

GOLDMAN SCHOOL
OF PUBLIC POLICY

UNIVERSITY OF CALIFORNIA
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policynotes



out of the box

GSPP and
Innovation

SPRING 2010

Innovations in Fighting Poverty

GSPP Welcomes
Jesse Rothstein

Goldman Gift Leads the Way

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Dean's Message



THE WORLD OF PUBLIC POLICY IS IN OVERDRIVE. The health care bill revealed for all to see the untidy intricacies of formulating, analyzing, and enacting major public policy changes. But the messy process also fostered real debate about the role of government, the impact of rising health care costs, and the problems of “bending downwards” the health care cost curve. Added to these discussions were fascinating political tempests about the filibuster, reconciliation, and other oddities and peculiarities of the American political system. It will be edifying to see how this all turns out.

With public policy so much in the news, the Goldman School continues to be a mighty megaphone for those who want to “speak truth to power.” The latest ratings from *US News and World Report* rank us as the second best public policy school in the nation. This year we had over 660 exceptionally qualified applicants vying for 80 MPP slots.

Our colleague and former dean Michael Nacht serves as Assistant Secretary of Defense for Global Strategic Affairs in Washington. Our new faculty member Jesse Rothstein spent most of the year in DC as a staff member of the Council of Economic Advisors, and he will finish out the year as the Chief Economist at the Department of Labor. Many other faculty members (Dan Kammen, David Kirp, John Quigley, and Robert Reich) served on the transition team or as advisors to the Obama administration.

As the world’s eighth largest economy, California also draws its share of attention from around the world and from our very engaged faculty. John Ellwood comments frequently on California budgets and politics and serves on the Board of Directors of the highly respected California Budget Project. Lee Friedman, Dan Kammen, and Michael O’Hare lead the way in thinking about energy policy for California. David Kirp, Robert Reich, and I serve on working groups of the Gould Commission set up by the UC Regents to examine the future of the University of California. Steve Raphael works on California prison policy. Every faculty member advises the state or the nation on some important policy issue.

To support all this exciting activity, the School has embarked on a campaign to raise \$34 million as part of the University’s larger effort to raise \$3 billion by June 2013. The Richard and Rhoda Goldman Fund recently committed \$5 million dollars towards this effort, once again demonstrating Richard Goldman’s generosity and vision. Richard is also the 2010 California Alumni Association Alumnus of the Year — and nobody could be more deserving of the honor. In fact, the Goldman family as a whole has been enormously generous to us. Since the naming gift of \$10 million from the Richard and Rhoda Goldman Fund in 1997, members of the Goldman family — Richard Goldman and Doug and Lisa Goldman — have committed over \$8 million more, including a \$2.5 million gift from the Lisa and Douglas Goldman Fund for a third building. This is a testament not only to the family’s philanthropy and commitment to the University of California, but also to their understanding of what it takes to keep a great School at the top of its field. The School is blessed with very generous friends who know that public policy is the ascendant enterprise of our time.

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

WHEN I STARTED WORKING ON THIS INNOVATION-THEMED ISSUE of *Policy Notes*, I expected to learn a lot about how innovative technology shapes public policy and visa versa. And I did. The Goldman School community is working at the leading edge of technology and policy, from synthetic biology’s potential impact on homeland security to how green buildings and electric cars might be leveraged to fight global warming.

What I didn’t realize is how much out-of-the-box thinking is required in the day-to-day work of public policy. Public policy, by nature, means anticipating, adapting and integrating. Whether it is student Tania Dutta’s efforts to introduce an “open source” approach to the development of drugs to combat tropical diseases or alumni and board member Aaron Estis’ efforts to bring innovation into state and local government, the GSPP community is staying ahead of the curve, engaging today’s complex issues with creativity and passion, persistence and determination. Unfortunately, society’s problems don’t stand still. Fortunately, neither do the faculty, alumni and students of the Goldman School. borareed@berkeley.edu



Bora Reed
Editor

“THE JOB OF A PUBLIC POLICY SCHOOL is to take the knowledge that is within the university and find its application in broader society.” That’s adjunct Associate Professor Stephen Maurer, referring to his work in biosecurity, but his statement speaks just as persuasively to why innovation permeates so much of what happens at the Goldman School. Professor Lee Friedman’s work in electricity regulation, Professor John Quigley’s examination of green and sustainable buildings, or Professor Maurer’s work in synthetic biology are prime examples of how the Goldman School community brings innovation and out-of-the-box thinking to society’s complex, rapidly changing problems.

“Green” and sustainable buildings are often touted as a major driver of the “green economy.” But, wondered Professor John Quigley, was there a serious basis for these claims? Or was it merely political and ideological hype? That question was the beginning of an extended (and ongoing) inquiry into the economic consequences of green buildings.

Professor Quigley and his team of researchers used information from the Environmental Protection Agency (EPA) and the US Green Building Council (USGBC) to find data on buildings that were certified as “green” or “sustainable,” then matched that information to detailed reports on the financial and physical characteristics of the buildings. He then demarcated a 2/10 mile-circle around each green building and compared it to non-green buildings in the vicinity. The results surprised him.

“Green buildings are profitable,” he says. “I was initially very skeptical about this, but it’s true.”

Professor Quigley discovered that certified “green” commercial buildings could charge 2% more in rent, and up to 7% more in effective rent (rent times occupancy rate). Sale prices for green buildings were up to 13% more than their non-green counterparts.

Close examination of the energy use of the certified buildings showed that the reduction in energy costs could be closely correlated to the higher rent or sale price.

“An owner of a green building can charge a higher rent that’s just about the equivalent of the energy savings of that building,” says Professor Quigley. “The market capitalizes these differences, at least among buildings that are already certified.”

In the last two years, many more green buildings have come online, just as the demand for commercial office space has plummeted. While rents for commercial space fell across the board, the impact on green buildings was unexpectedly mild.

“You’d expect that the increased supply of green buildings and decrease in demand would diminish the premium on green buildings,” he says. “But it didn’t.”

Professor Quigley adds that a little bit of information can go a long way toward the diffusion of better technology and energy efficiency.

“Certification programs like those from the USGBC and the EPA don’t require regulation or passing new building code,” he says. “But if that kind of information is more readily available, it will find its way through the rental market. It’s a non-coercive, inexpensive practice that could really impact energy use and make a difference in the emission of greenhouse gases.”

Scientists are increasingly using artificial DNA to conduct so-called synthetic biology experiments. Indeed, making artificial DNA has become a burgeoning worldwide industry. But what’s to keep state weapons programs or even terrorists from ordering their own smallpox DNA? Adjunct Associate Professor Stephen Maurer of the Goldman School’s Information Technology and Homeland Security (ITHS) Project has been working on an innovative answer to the problem.

The traditional instinct would be to regulate the sale of synthetic DNA with government regulations and treaties. But this can be cumbersome and time-consuming for fast-moving global markets. Instead, Professor Maurer is exploiting the power of private standards, a concept more associated with Silicon Valley than with homeland security. “The world uses Microsoft windows but doesn’t quite know why,” he says. “Could standards also be used make sure that synthetic biology companies investigate customers each time they ship DNA out the door? The power of standards is a completely familiar idea in innovation literature,” he continues. “But we’re applying it in a new and unfamiliar setting.”

For the past two years Professor Maurer and GSPP IT manager Jason Christopher have been working with a consortium of European synthetic biology companies — the International Association of Synthetic Biology (IASB) — to establish a private Code of Conduct. Members finalized the Code at a GSPP-hosted meeting in Cambridge, MA last November. Jason is also working to develop an advanced database software — The Virulence Factor Information Repository (VIREP) — where companies can pool data about DNA sequences that may pose threats. Professor Maurer and Jason Christopher previously developed an on-line Portal where researchers contemplating “experiments of concern” can get biosecurity advice from security experts and fellow researchers.

The meetings garnered national attention, including multiple write-ups in *Nature* and *Nature News*. Afterwards, several big gene synthesis companies that had previously pushed for lower standards promised to match IASB’s more vigorous approach instead. “We were able to drag the industry up to a higher standard that requires quite a bit of human effort before they fill a synthetic DNA order,” says Professor Maurer. “And we did this even though the IASB members are

small companies. If we had put this to a vote based on market share, we would have lost. That’s the power of standards.”

The next stage of the synthetic DNA standards war will be determined by the federal government, which recently proposed a much lower standard after heavy lobbying by US companies. “We are now in a situation where the private standard is stronger than the government standard,” says Maurer. “It’s a remarkable thing. Hopefully the federal government will upgrade their draft Guidelines to match the Code. If they don’t, they’ll be telling companies that it’s ok to backslide and that the lower standard is good enough. We’ll have to wait and see.”

