARRIVE AT GSPP** each summer as part of the Public Policy and International Affairs (PPIA) Junior Summer Institute are always an outstanding and high caliber group of students, and 2010 was no exception. Selected from among hundreds of applicants for their demonstrated public service and commitment to underserved communities, the 30 college juniors spent seven weeks intensively studying economics, quantitative methods, law, and policy analysis and communication. The program is designed to prepare college juniors for graduate school in public policy, international affairs and law, and to encourage them toward careers in public service.

In 2011, the PPIA Junior Summer Institute will celebrate its 30th anniversary. “GSPP is the only school that has had the program throughout its 30-year history,” says Martha Chavez, Assistant Dean of Academic Affairs at the Goldman School. “We’re very proud to host the longest standing program of its kind in the nation.”

“The PPIA fellows were a wonderfully diverse mix of political, cultural, and socio-economic backgrounds,” says Isaac Lara, a political science and Latin American literature major from Columbia University. “Encountering like-minded students from different walks of life who were equally concerned with social responsibility was particularly refreshing.”

“This year’s curriculum was more rigorous than ever,” says Martha, “and the caliber of teaching was unparalleled.” PPIA policy modules included a class on Race, Crime and the Law with Professor Steven Raphael, on International Economic Development and Poverty with Professor Alain de Janvry, and on Leadership and Strategy with Professor Robert Reich. Through a partnership with Berkeley Law School, the program also included law seminars on Constitutional Law by Professor Goodwin Liu, Same-Sex Marriage Law by Professor Melissa Murray, International Human Rights Law by Professor Kate Jastram, and a fantastic lecture on careers in law by Maria

Echaveste, former advisor to President Bill Clinton and current Senior Fellow at the Center for American Progress.

Along with the rigorous curriculum, PPIA is also an important professional networking opportunity. Students attended site visits at the City of San Francisco, City of Oakland, the Greenlining Institute and the U.S. Government Accountability Office. In addition, students had the opportunity to hear from GSPP alumni like Daniel Lurie (MPP ’05), CEO and Founder of Tipping Point Community, who shared with PPIA students how his non-profit organization is working to eradicate poverty in the Bay Area; and Margaret Salazar (MPP ’06), Presidential Management Fellow at the U.S. Department of Housing and Urban Development, who is tackling housing and economic development issues at the federal, state and local levels of government.

As these promising students graduate and become leaders, they will be connected to a dynamic national and international community with a shared commitment to public service. The friendships formed during a PPIA summer often last a lifetime, and many of the 2010 Fellows noted the advantage PPIA offers their future academic and career aspirations.

For many of the Fellows, like Isaac Lara, PPIA has solidified their interest in pursuing graduate studies and a career in public service. “Because of PPIA, I am now sure that I will be applying for a joint MPP/JD,” says Isaac. “I am now also interested in running for political office. Politics seems more appealing knowing that there are other competent PPIA fellows in the policymaking arena who would be working with me.”

Besides the academic, professional and personal benefits, PPIA Fellows are guaranteed fellowships to pursue Master’s degrees in Public Policy and International Affairs at the top public policy schools in the country. The PPIA Program continues to be an important vehicle to increasing the pipeline towards public service. PPIA alumni will go on to become the future leaders of our nation and world, and we look forward to their future contributions in public service. In celebrating its 30th year anniversary, PPIA has much to be proud of.

A major PPIA celebration is being planned for July 2011 in Washington, DC.

For more information about the PPIA Program, visit: <http://gspp.berkeley.edu/ppia/>.

The 2010 PPIA Junior Summer Institute was made possible, in part, by a generous gift from GSPP Board of Advisors member, Steve Silberstein. Steve is a graduate of UC Berkeley (BA Economics, MLS School of Information) and a founding member of the Goldman School Board of Advisors. GSPP gratefully acknowledges Steve’s ongoing vision, commitment and support for the School and its programs.

## students Sharyl Rabinovici

By Sharyl Rabinovici *PhD Candidate*

**MOST PEOPLE WILL AGREE** that earthquakes are a serious problem but offer a host of reasons why they haven’t done anything about it personally:

“My building survived Loma Prieta without a crack.”

“If it’s going to happen, it’ll happen. There’s nothing I can do about it.”

“I’ve thought about doing something but just never found the time.”

These kinds of comments can seem like a discouraging dead-end for a student of public policy. After all, the policymaker’s toolkit for combating psychological forces like over-confidence, fatalism, and procrastination is meager and poorly-developed at best. We could use a subsidy to lower the costs of mitigation, but neither economists or seismic experts can agree on how big it should be or to whom it should go to and how. Furthermore, at the heart of the earthquake paradox is a lack of political will to devote public money to the issue before a big event.

In 2005, the City of Berkeley adopted a new policy approach aimed at a particularly hazardous building type known as “soft-story” wood frame construction. The law requires over 300 owners of suspected soft-story 5+ unit apartment buildings to warn tenants, post a warning sign, and have a professional engineer evaluate their building. Five years later, a remarkable 20% of the owners have voluntarily made structural upgrades even though the law did not require them to take that extra, often costly step. Equally interesting, 50% submitted the required study but did nothing further, even though their own engineer confirmed the City’s assessment that their building has a structural flaw. About 10% of the owners were mistakenly put on the initial list — half were administratively mis-characterized in some manner and half were able to prove the building was not “soft-story”. The remaining 20% are shirking (and remain unpunished for doing so, despite provisions for hefty fines that the City has chosen not to levy so far).



My study, a first of its kind, explores the beliefs of these “mom & pop” property owners regarding earthquake safety and documents their behavior in response to the policy. Many are first or second generation immigrants and families who are relying on these precarious properties for their current income or retirement. Using interview and survey data I’ve collected from over 50 individuals, I am developing a rich, qualitative picture about how these stakeholders think about earthquakes and how they frame their decisions about whether, how much, and when to invest in seismic safety. I am also interviewing city officials and some of the property managers and engineers that these owners relied upon for advice on whether and how to do a retrofit.

The project is exciting because it contributes to policy and theory related to socially-important but “private” precautionary behaviors. Other Bay Area cities are actively struggling with how to help owners identify and strengthen seismically-vulnerable buildings. At the same time, this research will shed light on the relative influences of personality, social perceptions, economic, and risk perceptions on whether owners do or do not

retrofit. My hypothesis is that individual differences and social perceptions will play as much or more of a role than economic and risk considerations. Overall, my findings will be relevant to the design of policy interventions for a wide range of issues such as promoting vaccinations, genetic testing for disease susceptibility, wise use of credit and insurance, civic volunteerism, charity giving, or adoption of water and energy conservation measures. Learning how to change minds and behavior through qualitative and applied policy research can be a slow and risky process. Let’s hope it’s a faster one than the geologic processes that are already in motion to create the next big Bay Area earthquake. [sjmr12@yahoo.com](mailto:sjmr12@yahoo.com)

This research is being funded by a fellowship from the Earthquake Engineering Research Institute (EERI)/ Federal Emergency Management Agency (FEMA) National Earthquake Hazards Reduction Program and a dissertation improvement grant from the National Science Foundation.




students **An Internship for Women's Rights**



**By Disha Zaidi** *MPP Candidate '11*  
**I HAVE A STRONG INTEREST** in working on women's rights issues in the international context, preferably focusing on South Asia or the Middle East. So my summer internship with the Asia Foundation in Washington, DC was a strong fit. The Asia Foundation works on a multitude of issues like governance, civil society, economic development, and women's rights in almost twenty Asian countries. Having worked in the non-profit sector before I

joined GSPP, I also thought it would be important to understand both the grantee's perspective and the grantee's. The diversity of the type of work I engaged in over the summer made the experience very rewarding. I assisted in writing a proposal for funding businesswomen in the medium and small-scale enterprise sector in Indonesia, Thailand, and the Philippines; analyzed political economy approaches of international donor agencies; and also assisted with

a project on monitoring and evaluation focusing on social justice for women in Muslim communities in Afghanistan, Pakistan, and Bangladesh. This project exposed me to both the advantages of working with field offices in Asia and some of the challenges faced due to the lack of proximity to project implementation sites from Washington, DC.

My summer internship strengthened my commitment to working in and exploring the many faces of social justice movements, and women's rights activism around the world, especially in the Muslim world. In current times, when the media does little to highlight the work of Muslim women activists, I would like to draw inspiration from women activists like Shirin Ebadi (Nobel Peace Prize winner from Iran in 2003), Zainab Salbi (founder of Women for Women International), and Zainah Anwar (founder of Sisters in Islam in Malaysia). My internship experience had a strong impact on my choices for classes this semester, motivating me to study international human rights and program evaluation. I hope to build a skill set that will allow me to continue working in the arena of women's rights issues and social justice across the world. 

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students **Clean Energy & Climate Change**


**By John Mikulin** *MPP Candidate '11*  
**AFTER NEARLY SEVEN YEARS** working with California's most influential environmental policy stakeholders and decision makers as Project Manager of California Environmental Dialogue (CED), I was able to identify the United States Environmental Protection Agency's (USEPA's) Region 9 office in San Francisco as a highly desirable place to pursue my future career and public policy goals. I hope to focus my post-graduate work on clean energy and climate change program implementation in the western U.S. With this goal in mind, it seemed logical to pursue USEPA, Region 9's Clean Energy & Climate Change Office for my summer internship.

During the course of my volunteer internship, and in my current position as a Student Career Experience Program (SCEP) Trainee in Region 9's Clean Energy & Climate Change Office, I have had the opportunity to work on a number of different projects and programs for USEPA. At the present time, my primary issues of emphasis are clean diesel incentives, electric vehicle (EV) deployment strategies, and biogas permitting solutions. Some of my specific projects include: West Coast Collaborative (WCC) stakeholder outreach, Congressional outreach on Diesel Emissions Reduction Act (DERA) implementation,

EV deployment strategy development for the Pacific Southwestern U.S., biogas technology assessment and air quality planning, and emerging vehicle emissions reduction technology assessment.

My transition from the non-profit sector to the public agency sector brought a number of challenges. Most apparent was the vast size of the USEPA bureaucracy versus the small, close-knit professional environment that I had enjoyed in my position as CED Project Manager. Coming from a non-profit organization with six full-time employees to a federal agency with over eighteen thousand employees required me to make significant adjustments to my expectations of organizational efficiency and flexibility. Whereas my non-profit experience provided an excellent example of a quick and flexible model for organizational decision-making, my experience at USEPA proved that the agency was at the opposite end of that spectrum. While I did expect to encounter this circumstance, I now have a better appreciation

for why so many people are frustrated by the pace and rigidity of public agency decision-making processes. That said, if one believes in the mission of an agency, as I do with USEPA, it is important to remain cognizant of the purpose and intent of process requirements relative to the impact and import of the related agency decisions.