Electric cars have enormous potential as a source of reducing greenhouse gases. But electricity rates, as they stand, make the customer cost of charging electric vehicles far more expensive than it need be, prohibitively so for many. How can the bills for charging electric cars become closer to the actual electricity cost and thus more affordable? Questions like these have brought Professor Lee Friedman to the intersection of policy and emerging technologies. They’ve also provided real-time case studies of what

he teaches in the classroom: the evolution of industries and policy to generate technological progress and better performance.

The fate of electric vehicles may be closely linked to “smart” meters, which can track (among other things) electricity usages relative to time of day. Such technology allows for the possibility of designing cost-based pricing — differentiated rates for high-demand versus off-peak hours. This could make electric vehicles much more affordable, allowing them to be charged during off-peak hours at a fraction of current rates.

“Such technology is extremely promising,” says Professor Friedman. “Yet there are an incredible number of regulatory and consumer obstacles to getting the new technology to be used properly.”

He cites an example in Texas, where utilities are run by competing, private companies. “The companies would like to offer competitive ‘time of use’ rates,” he says. “But that depends on the installation of smart meters, which, in Texas, is controlled by a state-run company. For now, that company sees no point in changing the meters, which are working fine as far as it is concerned.”

“In addition, some consumers mistrust the smart meters,” he continues. “Though

not a single faulty meter has yet to be found, some people are convinced that smart meters will mean higher bills.” Furthermore, some consumer groups think that any time-based pricing will mean higher bills for them, even though this need not be the case and almost everyone can be made better off.

In response to such regulatory and consumer obstacles, Professor Friedman has written extensively on electricity rate design, and whether federal mandates could incentivize states to adopt technologies like smart meters. With a grant from UC Berkeley’s Center for Information Technology in the Interest of Society (CITRIS), Professor Friedman will spend the next year building upon work that he presented at the 2009 meeting of the Association for Public Policy Analysis and Management (APPAM) on how the large gap between prices and costs for off-peak electricity inefficiently discourages vehicle electrification.

Though the obstacles facing these new technologies are numerous, Professor Friedman remains optimistic.

“The pioneers of new technologies always go through a learning process. Figuring out how to overcome these obstacles is part of the learning curve.” **G**

IMAGE COURTESY OF GENZYME CORPORATION.





Innovations in fighting POVERTY

POVERTY IS OFTEN CONSIDERED an insoluble problem, but GSPP alumni are up to the challenge. Carla Javits (MPP '85) President of REDF, Daniel Lurie ('05), founder and president of Tipping Point Community and Enrique Balaguer (MPP '92), founder of RealBenefits, are prime example of how alumni are making their mark in the fight against poverty.

Carla Javits is President of REDF (formerly The Roberts Enterprise Development Fund), an organization that supports non-profits that utilize business models to create jobs for the hard-to-employ.

"REDF helps nonprofits create jobs for people whose unemployment rates are three to five times as high as that of others," she says. "Evidence shows that providing real jobs, with the right transitional support, provide a pathway into the workforce and into better lives for individuals, their families and communities."

REDF practices "venture philanthropy," which invests in non-profits, in the same way a venture capitalist might invest in a business.

"We view grants as a form of investment," she says. "We look for ways to be appropriately engaged in supporting the work of the nonprofit beyond simply providing funding"

"REDF is an excellent example of the value that highly engaged funders bring to the table," says Jane Fischberg, President & Executive Director of Rubicon Programs, a social service agency whose business enterprises include a profitable landscaping company. "REDF's leadership has a keen sense of how to impact public policy so that organizations like Rubicon can optimize our effectiveness."

For such optimized effectiveness, Carla emphasizes that constant innovation is essential.

"Markets change, and products or services that once were attractive become obsolete," she says. "Unless enterprises innovate in response to change, it is impossible to survive."

"Because of a lack of resources, most nonprofits have to make a choice to execute in the present, or suspend current activities in order to shift gears," she con-

tinues. "Investors who are willing to provide bridge capital at such critical junctures can make all the difference."

"In an area as wealthy as the Bay Area, the fact that 600,000 people are living in poverty and 25% of households are too poor to meet their basic needs is unacceptable," says Daniel Lurie. He is the founder and president of Tipping Point Community (TPC), a nonprofit organization that combats poverty in the Bay Area by providing grants and management assistance to organizations working in education, youth, housing and employment.

From its inception in 2005, out-of-the box thinking has been a key to TPC's approach.

"We are 100% impact," says Daniel. "Every single dollar we raise goes out the door within 12 months. Our first priority is to support our groups to the best of our ability, and we'll do whatever it takes to meet their needs."

"In typical funder/grantee relationships, the incentive structure makes open and honest communication with funders

Left: Carla Javits (center) with the 2009 recipients of REDF's Stuart G. Moldaw 'Step-Up' Award, Celebrating employees and employers who make the transition from joblessness to work a success. *Photo credit: Mona Brooks.*

difficult," he continues. "With pre-determined funding timelines and short attention spans in the funder community, a group cannot be assured that a funder will stick with them for the long-term, even if the group is achieving its goals. Our model honors the perspective of the 26 incredible Bay Area poverty-fighting groups in our portfolio; we provide general operating support and partners for the long term. This allows for better communication rooted in trust."

"Tipping Point Community understands that creating positive and lasting social impact requires a long term commitment to partnership," says Jane Fischberg, Executive Director of Rubicon Programs Inc. "They have provided significant unrestricted support, and also top-notch technical assistance in marketing, communications, human resources, strategic planning, and information systems. They've also connected us to a supportive team of knowledgeable staff who help us to think through difficult organizational matters."

Given the complexities of fighting poverty, Daniel says, ongoing innovation is critical.

"While poverty is certainly a challenge, we see it as fuel for constant innovation," he says. "We are always out trying to find the nonprofit groups that are not only willing to take risks in addressing Bay Area poverty, but are also deeply committed to measuring their results. By holding our groups accountable to creating real tangible change in the fight against poverty, we strive to bring a blend of great minds and proven methods to this multi-dimensional issue."

Enrique Balaguer has always had a drive to use technology to solve problems in public management; this interest brought him to the intersection of technology, health and human service programs, social service agencies and hospitals.

"I saw a huge transaction cost problem, both for the people trying to get connected to government assistance



Daniel Lurie



Enrique Balaguer

programs and the organizations that help these individuals," he said. "For most states, government assistance programs fall under two categories, health services and income support. An applicant has to interact with at least two different agencies and multiple processes. It's cumbersome. As a result, participation rates in these programs are low. For example, only 50% of those eligible are enrolled in Medicaid."

With like-minded partners, and with funding from the MacArthur Foundation, Enrique led the launch of RealBenefits, a set of web-based software tools that consolidates the application process for government assistance programs.

"The software gathers information about the household during a smart interview process," says Enrique. "It uses that single set of data against the rules of multiple programs, coming up with results of who in a household qualifies for which program and why, then launching the application processes for all the eligible individuals."

The software is marketed to social service agencies, school districts and hospitals — organizations with incentives to help individuals qualify for assistance programs. "The incentives line up," says Enrique. "For example, if a person walks into a hospital without insurance, most hospitals are mandated to provide care, whether that person can pay or not. If

that same person qualifies for a government sponsored healthcare program, the hospital has the incentive to seek reimbursement. So they can use the software to help that individual determine eligibility and apply."

But it's not just the organizations that benefit.

"These programs can make a real economic difference for a low income household especially when they are bundled," he says. "You can show someone the package of benefits that they're eligible for and why. It's a powerful motivator to enroll and much more convenient than standing in a long line waiting to fill out forms."

Though Enrique extols the technology as "very cool," the real innovation is about changing age-old practices.

"Let the states do what they're good at — making eligibility determinations, storing data, processing claims and enforcing rules," he says. "But move the front end application process to organizations that have inherent incentives to get people enrolled."

Time Magazine reported that RealBenefits "has connected nearly 100,000 families to more than \$371 million in government aid since 2001." In 2008 RealBenefits was acquired by TransEngen, a health care technology company. Enrique now works with this new strategic partner, applying his expertise in the rapidly growing healthcare technology space. **G**

Dan Kammen has been named the Envoy on Clean Energy for the US State Department's Energy and Climate Partnership of the Americas (ECPA). He was introduced in this new role by Secretary of State Clinton at the April 15 Summit of the Americas in Washington, DC. He has also been appointed by US Environmental Protection Agency Administrator Lisa Jackson to serve on the National Advisory Council for Environmental Policy and Technology (NACEPT), an independent committee that advises the agency and the administrator directly on a broad range of environmental policy, technology, and management issues.