My internship experience confirmed my choice for the next step in my professional development. Anyone interested in working on environmental policy development and implementation while living in the San Francisco Bay Area, would be hard-pressed to find a more desirable location than USEPA, Region 9. While full-time employment opportunities at this office are extremely scarce, I cannot think of a better place for GSPP students to access the highest possible level of U.S. domestic environmental policy decision-making while residing in one of the world's most beautiful and diverse metropolitan areas.   
[jmikulin@berkeley.edu](mailto:jmikulin@berkeley.edu)



from the desk of **Martha Chavez**



Martha Chavez is the Assistant Dean for Academic Affairs

**TIMES HAVE CERTAINLY CHANGED** at GSPP since 1970. However, the superior quality of students, amazing collegiality, and unquestionable commitment to public service continues to be as strong as ever. While GSPP's first classes had fewer


than 40 students, today the MPP entering class is now closer to 80 students per year. With this remarkable growth, the Student Services team has created more efficient, effective and targeted advising, career and networking opportunities. *How do we ensure the most optimal student services?* Like any good policy school, we design survey instruments to collect data on our students' academic, professional and career interests. Based on the survey data, we develop strategic and customized networking programs,

career workshops and professional development seminars to ensure the greatest positive career benefits for our students. We also reach out and make connections with the most sought-after employers to meet our students' needs.

*What's the result?* Based on student career interests and feedback, we provide comprehensive employer connections in all sectors and draw upon both domestic and international opportunities. Our efforts have resulted in expanding our connections in the Washington, DC metro area

and a new set of networking events this Fall in Sacramento, California. This year will mark the 4th annual GSPP Networking Events Programs in Washington DC with site visits at the World Bank, U.S. Office of Management of Budget, Government Accountability Office and the Center for Budget and Policy Priorities. We also held a site visit at the California Legislative Analyst's Office, a GSPP Alumni panel at the California State Capitol and a networking happy hour to increase connections between students and alumni.

*How do we promote continuous improvement of student services?* Not only are we encouraging students to cast a wider net of employment prospects, but we are also encouraging them to start their career searches as early as possible. This year, we began career orientation and workshops during math camp—three weeks before the start of the school year. Our goal is to maximize opportunities for our students to ensure their academic and professional success. Despite the economy, our students and graduates continue to

be in great demand for summer internships and full-time jobs. We are seeing close to 100 percent placement rates, and that is due to our stellar students, superior curriculum and phenomenal student services. Our students' professional futures are bright! We look forward to continuing to support their professional aspirations, and we encourage alumni and friends of the school to be involved.   
[martha\\_chavez@berkeley.edu](mailto:martha_chavez@berkeley.edu)



event highlights

The Politics of Housing Policy

Sheila Crowley, President and CEO of the National Low Income Housing Coalition spoke to a capacity crowd at “The Politics of Housing Policy 2010” sponsored by the Berkeley Program on Housing and Urban Policy.

“Sheila Crowley has been a good friend to housing studies at Berkeley, and a tireless champion in Washington for the causes of affordability and assisted housing for over a generation,” says Larry Rosenthal, GSPP Adjunct Faculty and Executive Director of the Berkeley Program on Housing and Urban Policy. “The very enthusiastic turnout shows that housing policy remains among the liveliest topics as we continue to navigate this economy out of recession.”



Presumed Guilty

From left: Howard and Candy Friesen greet James Baird (MPP candidate '11) and doctoral students Roberto Hernandez and Layda Negrete at the screening of Presumed Guilty, a documentary by Roberto and Layda on the Mexican judicial system.

Enthusiastic audience response greeted the final credits of Presumed Guilty.



Percy Tannenbaum Memorial

The Goldman School commemorated the distinguished career of Professor Percy Tannenbaum (1927–2009) with the installation of a memorial plaque in his honor. Professor Tannenbaum taught at GSPP from 1970 until his retirement in 1992. From 1979–84, he also directed the Survey Research Center. Professor Tannenbaum was a distinguished scholar and an expert in the social psychological aspects of communications.

From left: Brocha Tannenbaum, Dean Henry Brady, Nili Tannebaum, Brian Tannenbaum



Homecoming 2010

Dean Henry Brady, Professor Bruce Cain and Sunne Wright McPeak, President and CEO of the California Emerging Technology Fund addressed “Big Ideas to Fix the Golden State,” as part of UC Berkeley’s 2010 Homecoming weekend. The panel discussion was moderated by Richard “Dick” Beahrs ('68). The event was co-sponsored by GSPP and the Cal Class of '68.



Michael Nacht Lecture

Peter Hart, veteran pollster and GSPP Board of Advisors member, addressed “The Mood of America and the 2010 Elections,” at the inaugural Michael Nacht Distinguished Lecture on Politics and Public Policy.



alumni board **Ways to Connect**

**New Board Members**

On behalf of the GSPP Alumni Association Board of Directors, we want to thank all alumni who voted in this year's Board of Directors Elections. The ballot included eight alumni running for five open slots. We are pleased to welcome the five new Board members elected to 3-year terms:

- Christine Frey MPP 2010
- Mark Hoffman MPP 1975
- Balu Iyer MPP 2000
- Nathan Kuder MPP 2008
- Adam Van de Water MPP 2001

To view the current and new Board members' biographies, please visit [http://gspp.berkeley.edu/alumni/gspmaa\\_boardbios.html](http://gspp.berkeley.edu/alumni/gspmaa_boardbios.html).

**New Alumni Directory**

GSPP has implemented a new version of the on-line Alumni Directory featuring live directory updates and improved data features that will help us to increase connections among our community! The Alumni Board provided input and suggestions, and also pilot tested the new database before going live. The Directory has always been a useful tool for connecting members of the GSPP community. We encourage you to use the database to reconnect with classmates, plan regional alumni events, and network with other alumni. Our information is extremely valuable, particularly for current GSPP students who use the database to identify and network with alumni regarding internships, APAs, and post-graduate employment opportunities.

Please take time now to update your alumni records and contact information at <http://gspp.berkeley.edu/alumni/alumnidirectory.html>.

The upgraded directory includes the following new features:

- Individual usernames and passwords for each alum
- Live directory updates
- Forgotten password retrieval and
- Increased security

Please contact Cecille Cabacungan ([cecille@berkeley.edu](mailto:cecille@berkeley.edu)) if you are having problems using the alumni directory.

**Development**

The Alumni Association Board of Directors assisted GSPP with fundraising efforts by helping the School to encourage alumni from classes 2005–2010 to donate through a challenge-match program known as the New Alumni Challenge. The Development Committee of the Board, led by committee chair, Deborah Kong (MPP '07), implemented an extensive year long outreach campaign to alumni from 2005–2010 and enlisted Captains to lead each class in this fundraising effort. In addition, the committee developed a Networking & Fundraising Event Toolkit which was distributed to alumni who were interested in hosting a fundraising event on behalf of the school. As a result, successful fundraising events were held in San Francisco, Oakland, and Washington, DC in support of the Challenge.

Thanks to all alumni who donated to GSPP, both through the Challenge and the Annual Fund. For more information on the New Alumni Challenge, please see page 22.

**Alumni Activities**

Together with the School, board members worked with alumni in Los Angeles and Boston to organize alumni events in those two cities, to give newly-admitted GSPP students for Fall 2010 an opportunity to network with local GSPP alumni. The events were both a resounding success, by providing an opportunity for alumni to network and an avenue for prospective students to ask questions about their graduate school experience at GSPP. The Board would like to thank Nathan Kuder '08 (Boston) and Noah Bookman '05 and Arturo Vargas-Bustamante '04/PhD '08 (Los Angeles) for their support in organizing these events.

**Contact Us**

If you would like to contact the Board with comments, questions, or to discuss the work of the Association, please contact us at [gspmaa\\_chair@lists.berkeley.edu](mailto:gspmaa_chair@lists.berkeley.edu).

alumni **Setting a New Standard**

**SOMETIMES THE INTRODUCTION TO POLICY ANALYSIS (IPA)** is just a project you do in public policy grad school. And sometimes it changes your life.

In the spring of 1986, Pamela Davis (MPP '87) and two other fellow students were tasked with writing a report on the insurance crisis. "The insurance industry had huge structural problems," Pamela says. "Being asked to describe it was like being asked to describe today's financial crisis. It was enormous and complex. But it got me interested in the insurance business." The IPA eventually led to a thesis on why nonprofit organizations couldn't find affordable insurance in California. "Everyone assumed that nonprofits were bad risks," says Pamela. "My thesis showed that the problem was with the cyclical manner in which insurance companies conducted their business. I offered the alternative that nonprofits band together and insure themselves."

After graduation, Pamela continued her pursuit of providing quality insurance for nonprofits. "I realized I could use my mix of entrepreneurial, technical and quantitative skills to do something good for the community," she says. "Of course, whether this 'insurance pool' was actually possible was the looming question."

At the onset, Pamela faced three major obstacles: the need for capital, reinsurance (a larger firm willing to take on a share of the liability) and data. "We couldn't get capital until we got reinsurance," she remembers. "The reinsurers wanted data to show that nonprofits were good risks. But the data wasn't readily available. We had to work on all fronts at the same time." She credits her early success to hard work and, to a certain extent, youthful naiveté. "If I knew then all that I know now, the endeavor might have intimidated me," she says. "But I was young and didn't know what couldn't be done."

In 1989, Pamela founded the Nonprofits' Insurance Alliance of California (NIAC), a "charitable risk pool" which aggregates the insurable risks of its member organizations and provides risk management services, with the view of returning profits in the form of dividends back to its members. "Think of us as a credit union for insurance," Pamela says. "We are governed by our members and exist only for them. But in many other ways, we function just like an insurance company, providing the same services and competing with the largest for-profit firms." In 2001, the Alliance of Nonprofits for Insurance (ANI) was formed to implement the model in other states. ANI and its member organizations now insure more than 10,000 nonprofits in 25 states and employ more than 65 staff. Pamela is President and CEO of NIAC, ANI and its affiliates.

At the 2004 Alumni Dinner, GSPP presented Pamela with an Award for Policy Innovation. Professor Percy Tannenbaum, her thesis advisor, presented the award. "I was unbelievably



touched by that moment," remembers Pamela. "Professor Tannenbaum invited me to his lovely home a few months later and we had a wonderful, lively discussion about what it took to get NIAC off the ground." [Editor's note: GSPP recently honored the late Professor Tannenbaum with a memorial plaque in GSPP West. See Events, page 14.]