Prof. Kammen was appointed to two National Academy panels and boards: the Board on Global Science and Technology (2009 - 2014) and the National Research Council's Computing Research for Environmental and Societal Sustainability, which has been convened under the auspices of the NRC's Computer Science and Telecommunications Board (CSTB).

His recent lectures have included speaking on "Innovation for a Clean Economy," at the UCLA Institute of the Environment and on "Science and Policy for a Low Carbon Economy" at the Lawrence Livermore National Laboratory. On March 19 he testified in front of the Senate and the State President of Sabah, Malaysian Borneo, about a proposed coal fired power plant and the alternatives that exist for the region.

Robert Reich has written lead op-eds in the *Wall Street Journal* (topic: Obamanomics one year later), and the *New York Times* (topic: lack of competition in health insurance markets). His new book, *AFTERSHOCK: The Next Economy and the American Future*, will be published September 20 by Alfred Knopf. On March 19, he delivered the Chancellor's Lecture on the Next Economy.

John Quigley's paper on the link between green building and corporate social responsibility was presented at the annual meeting of the Academy of Management in Chicago where it received the best paper award. His summary paper on "Default Risk in the Single Family Mortgage Market" formed the basis for the annual report to Congress submitted by the Federal Housing Finance Agency. Prof. Quigley was elected President of the North American Regional Science Council (NARSC) for 2010-2011, and he presented the keynote address at the annual meeting of NARSC in San Francisco.

Prof. Quigley organized an international conference on "Green Building, the Econ-

omy, and Public Policy held in Berkeley in December. Participants included academics and practitioners from a dozen countries. He served as a panelist on the implications of the housing crisis at the annual meetings of the American Economic Association in Atlanta, and he presented a paper on congestion pricing in urban areas at a conference in Sedona AZ. He participated in a conference on the future of Government Sponsored Enterprises organized by the Federal Reserve Bank of New York.

Prof. Quigley presented academic seminars at UCLA, Harvard, and NYU, and he participated in the January meetings of the Homer Hoyt Institute.

Jack Glaser and GSPP doctoral student Christopher Finn have recently had accepted for publication an article on the role of voter emotion and implicit racial bias in the 2008 presidential election. Using nationally representative American National Election Studies data, Finn and Glaser find that voters' emotional reactions to the candidates, especially *hope* responses to Barack Obama in October 2008, were unique predictors of actual vote choice in November. An implicit (nonconscious) preference for Whites over Blacks measured in September and October also predicted vote choice in the predicted direction. The article is forthcoming in the 2010 volume of the journal *Analyses of Social Issues and Public Policy*.

Stephen Maurer's book, *WMD Terrorism: Science Policy Choices* was reviewed in the *Journal of Homeland Security and Emergency Management*, which writes, "Stephen M. Maurer has edited a body of work that represents a solid contribution to the field of Weapons of Mass Destruction policy and response."

Rob MacCoun organized and moderated a conference on *New directions for US drug policy?* at the 2009 Caleb Foote Symposium, UCB Law School, which featured "drug czar" Gil Kerlikowske, Director of the White House Office of National Drug Control Policy. He has given talks about California Assembly Bill 390 (which would legalize and tax cannabis) at the UC Berkeley's Chancellor's Forum and School of Public Health, and RAND, and he presented a new formal model of social influence at the Haas Business School and at the Institute for Personality and Social Research. His chapter on constraint satisfaction in judging appears in *The Psychology of Judicial Decision Making* (Oxford).

David Kirp has been appointed to the national boards of two mentoring organizations, with affiliates across the country: Friends of the Children links up with the most at-risk children, with intense support from kindergarten through high school. Experience Corp connects volunteers, age 55 years or older, with children (grades K-3) to spend ten hours a week as reading tutors.

In February, **Gene Bardach** gave a presentation at GSPP in the Integrative Graduate Education and Research Traineeship (IGERT) seminar on his current research. The title was "*Who Are We Anyhow?*" — *Cost-Benefit Analysis and Contested Symbols of Collective Identity*. He will spend two and a half weeks in residence next spring (2011) doing some teaching in the Public Administration program at the University of Hong Kong.

John Ellwood gave a presentation at the "Too Big to Fail: Reforming California's Constitution for the 21st Century" conference that was held at the Gould School of Law at the University of Southern California.

Lee Friedman's research on the importance of including the greenhouse gas (GHG) emissions from motor vehicles as part of any GHG cap-and-trade programs will be published in the June 2010 issue of the *Journal of Comparative Policy Analysis*, under the title, "Should California Include Motor Vehicle Fuel Emissions in a Greenhouse Gas Cap and Trade Program?" A second article, "Should the Regulator or the Market Decide When to Reduce Greenhouse Gas Emissions?" was published in the December 2009 issue of *The Economists' Voice* (co-authored with GSPP PhD student Jeff Deason (MPP '05)). The longer version of this article will be forthcoming in the *Journal of Policy Analysis and Management* later in 2010, and will be entitled "Intertemporal Regulatory Tasks and Responsibilities for Greenhouse Gas Reductions".

With a grant from CITRIS, he will continue his research on how the large gap between prices and costs for off-peak electricity inefficiently discourages vehicle electrification. He will be conducting research on this topic over the next academic year, and will be hiring some GSPP graduate students to work as researchers on this project.

Cont'd. on back cover



faculty profile Jesse Rothstein

Jesse Rothstein with President Barack Obama. In the background, Council of Economic Advisers Chair Christina Romer and Peter Orszag, Director of the Office of Management and Budget

JESSE ROTHSTEIN GRADUATED WITH AN MPP from the Goldman School and a PhD in Economics in 2003. He went to Princeton University where he spent six years as an Assistant Professor of Economics & Public Affairs. He's been in Washington, DC, for the last year, working as a senior economist for the Council of Economic Advisers. This summer, he and his family will move back to the Bay Area where he will join the Goldman School faculty.

What made you decide on the Goldman School?

I was eager to remain in a policy school — I love teaching policy students, and I like to think that it is an opportunity to make a real difference. I'm an economist, but I'm always motivated by the policy question. So it only seemed natural to come to a place where everyone cares about the importance of the question and the policy implications, not just about how clever the math is. Finally, I love the scale of the Goldman School — it really allows for a great sense of community.

Do you have a favorite memory of your time as a student here?

Well, I met my wife while at GSPP. That'd have to be my favorite set of memories. In terms of things that actually relate to my life as a student, I remember really enjoying David Kirp's law and public policy class. Oh, and dressing up as a Gray Panther to disrupt the proceedings at the Medicare policy simulation. That was memorable.

What do you hope to contribute to the GSPP community?

I'm really excited about being a member of the community again. Obviously, I'll be teaching classes and doing research, both of which I hope will contribute to the school's mission. I'm looking forward to figuring out ways to incorporate my recent experience in government service into the classroom. And I'm also looking forward to interacting with the students (who seem an awful lot younger than they did when I was there!) outside the classroom.

In a nutshell, how would you describe your work with the CEA?

It's been quite a change from academic life, where I can sometimes focus on a single topic for months on end. At CEA, some days I work on more topics before I have time to drink my morning coffee than I did in the six years before I came here! It's a whirlwind experience — it really makes you realize the challenges of bringing real expertise to bear on fast-moving policy debates.

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students

NextDrop: Predicting Water Delivery Using Mobile Technology

By Ari Olmos MPP Candidate '11

IN HUBLI-DHARWAD, a city of about one million people in the state of Karnataka, India, the utility pipes in water on a four day rotation. Depending on the season and the neighborhood, water can take up to eight days to arrive. The schedule is printed in the newspaper, but in parts of the city, delivery is so variable these announcements are of little use. Households lose hours waiting for water, report feeling stressed by water scarcity, and are occasionally forced to use unsafe ground water.

Last semester, I joined a team of civil engineering and information school students looking at ways to use mobile phones to help families cope with intermittent water supply in places such as Hubli-Dharwad. In India, no major city has continuous water supply. According to the World Health Organization (WHO), one-third of African and Latin American cities have intermittent water supply.

Intermittent water delivery is typically seen as a problem of inadequate *infrastructure*. But with our social venture, NextDrop, we approached the problem as one

of inadequate *information*. Households and businesses lack information that can save them money, time, and help them better ration their water. Utilities, in the absence of sensors and other technology, lack information regarding true water delivery outcomes. Because the utility employees who physically turn on the water are not monitored, they may be bribed to leave the valves open longer in certain areas, leading to inequitable distribution.