"I'm very proud of what we've accomplished at NIAC and ANI," says Pamela. "We've changed the liability insurance market for nonprofits and set a standard that others need to meet. In the process, we've helped a lot of amazing organizations that reach out and do wonderful work to build our communities and help the most fragile among us." [pdavis@insurancefornonprofits.org](mailto:pdavis@insurancefornonprofits.org)



## CLASS NOTES

**Claudia Johnson** (MPP/MPH '92) presented a workshop at the ABA Equal Justice Conference May 2010 on how courts and self help centers are using technology to help those without lawyers. She was joined by New York State Courts, Alaska Courts and Minnesota Courts and shared information on web chat, online document assembly and hotlines as delivery tools for legal information.

Claudia also led a discussion during the Self Represented Litigants Network conference May 11 2010 in Arizona on e-filing as it related to self represented litigants and those represented by legal aid and pro bono lawyers. The National Center for State Courts joined her in the presentation.

Claudia organized a presentation by the DOJ, COR unit on language access obligations by courts during the SRLN conference. COR is the unit that oversees DOJ, law enforcement, immigration agencies and their compliance with non-discrimination policies. Paul Uyehara from DOJ was the main speaker during this session.

The College of Law Practice Management awarded her team's project, LawHelp Interactive, the prestigious 2010 InnovAction Award. LawHelp Interactive is part of Pro Bono Net, which provides resources for attorneys working with low income clients.

Finally, she is leading a panel at the National Legal Aid and Defenders Association Annual Meeting, in Atlanta Georgia, on the topic of e-filing and access to courts for self represented litigants and low income litigants.

The group of nonprofit insurance companies that **Pamela Davis** (MPP '87) founded as a result of her graduate thesis at GSPP has just passed an important milestone. They now insure more than 10,000 nonprofits across the country. (See profile, page 19).

**Eric Hagt** (MPP '04) won first prize in the Captain Hugh G. Notts Award for best analytical article from the Naval War College Foundation for "China's Antiship Ballistic Missile: Developments and Missing Links" in *Naval War College Review*, Autumn 2009.

**Josh Daniels** (MPP '08) ran for the school board in Berkeley. **Abel Guillen** (GSPP '01) was on his campaign committee. Dean Brady attended a campaign event in August and the dean of the Law School hosted an event for him in October. [www.electjoshdaniels.com](http://www.electjoshdaniels.com)

**Abel Guillen** (MPP '01) was named Co-Chair of Oakland's United Democratic Campaign. Professionally, he was also promoted to Senior Vice President of Caldwell Flores Winters, Inc., based in Emeryville, CA.

In June 2010, **Dale Robinson Anglin** (MPP '88) was selected as one of 15 members of the inaugural class of the Council on Foundations — Career Pathways Philanthropic Leadership Pipeline Expansion Program. The goal of this year-long program is to increase the number of candidates from diverse backgrounds, in the leadership pipeline, who are considered, appointed, and retained in senior and executive philanthropic positions. Dale currently is a program officer with the Victoria Foundation in Glen Ridge, NJ.

**Leah Wilson** (MPP '98) is an attorney with the State of California's Administrative Office of the Courts. She is the mom of 3 children, and ran for the Berkeley School Board. [www.wilson4berkeleyschoolboard.com](http://www.wilson4berkeleyschoolboard.com)

**Ian Hart** (MPP '05) and his husband, Nick, welcomed their son Jacob Henri into the world on June 30. He was born 5 lbs, 13 oz, 19" in York, Pennsylvania.

**Corey Newhouse's** (MPP '03) company, Public Profit, has just completed an evaluation of Oakland's publicly-funded after school programs. She was happy to find that these school- and community-based programs served one in three youth in the city (more than 20,000 kids!) and that the programs had demonstrable benefits for the youth who attend. Nearly all of the 96 programs visited provided high quality services, demonstrating effective stewardship of public funds. **Adam Dunn** (GSPP '11) was an essential part of their team this year; he conducted the lion's share of the quantitative analysis for the report. The full report was released in October through the Oakland Fund for Children and Youth ([www.ofcy.org](http://www.ofcy.org)), Oakland Unified School District ([www.ousd.k12.ca.us](http://www.ousd.k12.ca.us)) and [www.publicprofit.net](http://www.publicprofit.net).

**Cyndi Spindell Berck** (MPP '85, JD '86) is freelancing, including acting as "paraeconomist" for Professor Peter Berck. Cyndi and Peter's family has added two grandchildren.

**Joseph Castro** (MPP '90) and his wife, Mary, are expecting their third child — a boy! — in late January. They will name him Jess, after his late great grandfather who helped to raise Joe.

**Joe DuCote** (MPA '68) delivered a talk at the Institute of Urban and Regional Development entitled, "The Challenge of Interpreting the Effects of Climate Change on Large Infrastructure Systems." He is Senior Managing Director of Sutter Securities, Inc.

**Shira Gans** (MPP '07) is a policy analyst for the Manhattan Borough President Scott M. Stringer. This past July Shira launched a program called "Bank On Manhattan," a public/private partnership aimed at helping low-income New Yorkers open low-cost safe checking accounts. Learn more about it at [www.bankonmanhattan.com](http://www.bankonmanhattan.com). The program is based on a national model that started in SF and that she first learned about during her IPA at SF City Hall. In other exciting news, she was profiled in New York's *City Hall News*' annual "Rising Stars: 40 Under 40" issue. In her capacity as Borough President's food policy analyst, she was the keynote speaker at the Connecticut American Farmland Trust's Food Summit.

**Mitali Perkins'** (MPP '87) latest book, *Bamboo People*, was released this summer by Charlesbridge. It is a novel for middle-schoolers set in modern-day Burma and is the story of two boys — one forced to fight and the other to flee. *Bamboo People* was named a Junior Library Guild Selection and received a Publisher's Weekly Starred Review.

**Karen Pollitz** (MPP '82) left Georgetown University in May to join the Obama Administration. She is the Deputy Director for Consumer Support in the Office of Consumer Information and Insurance Oversight (OCIIO) at the US Department of Health and Human Services. OCIIO is the new agency established to implement the private health insurance provisions in health care reform. The division she heads will establish health insurance consumer ombudsman programs in each state, create the new consumer health insurance web site, [www.HealthCare.Gov](http://www.HealthCare.Gov), implement new federal standards for health insurance appeals and grievances, and require data disclosure by insurers and health plans that will be used to promote transparency and accountability in private coverage.

**Marian Mulkey** (MPP/MPH '89) was named Director of Health Reform and Public Programs, a new California HealthCare Foundation initiative to inform and advance implementation of federal health reform in California.

**Jennifer Miller Gaubert** (MPP '05) works for the social policy research firm MDRC, specializing in implementation research, program management, and family and children's policy. Jennifer and her family are currently based in Muscat, Oman and welcome hearing from other GSPPers in the Middle East. [jmillergaubert@hotmail.com](mailto:jmillergaubert@hotmail.com).

**Nicole Poimiroo Coburn** (MPP '03) was promoted to Senior Manager at Harvey M. Rose Associates, LLC, a public sector management consulting firm, in September.

**Merav Zafary-Odiz's** (MPP '00) husband Eldad, and son Oz (who is now two years old) welcomed a baby girl, Omer, on June 23rd.

**Paul Staley** (MPP '80) may have left the policy arena as his source of employment a long time ago, but he has stayed involved in the discussion as a regular contributor to the Perspectives series of commentaries on KQED-FM. When he's not pontificating, he runs a small real estate investment business and continues to live in San Francisco. He and his wife, Cathie, celebrated their 32nd anniversary this year and their three sons are all grown and off the domestic payroll. Their son, Max, just started a PhD program at UC Berkeley in European Intellectual History.

How do people choose where to live in the Bay Area, and what are the implications for local communities and residential development patterns? Find out in **Valerie Knepper's** (MPP '82) recent survey / market segmentation report at [http://www.mtc.ca.gov/planning/smart\\_growth/tod/briefing\\_book.htm](http://www.mtc.ca.gov/planning/smart_growth/tod/briefing_book.htm) For more info email her at [vknepper@mtc.ca.gov](mailto:vknepper@mtc.ca.gov).

When former Assemblyman Phil Isenberg (also a former Goldman School instructor) was appointed to the Delta Stewardship Council to help craft California water policy, and later made its full-time chair, Isenberg resigned from the government relations firm that he and partner **Maureen O'Haren** (MPP '93) had formed in 2004. A Sacramento lobbyist since 1993, she now heads her own firm, O'Haren Government Relations, and continues to focus on health care policy as well as public health, water, energy, budget and local government.

**Sally Mabon** (MPP '08) and her husband Dan Steingart welcomed a baby girl, Faye Velouria Steingart on February 25, 2010. Sally is living with her family in Park Slope, Brooklyn.

**Nina Erlich-Williams** (MPP '04) and her family moved up to Corvallis, Oregon after a few years in Santa Barbara. She and her husband, Sev, continue to run Public Good PR ([publicgoodpr.com](http://publicgoodpr.com)), a strategic communications firm specializing in non-profits and green companies.

**Betsy Baum** (MPP '06) became Director of Operations at See Change, Inc., a program evaluation firm based in San Francisco.

**Joe Radding** (MPP '82; EdD '10 UC Davis) received a Doctor of Education degree in Educational Leadership from U.C. Davis in June 2010. He was also promoted in June 2010 to Administrator of Intersegmental Relations at the California Department of Education.

**Amy Rader Olsson** (MPP '95) has been appointed as the coordinator of a research cluster for urban sustainability at the Royal Institute of Technology, Stockholm. [urbancluster@abe.kth.se](mailto:urbancluster@abe.kth.se)

**Peter Linquiti** (MPP '83) has gone back to school (George Washington U) to get his PhD in public policy. His interest is in forming and managing portfolios of public-sector investments in R&D for new energy technologies. He is also teaching an MPA course on policy analysis.

**Amy (Boone) Vierra** (MPP/MS ERG 2005) and her husband, Erik, welcomed their first child, Nicolas Daniel Vierra, on June 13th. Amy continues to work on ocean policy for the Natural Resources Agency in Sacramento.

**David Deming** (MPP '05) started this fall as assistant professor at the Heinz College of Public Policy and Management at Carnegie Mellon. He teaches microeconomics to MPPs. His wife, **Janine Santimauro** (MPP '06), is Director of Telemedicine at UPMC.

**Tom Berman** (MPP '08) is the Director of Account Services at Shallman Communications, a Los Angeles political consulting firm. Recently he managed or advised winning campaigns for new State Senators Kevin De León and Juan Vargas and L.A. City Controller Wendy Greuel.

**Avi Black** (MPP '85) is serving as President-Elect of the CA Council for the Social Studies, the state's premier advocacy organization for history teachers. He also won a \$1 million Teaching American History grant to provide professional development to K-12 teachers.