The objective of NextDrop is to solve this information problem in a manner that is sustainable and scalable. Our model is to incentivize individuals to send a text message to NextDrop when the water begins to flow. We can verify these reports, then push this information to other subscribers in the valve area. Further, we can use this data to make a prediction for when water will arrive down the line. As we develop our subscriber base, the data we collect could serve as a kind of inexpensive smart grid “lite.” We can help utilities spot discrepancies between their internal schedules and true water delivery, which could help them identify corruption and

infrastructure problems. In addition, we plan to make much of the data publicly available, which could help spur political action against inequitable distribution.

In the past five years, wireless phones have exploded in India, with teledensity reaching 95 mobile phones per 100 people in urban areas and voice and text rates falling to some of the cheapest levels in the world. As a result, people have become the most cost-effective “sensors” to monitor system performance. Last semester, NextDrop was awarded \$5,000 from a panel of judges including Berkeley professors and representatives from the Gates and Grameen Foundations.

The pilot program launches in Hubli-Dharwad this summer. ari.olmos@gmail.com

An Infrastructure for Charging Electric Vehicles

By Dipti Desai MPP Candidate '10

EVER SINCE I GOT ACCEPTED to GSPP/Berkeley, I knew I wanted to be involved with the Center for Entrepreneurship and Technology (CET), given my interest in technology, policy, and business. During my first semester, I worked with Better Place, an electric vehicle charging infrastructure provider, to come up with a rollout strategy for electric vehicle charging stations for the SF Bay Area.

My research involved grappling with Bay Area demographics, market segmentation of potential electric vehicle buyers, and the policy incentives already in place. It was a great learning experience. Also, when I worked on this project, hardly anyone knew of Better Place; it was a great opportunity to be involved with a new, promising venture in its early stages.

The electric vehicle charging infrastructure project is a classic example of public-private partnerships. Understanding only the business aspect or statistical projections alone are not sufficient to ensure its success — an understanding of the public policy context is crucial. I was also instrumental in identifying and obtaining the data used for our analysis and informing the recommendations. On a side note, since I worked as an electrical engineer prior to GSPP, I was curious to learn more about the additional load on the electric system as a result of the charging of electric vehicles. Directly as a result of my work on this research project,

in my summer internship at an energy consulting firm, I investigated the additional load on the electric grid due to the charging of electric vehicles in the San Francisco Bay Area.

This was a multidisciplinary project and I appreciated how my teammates from the business and engineering schools brought complementary skills and competencies. Public policy problems, whether they be in the area of technology, healthcare or finance all necessitate involvement of team members from diverse backgrounds. This ensures that the various aspects of a given problem are fully understood and change is made in a way to positively impact a larger number of people.

Now more than ever, the marriage of technology and public policy will have a greater role to play in answering many of the world's pressing problems and I hope to see GSPP have an even more influential role in the realm of technology related public policy, including energy policy and information technology policy. ddesai@berkeley.edu



Jesse Rothstein Cont'd. from page 9

What aspect of the experience was most enjoyable? Most difficult? Most surprising?

Most enjoyable: Finding (very occasionally) that I could actually move the conversation within the Executive Office of the President with reasoned analysis. I think the work I did in one frenzied week last fall may have changed the probability that one particular policy was enacted by about 1 percent. But since the policy involved tens of billions of dollars of spending, that may well be the biggest impact I have in my career.

Most difficult: Getting used to the total lack of control I have over my time. As an academic, I can decide what to do when, with almost complete freedom. At CEA, I'm a slave to my e-mail inbox. I'll often have three or four half-written e-mails open, each having been interrupted by an even higher priority incoming request.

Most surprising: How important and arbitrary “access” is. If you happen to be sitting at the table, even just a little bit of poorly-informed thinking and research can have quite a lot of impact. I'm talking about work that is far below the level of analysis that goes into the 48-hour project. Surely there are experts out there who have spent lifetimes thinking through these issues. But they aren't in the room. (Of course, I'm not in the room for the higher-level conversations, so my ability to be successful depends on convincing those who are to take my ideas in with them.)

Your wife, Joan Reller Rothstein (MPP/MPH '01), is a fellow GSPPer. Do you guys debate policy over dinner?

These days, whenever we try our 2-year-old stands up and shouts “Daddy! Stop talking to mommy!” So no, not so much recently. [G](#)



Joanie and Jessie Rothstein, with sons Sam (left) and Andrew

students **Nathaniel Dewart**



BERC INNOVATIVE SOLUTIONS (BIS) is an energy and resources-focused consulting program led by students from across UC Berkeley's top graduate departments. Below, Nathaniel Dewart (MPP Candidate '10) describes his work in social enterprise, energy retrofits and public transportation.

What kinds of projects have you worked on with BIS?

I have been part of two separate BIS projects. Last semester my team researched publicly available data sources for a social enterprise to inform their target market for energy efficiency retrofits. Currently, my team is assisting the Office of the Attorney General in the implementation of the City of Stockton's Climate Action Plan that will hopefully support and inform the efforts of local governments statewide. As part of this work, I am analyzing options to fund public transportation operating expenses.

What initially drew you to these projects?

I was ultimately drawn to the collaborative and inter-disciplinary approach that BIS offered, particularly in the energy and environment space. I enjoy being in the grey, where professional fields and viewpoints converge. These circumstances are often the most challenging, but for me the most rewarding.

The first project was a striking opportunity given my interest in the nexus of job creation for low-income people and greenhouse gas mitigation. Creating a green, equitable economy is indeed a highly ambitious, perhaps nebulous goal, but we need to prove it's possible.

The current project was of interest because it complemented my Advanced Policy Analysis (APA), for which I am evaluating local government policies for increasing home energy retrofits. I thought it would help inform my work and provide an opportunity to expand my knowledge base. It certainly has, in terms of understanding the capacity and role of local government, as well as the challenges with public transportation.

What things have you learned by working in more than one discipline? Do you have reflections on how this kind of approach benefits good public policy?

Working with colleagues in other disciplines — business, law and engineering — has been invaluable for me on several levels. First, it's going to be a little easier to speak truth to power if I know the people in power. Second, I have a greater understanding of the language these other disciplines speak and their problem solving approaches. Lastly, it has given me exposure to the values beyond the policy analyst's view, and ultimately face the reality of making change. Where there is room for a deal, we can create optimal public policy, but first we have to listen to know a deal is even possible. [G ndewart@berkeley.edu](mailto:ndewart@berkeley.edu)

students **Innovations in Research**

By Tania Dutta *MPP Candidate '10*

I HAVE ALWAYS BEEN FASCINATED by the intersection of technology, innovation and public policy. I wanted to leverage my scientific background with classroom training for solving real world problems. One such opportunity was starting a student led initiative, Innovations in Research, aimed at drug discovery for tropical neglected diseases.

Most drug researchers hold on to their results, hoping to derive commercial benefits. But there are no monetary benefits for making a product for neglected diseases for poor people in developing countries. Innovations in Research attempts to implement the Open Source Drug Discovery model proposed by adjunct Associate Professor Stephen Maurer. The model creates a transparent research atmosphere through collaboration and non-exclusive patents. The model is best applied to early stage research for neglected diseases such as tuberculosis.

I formed a team of researchers from various life science disciplines at UC Berkeley and the University of California, San Francisco. We took advantage of an existing effort started by the Indian Government which had created a platform for research collaboration. Our team worked



Tania Dutta (second from right) with her team

on three collaborative projects and introduced an innovative mechanism to reduce the cost and time of drug discovery. As a result of our work, we were selected as finalists in the Center for Emerging and Neglected Diseases (CEND) 2009 Target Competition for Neglected Diseases.

Building this team from scratch was an extremely satisfying experience. I learned how the basic concepts of economics translate into aligning incentives of each individual in the value chain in practice. I also learned the challenges in

implementation of good ideas and how these should be adapted to tackle problems in the real world. This endeavor along with other experiences and training at the Goldman School has confirmed my professional career interests. I am hoping to work at organizations in the field of technology, innovation and economic development, playing an active role in the design and implementation of sound public policies. [G taniadutta@berkeley.edu](mailto:taniadutta@berkeley.edu)

from the desk of **Martha Chavez**



Martha Chavez is the Assistant Dean for Academic Affairs

I AM OFTEN ASKED TO DESCRIBE the caliber of Goldman School students, and some of the first words that come to mind are their outstanding academic and diverse backgrounds as well as their innovative and entrepreneurial skills. Over the last

year, students have showcased these skills by taking greater initiative to strengthen their academic and leadership experiences while at GSPP. In Fall 2009, several students launched "graduate student-led" classes which are modeled after Berkeley's undergraduate DeCal classes and are facilitated by fellow students. Goldman students led a "Behavioral Economics and Public Policy" course which focused on teaching students how choice architecture can be used to promote or undermine individual utility maximization and

broader social welfare. The course had an interdisciplinary focus and included faculty from GSPP as well as from the Economics Department and Haas School of Business. A second class, entitled "Collaborating Across Sectors," also spearheaded last Fall, focused on deepening students' understanding of how the public sector works in tandem with the private and nonprofit sectors. In particular, students examined the strengths and weaknesses of the various sectors, as well as identified boundary delineations and discussed

organic and emerging models of collaboration across sectors. Topics included corporate social responsibility and stakeholder engagement, microenterprise and microfinance, real estate and green building, workforce development, philanthropy and transportation.

In the Spring 2010, students continued the graduate student-led course trend by launching a skills-based course focused on Stata — Data Analysis and Statistical Software called "Stata for the Public Policy Analyst". The course provided stu-

dents with more in-depth Stata programming skills by working with several major national datasets, constructing datasets and analytical variables, applying linear and non-linear regression analysis, and utilizing loops and macro variables. Students also mounted another Spring course entitled "Current Issues in Youth Policy." The course surveyed issues in youth policy and critical areas that impact youth, including education, criminal justice, healthcare, social welfare and employment. Guest speakers included education

policymakers and experts working in various fields related to youth policy issues. These graduate student-led courses are just one example of the innovative and entrepreneurial skills that our students exhibit while at GSPP. It will be exciting to see what new ideas our students will develop and implement in the new academic year! [G martha_chavez@berkeley.edu](mailto:martha_chavez@berkeley.edu)

event highlights



Network SF

First year students Jacob DuMez, Maura Boyce, Paul Masi and Kyle Patterson connected with prospective employers and Goldman School alumni at the 2010 San Francisco Networking Reception.



Cal Day 2010

(from left) Selma Meyerowitz ('68) with Dean Henry Brady, Sr. Lecturer Susan Rasky of the Journalism School, Professor Richard Scheffler, and moderator Peter Munoz ('68) at the Cal Day lecture, "Health Care, Economic Policy, and Political Polarization in America." The event was sponsored by the Class of '68 and the Goldman School of Public Policy's Center for Civility and Democratic Engagement.



Wildavsky Forum

Professor Katherine Newman of Princeton University addressed "Taxing the Poor: The Role of Consumption Taxes in Regional Poverty Regimes," at the Aaron Wildavsky Forum. The forum is sponsored annually by the Goldman School and honors the memory of Aaron Wildavsky, GSPP's founding dean.



Tsinghua University Visit

Professor Steven Raphael addressed the China-U.S Comparative Public Policy Forum, hosted by GSPP and featuring a visiting delegation from Tsinghua University, one of China's premiere universities. The forum is part of a campus-wide series of events promoting cultural and academic exchange, and commemorating Tsinghua's 100th year anniversary. Forum speakers included faculty from both universities, including Dean Henry Brady and Dean Lan Xue of the Tsinghua University's School of Public Policy and Management.



Rhoda Goldman Distinguished Lecture in Health Policy

Ann Veneman (MPP '71), Executive Director of the United Nations Children's Fund (UNICEF) addressed "Global Health: A Key Priority for Development" at the 9th annual Rhoda Goldman Distinguished Lecture in Health Policy. Before the lecture, she fielded questions from students in the GSPP living room.

alumni Driving Innovation

RICHARD HALKETT (MPP '05) is the Director of Strategy & Research, Global Education at Cisco Systems, Inc and lead author of their most recent white paper: The Learning Society (available at <http://www.cisclearningsociety.org>). You can reach him at rhalkett@cisco.com



When policymakers discuss innovation policy they traditionally mean either science policy or technology policy. However, recently, policy has become interested in driving innovation in *all* sectors of the economy and society.

Science policy has its origins in the 1940s and 1950s when military concerns prompted governments to undertake large-scale, resource intensive, 'big science' projects like the Manhattan Project. Towards the end of the war, US President Franklin Roosevelt asked Vannevar Bush how such efforts could be applied in peacetime. His landmark report, 'Science: The Endless Frontier,' essentially created the area of science policy.

As science policy gained in political and economic importance, a standard toolkit of policies emerged. These included heavily funding universities, boosting levels of research and development (R&D) spending, encouraging venture capitalists, increasing the number of people skilled in science, technology, engineering or maths (STEM), and deploying mechanisms to improve 'knowledge transfer' from universities to business.

But previously distinct definitions became conflated; in particular, 'science' became analogous to R&D. Beginning in 1963, the definition of R&D was formalised by the Organisation of Economic Co-operation and Development in the Frascati manual as any project to resolve 'scientific or technological uncertainty'.

Over time, politicians realised that they cared less about the science itself than the innovation that was meant to result. A new name was born: 'innovation policy'. Unfortunately, the policies within "innovation" were lifted directly from science policy. To illustrate the problem, the OECD definition had no place for innovation that is not based on 'new-to-the-world' scientific invention — for instance, the iPod or the innovation that takes place (for better or worse) in financial services.

These economically and socially crucial forms of innovation went, therefore, unsupported, despite suffering from many of the same market failures as science-based innovation. This represents a significant problem when the high tech firms that benefit from fundamental science make up only a miniscule proportion of any nation's economy — 2.5% in the case of the UK. This, of course, is compounded by the nature of fundamental research: highly unpredictable, enormously expensive and with long and complex pathways from discovery to commercialisation.

In the last ten years, a new wave of true 'innovation policy' has emerged. Whilst I worked at NESTA (the UK's main agency for advising on innovation policy), we developed a new term, 'hidden innovation', to describe all of the innovation in services, manufacturing and the public sector that went on unsupported by government. To some extent, this was an argument about definitions, but there were substantial policy implications, too.

At MIT, Eric von Hippel has for many years researched and championed the importance of 'user-led innovation' — proving in a wide variety of industries from machine tools to kite-surfing that it is the users of products and services that innovate far more and far more radically than manufacturers ever do. Whither, therefore, the 'R&D tax credits' that so many governments lavish on their high tech firms?

At Berkeley, Henry Chesbrough has pioneered the study of 'open innovation', the process whereby modern firms take ideas from both inside and outside their companies and then create value from them, sometimes spinning them out, sometimes developing new markets and sometimes targeting them at their existing markets.

At the University of Manchester, Luke Georgiou has led the study of 'demand-led innovation'. Here, lead markets pull innovation through — a great example

being Japan's early lead in the development of the fax machine due to the difficulty in capturing Japanese characters on computer keyboards. The policy implications are fascinating. Regulation can play a critical role in fostering competition and then forcing agreement on a standard — by this method, the EU standardised on GSM, and Nokia took over the world.

All three of these revolve more around the concept of absorbing innovation than creating it. This lesson has wider implications: in a globalised world, is it really realistic for almost every US state and 8 out of 9 of the UK's Regional Development Agencies to have health sciences or biotechnology as a priority area? No: it will not quite be 'winner takes all', but the increasing importance of tacit knowledge as problems become more complex means that clustering is likely to increase and a tiering of innovation centres will occur. In the area of human capital development in which I now focus, this has led to some important research findings, particularly in the research of Acemoglu, Aghion and Zilibotti on optimal investment strategies for regions.

The full policy implications for this new world of innovation are not entirely clear yet. But it is certain that it is no longer good enough for governments to support university laboratories, technology transfer offices and a few spin-out companies and declare victory. Perhaps the greatest breakthrough has been the realisation that innovation exists in all sectors and is not a long, impervious, narrowing funnel. In this world, it's more about people than ever before. And as Bill Joy of Sun Microsystems once said: 'No matter how good you are, the chances are that the smartest people work for someone else'. **G**

alumni **Innovation for Better Government**



“INNOVATION IS THE KEY to better government,” says Aaron Estis (MPP ’85). He should know. The GSPP advisory board member and President of Estis Group, a management and policy analysis consulting firm, has helped dozens of state and local agencies manage change and analyze public policy decisions.

“In California, where Liz Hill (MPP ’75) presided over the Legislative Analyst Office for so many years, the state gov-

ernment is familiar with policy analysis,” he says. “Other states, like Georgia where I live, do not have a strong tradition of using policy analysis to advance the practice of governing. But the social issues are increasingly complex, and make the use of policy analysis more relevant across the country.”

One of the biggest changes facing state and local governments is innovations in information and technology. “The ability to produce and disseminate information more quickly is having a profound effect on government,” he says. “Government is made to be more accountable for its actions because people know more about what government does. At the same time, government workers whose job it was to gather and deliver certain information might find that they’ve been replaced by a website. It’s often difficult for government to adapt to these changes.”