**Haifeng Huang** (MPP '02, PhD '09, Duke) recently completed a one-year Postdoc position at Princeton University and is now an assistant professor in political science at UC Merced. His main research interests are political economy, applied game theory, and Chinese politics.

**Ray Domanico** (MPP '79) has started a new position as Director of Education Research at NYC's Independent Budget Office. IBO was empowered by the state legislature to produce independent assessments of the city school system and the impact of its reform efforts.

**Kevin Gurney** (MPP/MS '90, PhD '04, Colorado State) has taken a position as associate professor with tenure at Arizona State University, School of Life Sciences. He was awarded the Sigma Xi 2010 Young Investigator award and was awarded the National Science Foundation CAREER award 2009.

**Mitchell Bard's** (MPP '83, PhD '87, UCLA) new book, *The Arab Lobby: The Invisible Alliance That Undermines America's Interests in the Middle East*, was published by HarperCollins, as was the paperback edition of *48 Hours of Kristallnacht: Night of Destruction/Dawn of the Holocaust* (Lyons)

**Jeff Colgan** (MPP '02, PhD '10, Princeton) completed his PhD in international relations, focusing on oil geopolitics. In September, he joined the faculty at American University's School of International Service.



alumni **Heroes of the New Alumni Challenge**

Capitalizing on a 3:1 match offered by the UC Berkeley Foundation Board of Trustees, the Goldman School graduating classes of 2005–2010 raised over \$53,000, resulting in over \$210,000 for the School.

“Nobody understands leverage and incentive programs better than GSPP grads,” says Catherine Hazelton (MPP ’05), who helped spearhead the effort for her class. “Matching grants create a very compelling reason to give.”

“Giving back to the Goldman School helps ensure that future students are provided the same excellent education I received at GSPP,” adds Jim Maloney (MPP

’05) “Giving is also a way to stay connected with, and continue to be a part of, the school, the students and other alumni.”

Tommy Wiliams (MPP ’06) agrees. “As our young alumni group (slowly...) grows older and spreads out across the country and the world, it becomes ever more important — and diffi cult — to stay connected with one another and the School,” he says. “Giving to GSPP, no matter the amount, is one of the most effective ways to ensure that relationship continues to grow.”

Giving also continues to connect alumni with GSPP’s mission and its impact on the world, notes Nick Nigro (MPP ’09).

“My experience at GSPP prepared me to make an immediate impact on the world of climate change policy,” he says. “I can’t think of a better way to say thank you than giving back to our school.” **G**

*For their part in the tremendous success of the New Alumni Challenge, special thanks to Catherine Hazelton (’05), Jim Maloney (’05), Jan Rus (’05), Greg Kato (’06), Tommy Williams (’06), Deb Kong (’07), Rob Letzler (PhD ’07), Nicholas Nigro (’09), Meredith Willa (’09), Renee Willette (’09), Sarah Anders (’10), Lauren Hengl (’10) and Joseph Milbury (’10).*

**New Alumni Challenge Donors**

**Classes of 2005–2010 Total Raised: \$53,502**      **Grand Total with All Matches: \$210,919**



**Clockwise from top left:** Class of 2010 meet to discuss the New Alumni Challenge; Nick Nigro (’09) and Tommy Williams (’06); John Minot (’11), Wanyi Zhao (’10), Sarah Swanbeck (’11) and Yan Zhu (’10).



**GSPP Donors** July 1, 2009 to June 30, 2010

from the desk of  
**Annette Doornbos**

**THE FORTY YEARS OF STEADY ACCOMPLISHMENTS** and contributions on the part of the Goldman School community is that much more remarkable in light of the seismic shifts in the School's sources of support. The recent severe contraction of state funds is unprecedented in the School's history. Seed money and core support from foundations that once funded signature programs like the Public Policy International Affairs (PPIA) Junior Summer Institute have gone by the wayside. The funding challenges that confront us today require creativity, persistence and a commitment to the idea that investing in policy leaders today will yield societal dividends for years to come.

The New Alumni Challenge is the latest manifestation of the generosity of the community of faculty, students, alumni and staff that empowers the School to grow and innovate in the face of continuing cuts in state funding. The New Alumni Challenge — a strategic and energized effort to leverage a funding opportunity for the School — took us to a new level of engagement and participation, the bedrock of any truly successful and sustained fundraising. **G**



Annette Doornbos  
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Annette Doornbos is the Assistant Dean of External Relations and Development



# Executive and International Programs

By Blas Pérez Henríquez and Gan, Bai

During the summer and fall of 2010, GSPP's Executive and International Programs (EIP) hosted three groups of policy practitioners who participated in customized executive training programs on different topics. These program participants came from both sides of the Pacific, including local Californian government officials from various cities and counties, public security and law enforcement officials from eighteen provinces of China as well as a group of young policy professionals from various branches of the Hong Kong government.



**August 1-6: Berkeley Executive Seminar 2010**  
**Topic: Strategic Management of Public Organization**

The seventh annual 'Berkeley Executive Seminar,' took place during the first week of August. GSPP welcomed 21 municipal leaders to the program, focusing their study on different topics related to 'Strategic Management of Public Organizations.'

The participants were city managers, county administrators, police captains, HR directors, neighborhood partnership managers and other key leaders in their city and county governments. Most had been in their roles for at least a decade. They came to Berkeley to enjoy an opportunity to learn and reflect on how to apply public management and policy analysis strategies to their daily jobs.