But adaptation is critical, especially in tough economic times.

“So much of what governments do to close a budget gap is to raise revenue, reduce services, or employ accounting tricks,” he says. “They often have little time to make tough budgetary decisions and must react rather than pursue a deliberate, thoughtful strategy to innovate.”

As an example of innovation in government, Aaron cites a new program in Philadelphia (where Steve Agostini (MPP ’86) is budget director) that uses solar-powered trash compactors to reduce the number of times that a truck has to drive by to empty the containers.

“In another example, the State of Georgia changed completely the way it purchases goods and services,” he continues. “It now uses centralized ‘strategic sourcing’ which increases its buying power in the market place and reduces the cost of goods purchased. As verified by the State Auditor, Georgia saved over \$100 million during the two years after implementation.”

When asked for his advice to students who want to bring innovation to government, Aaron emphasizes the need to know what is coming in technology and its potential for transforming government.

“Technology is to be used, not understood,” he says. “Don’t waste time trying to understand http protocols or web objects, but do know how the results can be used to make the process of governing more effective.” **G**

alumni **Lost in Translation**

By Anat Shenker-Osorio *MPP ’05*

PUBLIC POLICY HAS GROWN INCREASINGLY COMPLEX, while access to information about policy making has become contradictory and overwhelming. The battle for health care reform is a vivid illustration. Formulating good policy is hard enough; but what about actually enacting it?

Policy making can’t be divorced from politics — this we know well. What is less familiar is how to convey what’s at stake to a broad audience. Good ideas are necessary but far from sufficient. We must know how to communicate these ideas, harnessing the mental shortcuts our audiences employ and demonstrating how our plans align with the principals of our democracy. Innovation is crucial not just in policy content, but also in policy communication.

In my work helping policy makers understand why certain messages resonate where others falter, I’ve encountered a pervasive belief that telling folks “the facts” is enough. Attempts to speak persuasively are often dismissed as “dumbing things down,” manipulation, or the dirty tricks of our opposition. But this ignores a well-known reality of cognition.

We all make sense of the world — and by extension, our attempts to improve it — through simplifications. We unconsciously compare what we don’t understand to what we know well. Consider a politician proclaiming, “America needs to tighten its belt” or “families have to live within their means and so does government.” He or she is relying upon and reinforcing the notion that the federal and household budgets are analogous.

Economists recoil at this — they’ve written me in ALL CAPS about it. Myriad differences between a nation and a household make this comparison bogus. Their solution? Treatises enumerating how the analogy doesn’t hold.

But that ship has sailed. People already make this comparison. We can either try to talk them out of it, while their eyes glaze over

and we lose our credibility, or we can accept and interrogate it to our advantage. Examine the belt-tightening analogy: households live within their means? We borrow all the time. Taking on debt to fix the roof or go to graduate school can be the wise choice, providing a long-term return on investment. Our government must also invest to fix our national “home” — even without cash in hand to do it.

The U.S. budget is not just like your own, but it’s not entirely different either. It’s a simplification, a pervasive tool employed to understand complexity. We can choose to rail against this, or unpack it to argue for government spending for social priorities.

Neither the substance of our policies nor the rigor with which we formulate them will ensure we actually solve the numerous challenges facing us. Embracing and applying new approaches to communication, taking advantage of the most recent innovations in cognitive science, advertising and public relations, is as critical as picking the right policies to promote. **G**



Anat Shenker-Osorio is an Oakland-based communications consultant and co-founder of Real Reason, a non-profit research and consulting firm specializing in the application of cognitive linguistics to political discourse.

alumni board **Ways to Connect**

Development

The Development committee held a networking and fundraising event in San Francisco which raised more than \$5,700 and was attended by over 60 alumni! The purpose of the event was to promote the New Alumni Challenge — a program that invites all alumni from GSPP Classes 2005 through 2010 to participate in a first-ever 3:1 match for all contributions up to \$1,000. A similar event is taking place in Oakland on Wednesday May 12. If you graduated between 2005 and 2010, please consider donating before June 30, 2010 — so your donation can quadruple in value and help the school during tough budgetary times (for example, donations of \$100 become \$400 after the \$300 match). Go to http://campaign.berkeley.edu/new-alumni-challenge/goldman_school/, and click on “GSPP annual fund”.

Alumni and Student Activities and Services

The GSPP Alumni Association hosted its annual phone bank in late March, in which more than 60 alumni volunteered to make phone calls to newly admitted students. Now in its 9th year, the alumni phone bank is a venue for alumni to share their perspective about their GSPP education, as well as their professional careers after GSPP with new admits. Each admit is contacted by a GSPP alumnus to congratulate them on their admission to the School and to answer questions about their experience attending GSPP. This alumni volunteer activity has made an invaluable impact on newly admitted students over the years, and this year is no different.

Governance

The Alumni Board will provide feedback and suggestions to Dean Brady on the committee reports completed by GSPP faculty and staff. Dean Brady created four committees to roughly mirror GSPP’s core curriculum. The Alumni Board will provide feedback and suggestions to the Dean on each of the four committees: (1) Methods, Modeling, Economics, Statistics; (2) Politics, Law, Leadership, Ethics, Management; (3) Experiential and Real World learning; (4) Research Climate, Centers, PhD program.

Upcoming Board Member Elections

Did you know that the GSPP Alumni Board is currently in its 10th year as an active alumni association? That’s right, the Alumni Board started in 1999 and we will be seeking five new board members for 2010-2011. The elections for new board members will take place this June 2010. Board members serve a 3 year term and all alumni can vote this spring by accessing an on-line ballot. Please keep your eyes out for an email about this topic or go to http://gspp.berkeley.edu/alumni/gspmaa_index.html and click on Elections for more information. **G**

Alex Marthews (MPP '01) nonprofit, Growth Through Learning, is rapidly expanding in East Africa, where it funds high school education for 317 girls (226 last year). He is taking care of his little girls part-time, who are now 2.5 years old and a great joy to him and Catherine.

Jeanne Dangerfield Broad (MPP '76, MBA U of Chicago) retired from General Motors Public Policy Center and is now consulting through Blakey & Agnew, a DC public affairs firm.

Nick Nigro (MPP '09) was in Vancouver to work on a report on reducing greenhouse gas emissions from freight for the Center for Environmental Cooperation. In an excellent example of the GSPP alumni network in action, he met CEC advisory group member Jeanne Broad (MPP '76) there.

Shayna Mittler van Hoften (MPP '03; JD '04) and Derek welcomed baby Eli Abraham van Hoften on July 9, 2009. Big brother Jonah (born November 2006) is very proud. She continues to love practicing law at Hanson Bridgett LLP in San Francisco, primarily representing local government agencies.

Alisa Tanaka-Dodge (MPP '96) and her husband Matt welcomed a daughter, Miyako, in October. Big brother Tadashi is almost 4. Alisa is back at work on the Policy and Legislation Team at the U.S. Department of Labor, Employment and Training Administration.

Abel J. Guillen (MPP '01) was elected President of the Governing Board of Trustees of the Peralta Colleges – Berkeley City, Laney, Merritt and College of Alameda. Abel represents Oakland, including the West Oakland, Downtown, Lake Merritt and Temescal neighborhoods.

Stephane Verguet (MPP '08) works in global health at the Institute of Health Metrics and Evaluation in Sattle, WA.
<http://www.healthmetricsandevaluation.org/>

Karen Tumlin (MPP '03/JD '04), husband (Justin) and daughter (Iris) welcomed a baby boy, Felix, on October 8th. They are all well and loving the beautiful chaos that is life with two little ones.

Jesse Rothstein (MPP/PhD '03) and **Joanie Reller Rothstein** (MPP/MPH '01) welcomed son Andrew Eli on January 28th in Washington DC. Andy joins big brother Sam, 2. The whole family is packing up and moving back to Berkeley this summer, where Jesse will be joining the GSPP faculty.

Melissa Haber's (MPP '95) fourth novel for kids and adult readers of kid lit, *Dear Anjali*, comes out in July from Aladdin Books. It's an epistolary novel from a girl to her dead best friend, and funnier than it sounds. Otherwise, she is teaching US History.

Claudia Johnson (MPP/MPH '92) presented a panel on "Technology that Enables Self Help Centers" at the Court Technology Conference 2009, sponsored by the National Center for State Courts, in Denver Colorado. In September 2009, she visited the Legal Aid Foundation of Los Angeles (LAFLA) with the Office of Program Performance of the Legal Services Corporation to do a review of intake, technology and pro bono systems of the program. In August 2009, she consulted with the Legal Aid of the Blue Grass in Kentucky and reviewed their hotline intake systems, and also visited with the Legal Aid Network Technology Planning Committee of Kentucky. She is working with them on their technology plan for 2010. In November, she is presenting on two panels at the National Legal Aid and Defender Association (NLADA) Annual Conference in Denver, CO, and participating in a panel organized by the Brennan Center. For the NLADA conference, she will be presenting on technologies and innovations for language access in civil legal practice, with assistance from New York and Ohio, and on online document assembly strategies in civil legal aid, discussing online vs. desktop strategies with Illinois, Colorado, Pennsylvania, and Ohio. The panel with the Brennan Center will focus on access (or lack of) to interpreter services in civil courts, and the other panelists are Laura Abel from Brennan and Paul Uyehara from the Department of Justice.

John Chang (MPP '97) has been serving at the FBI as a Special Advisor since Spring 2006, leading projects and teams, as well as working on designing and re-engineering new business processes within various divisions of the Bureau. Any GSPPers interested in the FBI's Special Advisor program can reach him at john.chang@ic.fbi.gov.

In recent months, **William Hederman** (MPP '74) has been cited in the *Wall Street Journal*, the *New York Times*, *SF Chronicle* (among others) on energy policy.

Eric Patashnik's (MPP '89) book *Reforms at Risk: What Happens After Major Policy Changes Are Enacted* (Princeton University Press, 2008) was awarded the 2009 Louis Brownlow Book Award given by the National Academy of Public Administration.

Sue Fletcher (MPP '97) joined Energy Trust of Oregon as the Sr. Manager of Communications and Customer Service. Energy Trust is a nonprofit organization dedicated to helping utility customers benefit from saving energy and tapping renewable resources.

Joseph I. Castro's (MPP '90; PhD Stanford) son, Isaac, will graduate in May from UC Berkeley and daughter, Lauren, will graduate from high school. Lauren will attend Humboldt State University in the Fall and Isaac will move to Arizona for an AmeriCorps position. Joe was recently promoted to Special Assistant to the Chancellor at the University of California, San Francisco (in addition to Vice Provost) and given lots of new duties. He received two very meaningful honors this year – the 2010 Martin Luther King, Jr. Award for his efforts to advance racial and ethnic diversity at UCSF and the 2010 UC Administrator of the Year by the University of California Student Association for his efforts to expand health insurance benefits and stabilize rates through a system-wide graduate student insurance pool. The analytical tools he received at the Goldman School continue to be invaluable on a daily basis.

In September, **Ian Hart** ('05) was elected to serve on the State Advisory Panel for Restore Equality 2010, the campaign working to qualify language for the November 2010 California ballot to repeal California Proposition 8 and re-expand civil marriage to include same-sex couples. The campaign's ballot qualification activities concluded on April 12, 2010.

John Mendeloff (MPP '74/PhD '77) stretched his 1/2 time leave from the Graduate School of Public and International Affairs at Pitt into its 4th year, to continue to direct the Center for Health and Safety in the Workplace at the RAND Corporation. Fortunately, the RAND office in Pittsburgh is a 10 minute walk from his Pitt office. The RAND work is his attempt to be more applied and make more of a difference in the policy world. He is enjoying the work and the younger cast of researchers that RAND provides.

Hayley Buchbinder (MPP/MPH '03) had a busy 2009. In February, she married Charles Ritter at her mom's house in Los Angeles. On July 22nd, they welcomed their son Charlie into the world.

Jennifer Friedman (MPP '97) and her husband, Richard Sloane, are thrilled to announce the birth of their daughter, Jordana Leigh Sloane, who is now 8 months old.

Kim Malcolm (MPP '82) is executive director of Community Energy Services Corporation (CESC), a nonprofit in Berkeley that provides energy and home improvement services in the Bay Area. The push for energy efficiency by federal policy-makers has been great for CESC, which has been awarded several contracts to manage residential energy efficiency projects in three Bay Area counties and provide free solar consulting services to residents and businesses — in addition to its usual commercial energy efficiency and home improvement services. Even better news, Kim's son Gabe will be graduating from high school in June and attending Dominican University in San Rafael, California this fall.

Joshua Daniels (MPP/JD '08) started a new position as an associate attorney with Olson Hagel & Fishburn LLP in Sacramento, CA.

Mitali Perkins (MPP '87) new book, *Bamboo People*, a novel for young readers exploring the political situation in Burma, releases July 1, 2010 and is a Junior Library Guild Premier Selection.

Noelle Simmons (MPP '98) and husband Dan Adler welcomed their daughter Esme Leonor to the world on October 24, 2009.

Mike Genest (MPP '80) has retired from state service, after 6 years with the Schwarzenegger Administration, the last 4 as Director of Finance, and a 28-year career in California State government, which began at the Legislative Analyst's Office. He will not be hitting the rocker any time soon, however, since he's opened Genest Consulting. The firm is off to a fast start providing analysis, advice and advocacy services related to state and local government fiscal and policy matters. While he plans to remain a one-man firm, he plans to form project-specific partnerships as needed. Contact him at Genest Consulting, P.O. Box 161472, Sacramento, CA 95816, or e-mail him at mike.genest@gmail.com.

from the desk of Annette Doornbos

Three Things a Fundraiser Will Never Tell You (and why I am telling you now)



Annette Doornbos is the Assistant Dean of External Relations and Development

3. A part of your gift goes to infrastructure.

This is risky to say, but *Policy Notes* readers understand better than anyone: Except for organizations expressly set up to otherwise cover infrastructure (Dan Lurie's Tipping Point in San Francisco, for example) a portion of your gift, directly or indirectly, will be invested in infrastructure. This investment is a really good thing. Just as your taxes pay for public goods like highways and schools, part of your charitable gift keeps the Goldman School up and running, spinning the rest of your gift into public service gold.

So the next time you get a letter or a call or visit, relax, enjoy the interaction and concentrate on how fortunate we all are to be able to animate our aspirations to promote peace, social welfare, justice, equality, economic prosperity, ethics, political integrity and international harmony. The capacity to give is a gift in itself.

Annette Doornbos

Annette Doornbos
doornbos@berkeley.edu

1. It is not about how much we NEED your money.

Need is a given. Every organization needs money. But a good fundraiser will eschew the obvious statement of need and go right to opportunities for you to make a tangible statement about your values. When your values and giving align, you experience the satisfaction of making something happen that you consider important, perhaps even urgently so. For Goldman School donors, your gift expresses your values and has the added benefit of the "multiplier effect," ie. the students and faculty you support today go on to make a difference for many others who in turn make a difference.

2. Volunteering and giving money go hand-in-hand, but they're not the same thing.

Volunteering (and other forms of non-monetary help) and your financial gift have a synergistic relationship, like a car and a hybrid battery. Your gift is a resource that the School uses, in turn, to leverage your help — for example, your support for student fellowships enables the School to populate the new student breakfast you host with the very best MPP candidates.

Goldman Family Generosity Leads the Way

THE GOLDMAN SCHOOL OF PUBLIC POLICY gratefully acknowledges Richard Goldman's gift of \$5 million, through the Richard and Rhoda Goldman Fund, to the School's capital campaign and the pledge of \$2.5 million



Richard and Doug Goldman

for a new building by the Lisa and Douglas Goldman Fund.

Mr. Richard Goldman is a GSPP advisory board member and a UC Berkeley Trustee. He graduated from UC Berkeley in 1941 and is the California Alumni Association 2010 Alumnus of the Year. He is the founder of the Richard and Rhoda Goldman Fund which has provided over half a billion dollars for the support of education, the environment, the arts, Jewish concerns and to fight poverty. In 1990, he and his wife established the Goldman Environmental Prize, which recognizes the efforts of grassroots environmental activists throughout the world.

Dr. Doug Goldman is a GSPP advisory board member and a UC Berkeley Trustee.

He graduated from U.C. Berkeley in 1974 and from the Sackler School of Medicine, Tel Aviv University in 1982. He is the Chairman and Founder of Certain Software, Inc., a software development and publishing company headquartered in San Francisco. He is the President and Founder of the Lisa and Douglas Goldman Fund and Chairman of the Board of the Stern Grove Festival Association, presenters and sponsors of the free summer concert series in San Francisco's Sigmund Stern Grove. He currently serves on the boards and/or executive committees of the San Francisco Emergency Physicians' Association, the Goldman Environmental Foundation, the Goldman Prize Jury, and Concordia-Argonaut Club. **G**

giving back Dean's Education Fund

WITH HIS GIFT OF \$10,000, matched by gifts from Gary Pruitt (MPP '81/JD '82) and the James Irvine Foundation, Professor David Kirp establishes the Dean's Fellowship in Education, Children & Youth Policy.