The week-long program was divided into several modules, combining theory, case analysis and views of practitioners. The topics covered included policy analysis, public finance, leadership development, negotiation and conflict resolution, sustainable development, ethics, sustainable communities as well as federal and local politics. We extend our thanks to many GSPP faculty members, including Dean Henry Brady, who taught at the program, as well as instructors from other parts of the campus and practitioners in various fields who came to share their insights with our participants.

**August 23 - October 15: Administrative Officers (AOs) of the Hong Kong Special Administrative Region Government of China**  
**Topic: Policy Analysis and Public Management**

As an ongoing collaboration between the Goldman School and the Hong Kong Civil Service Bureau, EIP hosted fourteen outstanding mid-career government officials in a 8-week Policy Analysis and Public Management executive training program. These administrative officers (AOs) represented various branches of the Hong Kong government, including Labor and Welfare, Transportation and Housing, Treasury, Development, Fire Services and Security.



Thanks to the generous support of GSPP faculty, these Hong Kong officials were integrated into many regular Master of Public Policy classes, which provided a great opportunity for these Hong Kong students and our MPP students to learn from one another. In addition to attending classes, the Hong Kong students were coached by Professor Eugene Bardach in a mini policy analysis seminar series; they were introduced to and applied Professor Bardach's *Eightfold Path* methods to a real world policy problem of their choosing. Finally, this program was complemented by several institutional visits arranged by EIP for these Hong Kong students to meet and interact with public sector practitioners in the Bay Area.

**September 13-16: Officials from the Ministry of Public Security of China**  
**Topic: Comparative Public Security Policy and Best Practices of American Law Enforcement and Police**

During mid-September, EIP conducted a workshop for a group of 23 officials from China's Ministry of Public Security and provincial law enforcement agencies of eighteen different provinces on comparative public security policy and related topics. Most participants were heads of the legal affairs department of their agencies. They came to the training to learn about the policy-making and management of American law enforcement organizations,

specifically the history, constitutional requirements, police regulation, policies that regulate police conduct and important legislation that has shaped the American law enforcement profession.

During the four-day workshop, classes were given by GSPP faculty, law school professors and practitioners such as the Berkeley Chief of Police, an official from Federal Bureau of Investigation and a former San Francisco District Attorney. This intensive workshop was well received by the participants. Every class concluded with extended (sometimes vehement) discussions between our visitors and the local instructors. Program participants shared that what they learned in Berkeley would be of great help to their work since Chinese law enforcement professionals are faced with many similar issues and challenges as their American counterparts.

This program was sponsored by China's Foreign Expert Bureau and we at EIP hope to continue working with this agency in promoting government excellence through executive education. **G**

For more information, please contact Blas Pérez Henríquez, Assistant Dean for Executive and International Programs and Executive Director, Center for Environmental Public Policy, at (510) 643-5170 or via email at [bph@berkeley.edu](mailto:bph@berkeley.edu).

## policynotes

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## Center for Environmental Public Policy (CEPP)

Center for Environmental Public Policy (CEPP) continues to host distinguished practitioners in the field of environmental policy and management for the benefit of the UC Berkeley community. **G**

**Environmental Public Policy Seminar Series Spring 2010**

**The View Post-Copenhagen: What China is Doing on Climate Change**, Deborah Seligsohn, Principal Advisor, China Climate and Energy Program, World Resources Institute, on March 2, 2010

**The Energy Leader? California's Regulatory Quagmire**, Paula Zagrecki, Director of Finance, Diamond Generating Corporation, on April 27, 2010

**Multi-Sector Model of Tradable Emissions Permits**, Makoto Tanaka, Associate Professor, National Graduate Institute for Policy Studies (GRIPS) in Japan, on May 4, 2010



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**Bardach**

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to teach students as to how to do these. But we believed we should develop such. Over the years we accumulated heuristics for the students about how to do policy analysis, and conjectures for ourselves as to how to help the students learn these. One idea was the 48-hour project, which has itself morphed over time from an exercise in how to assemble information to an exercise, in the internet age, of how to sift an overabundance of information and focus analytic attention on what really counts. And, of course, as the heuristics accumulated, year upon year, it was only natural that someone should write them down. These were first circulated as a 30–40 page handout to students, then put on the internet for unrestricted dissemination, and finally published as *The Eightfold Path*. The book was first published in 1996 and has undergone three significant revisions since, as students and faculty have deepened our understanding of the many facets of public-sector problem-solving. 

## GET INVOLVED WITH GSPP

**HIRE Students**

Post jobs, internships, or policy projects on goldJOBS, GSPP's on-line job posting system. <http://gsppgoldjobs.net>

**MENTOR Students**

Volunteer to mentor a GSPP student by providing advice on career and academic choices. <http://gspp.berkeley.edu/alumni/mentors.html>

**ENGAGE with GSPP Student Groups**

Student groups range in substance including Students of Color, Environment, International, Women, LGBT, and Youth.

<http://gspp.berkeley.edu/students/index.html>

**CONTRIBUTE to PolicyMatters**

To achieve its full potential, PolicyMatters needs alumni input through submitting articles, responses or online discussion. <http://www.policymatters.net/>

**UPDATE Contact Information**

Visit GSPP's website to update your alumni directory information and reconnect with fellow alumni. [http://gspp.berkeley.edu/alumni/update\\_address.php](http://gspp.berkeley.edu/alumni/update_address.php)

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