"An increasing number of GSPP students are interested in education and kids' issues," says Professor Kirp. "With Professor Jane Mauldon, Professor Rucker Johnson and myself thinking about these issues, it makes sense for

the School to support them. The School is making a statement about the importance of training a new generation of leaders in this field."

"I wanted to make a contribution to the School and direct an Irvine Foundation grant," says Gary Pruitt, President and CEO of the McClatchy Company. "I asked David for his advice and he directed me to this fellowship. David was my APA advisor and helped me get my first job at McClatchy. I've learned



over the years to heed his advice. He's usually right." **G**

silver society Rabbi Fred N. Reiner



Speech Movement, I was a campus leader in developing new programs for under-

graduate education and in student-faculty relations. My undergraduate years shaped my understanding of the value of open dialogue, thoughtful discussion, and finding common ground. Over the years I have remained deeply committed to helping all people find their voice and working on behalf of human rights and social justice. I am very pleased to be able to support the work of the Goldman School's Center on Civility and Democratic Engagement — along with my classmates — to promote these values. **G**

BY INCLUDING the Goldman School's Center on Civility and Democratic Engagement in his estate plans, Rabbi Fred N. Reiner (B.A. '68) joins GSPP's Silver Society. He writes: During and following the Berkeley Free

Editor's Note: When Rabbi Reiner graduated in 1968 he received Cal's annual student leadership award for his efforts. He went on to earn a Master of Arts in Hebrew Letters degree from the Hebrew Union College – Jewish Institute of Religion in Cincinnati 1973 and was ordained that same year. Rabbi Reiner has served as Senior Rabbi of Temple Sinai, Washington, DC, since July 1985.

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Center for Environmental Public Policy (CEPP)

By Blas Pérez Henríquez and
Kassandra Griffin

Intellectual Property Rights and International Cooperation in the UN Climate Negotiations Conference



In late October of 2009, CEPP hosted an international conference on intellectual property rights and technology transfer. The conference gathered leading thinkers on this thorny subject to share their ideas and develop new ones, in advance of the December's climate negotiations meeting in Copenhagen. Speakers included experts from UCB, Lawrence Berkeley National Labs, the private sector and non-governmental organization (NGOs), including LBNL director Paul Alivisatos and law professor Sho Sato, and Chair of the Energy and Resources Group, Dan Farber.

Proceedings and recommendations from our two-day conference were summarized in a report, available through the CEPP website: gspp.berkeley.edu/programs/cepp.html. The report was distributed to the energy, climate and foreign relations committees of the House and Senate, as well as to key federal officials and academic and policy experts in this area. CEPP Director Blas Pérez Henríquez and CEPP Visiting Scholar Robert Collier distributed copies to the delegates of COP 15, the climate change conference in Copenhagen. Planning is underway for the

16th annual climate change gathering, which will be held in Cancun, Mexico on November 29th through December 10th of 2010.

This event would not have been possible without the volunteer support of students from the law and business schools, as well as GSPP students Nathaniel Dewart, Dipti Desai, Kassandra Griffin, Armando Salcedo, Tania Dutta and Mark Zimiring.

This event was co-sponsored with the Energy Biosciences Institute, Berkeley Center for Law and Technology and the Center for Information Technology Research in the Interest of Society (CITRIS).

CEPP gratefully acknowledges the generous financial support of the Doris Duke Charitable Foundation and the law firm Morrison & Foerster – Cleantech Group.

The 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

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.

Environmental Public Policy Seminar Series Fall 2009

Using an Independent Business Voice to Advance Environmental Policies, Bob Epstein, Co-founder of Environmental Entrepreneurs (E2), Director New Resource Bank, Director Cleantech Capital Group and Trustee of the Natural Resources Defense Council, on December 2, 2009

Electricity Transmission Policy for America: Enabling a Smart Grid, End-to-End, Mason Willrich, Chair, California Independent System Operator Governing Board; Director, California Clean Energy Fund; Senior Advisor, MIT Energy Innovation Project, on November 18, 2009

Designing and Implementing a Greenhouse Gas Cap-and-Trade Program: Notes from the Western Climate Initiative, Mark Wenzel, Western Climate Initiative's Market Oversight Task Group & California Environmental Protection Agency, on October 21, 2009

policy notes

SPRING 2010

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Executive and International Programs

By Blas Pérez Henríquez and Gan, Bai

This spring, GSPP's Executive and International Programs (EIP) hosted three groups of international policy practitioners for executive training programs. In addition to completing each program's training modules, the three groups of international visitors from Wuhan China, Hong Kong and Kazakhstan got to know each other and students through various activities that EIP coordinated to foster interaction with the GSPP community.

January 24 – March 19: Administrative Officers (AOs) of the Hong Kong Special Administrative Region Government of China

As part of the ongoing collaboration between EIP and the Hong Kong Civil Service Bureau, the Goldman School hosted eight outstanding mid-career government officials for an eight-week long Policy Analysis and Public Management program during the first half of the Spring 2010 semester. These administrative officers (AOs) represented various parts of the Hong Kong government, including the Chief Executive's Office, Food and Health Bureau, Environmental Hygiene Dept., Commerce and Economic Development Bureau, University Grants Committee Secretariat, Labor and Welfare Bureau, Civil Service Bureau and the Finance Services and the Treasury Bureau.

The program included auditing GSPP courses, a customized policy analysis seminar series taught by Prof. Eugene Bardach, and institutional visits, including a visit to Pacific Gas and Electric (PG & E), arranged with the help of GSPP board member Nancy McFadden, Senior Vice President and Senior Advisor to the Chairman and CEO of PG&E Corporation.

February 1 – April 22: Young Officials from China's Yangtze Water Resources Commission

Following the success of a training program for top officials of the Yangtze Water Resources Commission in the summer of 2008, the Chinese agency sent twenty-four



officials to UCB this spring to learn about the strategic management of water resources and engineering project management.

In collaboration with the Center for Executive Education at Haas School of Business, EIP designed and implemented a 12-week certificate training program for the officials. Faculty from GSPP, Haas, and the engineering school lectured on project management, marketing strategies, leadership and environmental issues in large-scale construction projects. The program featured visits to large public engineering projects in California, including the Hetch Hetchy Reservoir, Bay Area Rapid Transit (BART) and the ongoing Bay Bridge construction site. The program helped the participants meet and learn directly from practitioners in the field, including engineering company executives, government officials overseeing large-scale public engineering projects and legal professionals.

March 7 – 13: Institute of Public and Local Administration, Academy of Public Administration, Office of the President of Kazakhstan

During the second week of March, EIP hosted eight public administration graduate students from Kazakhstan for a week-long executive training program on Policy Analysis and Management Leadership. GSPP was the third and final stop

of a whirlwind tour the students took of Public Policy Programs: they also spent one week at both the Lee Kwan Yew School of Public Policy in Singapore and at the London School of Economics and Political Science (LSE) before their arrival in California.

Goldman School Professors Eugene Bardach, John Ellwood, Jane Mauldon, Michael O'Hare and Dean Henry Brady taught portions of this course. The program also included guest speakers Bruce Cain, UCB Professor of Political Science and Director of the UC-Washington Center; Cynthia Kaplan, Professor of Political Science at UC Santa Barbara who is an expert on Kazakhstan politics and national identity, and GSPP Alumna Marianna Marysheva-Martinez, a national of Kazakhstan and currently Assistant City Administrator in Oakland, California.

The instructors covered a range of issues, including introduction to the American political system, national identity and modernization, public administration and policy analysis, as well as issues such as transparency and anti-corruption policies in government, and sustainability and climate change. The program also featured field trips to places of unique cultural and natural values, such as the California Academy of Sciences, Muir Woods and SF Museum of Modern Art. G

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Faculty Notes

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Henry Brady has recently published two articles in *The Oxford Handbook of Political Science*, "Political Methodology: Post-Behavioral Movements and Trends" (with Janet Box-Steffensmeier and David Collier) and "Causation and Explanation in Social Science." As President of the American Political Science Association he has given invited lectures on "Polarization in American Politics" to the Northeastern Political Science Association in Philadelphia, the Southern Political Science Association in Atlanta, and the Western Political Science Association in San Francisco. Prof. Brady is also serving on a working group of the Gould Commission set up by the UC Regents to think about the future of the University of California. In October 2009 he hosted a meeting at the Goldman School on "Democracy Audits and Governmental Indicators" which initiated the deliberations of an American Political Science Association task force on governmental indicators that will report its findings in September 2010. In March, Prof. Brady talked at the National Conference of Black Political Scientists in Atlanta.

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

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

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

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

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