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GSPP and National
Security Policy

SPRING 2011

Michael Nacht on
Cyber Security

2011 Alumnus of the Year

Governor Granholm at GSPP

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Dean's Message



Dean Henry E. Brady

WITH ONGOING WARS IN AFGHANISTAN AND IRAQ, with gas prices soaring, and with democratic movements in Tunisia, Egypt, Libya, and elsewhere in the Middle East, national security is front and center in the newspapers and in our thoughts, even as the United States continues to grapple with the Great Recession and its aftermath of joblessness and crunched state budgets. Although it might seem surprising to some people who think of GSPP as having solely a domestic focus, this issue of *Policy Notes* shows that GSPP faculty, students, and alumni are in the middle of policy debates about international policy and security. The simple truth is that a GSPP education is relevant wherever policy has to be analyzed, policy choices have to be made, and programs have to be carried out.

One of the major reasons that GSPP can range so widely is that our former dean, Michael Nacht, brings a wealth of experience in international security from a lifetime of thinking about the issues and two impressive stints at high levels in Washington DC — one as Assistant Director for Strategic and Eurasian Affairs in the US Arms Control and Disarmament Agency in President Clinton's State Department and most recently in the Obama Administration as Assistant Secretary for Global Strategic Affairs in the Pentagon. In this last post, Michael focused on cyber-security and the national nuclear posture statement that drew a great deal of press attention last spring. At GSPP, Michael has worked with and trained many MPPs and PhDs who have gone on to work in national security in Washington, and his efforts have been enlarged and extended by other faculty members who work on many security related areas such as energy, environment, psychological profiling, and “don't ask, don't tell.”

Our GSPP alumni have worked at the Department of Defense, the State Department, the World Bank, and many other international organizations. Some of them are featured in this issue. Kimberly Jackson (MPP/MPH '09) tells about her experiences as a Presidential Management Fellow at the Department of Defense. She is one of three graduates (the others are Megan Garcia, MPP '10 and Jonathan Morris MPP '08) whose experiences are recounted in the article, “Young Guns.” PhD candidate Zev Winkelman writes about his efforts to develop better information visualization techniques to help policy-makers deal with tough trade-offs between security and privacy in legislation such as the USA Patriot Act.

Our alumnus of the year, Ned Helme's (MPP '77) position as President of the Center for Clean Air Policy puts him in the middle of what is undoubtedly the major international issue of the 21st century — solving the inter-related environmental, energy, and climate policy problems. For Ned, his analytical training at GSPP was the key to finding creative ways to solve problems by taking into account political, as well as environmental and economic realities. In his article, he provides eloquent testimony about how GSPP's emphasis upon analytical skills takes our graduates to the heights of policy making and political influence.

Our newest faculty member, former Michigan Governor Jennifer Granholm thinks about national security in still another way: How do we create jobs and industrial capacity in America so that we will benefit from globalization instead of becoming depleted and dependent upon other nations? In her inaugural talk at GSPP on March 2, she spoke to nearly 300 people at the Chevron Auditorium at International House on “Cracking the Code: Creating Jobs in America in the Wake of Globalization.” In a time when debates about the economy seem to focus solely on monetary or fiscal policy, Governor Granholm's concern with the basic structure of our economy is refreshing and provocative. She brings enormous energy, enthusiasm, and knowledge to the GSPP faculty, and we are very pleased to welcome her and her husband, Dan Mulhern, an expert on

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Editor's Note

WHAT KEEPS YOU UP AT NIGHT?

This is how it happens for me: I wake up in the early hours of the morning, my head swimming with unbidden thoughts and anxieties. Will my sick friend get better? How will I pay for my kid's college education? Rarely do my worries move beyond the pedestrian confines of my life. When it does stray towards, say, the Middle East or the state of civil liberties, my most common response is to put a pillow over my head. Some questions are just too big for that time of night.

All Goldman School alumni, students and faculty — but especially those working in national security — are very good at asking the right questions. Whether it is Professor Michael Nacht's discussion of cyber security, Kimberly Jackson's (MPP '09) work as a military policy specialist or PhD candidate Zev Winkelman's research on how to respond when security clearance issues makes critical data unavailable, the GSPP community is asking and addressing the difficult, critical questions of national security.

I've also been struck by the passion with which GSPP alumni, faculty and students approach their work. Characteristic of so much that happens among the Goldman School community, they are rising to the challenges of this difficult topic with intellectual acuity and unflagging energy.

Here's to a better night's sleep. borareed@berkeley.edu



Bora Reed
Editor

THE CYBER SECURITY CHALLENGE

BY MICHAEL NACHT



IT IS INCREASINGLY APPARENT THAT CYBER SECURITY IS BECOMING A CENTRAL FEATURE OF THE US NATIONAL SECURITY POLICY DEBATE.

The popular and specialized literature is replete with articles analyzing the problem and advocating responses to this challenge. Congress is mobilizing committees and sub-committees to address the myriad of issues that cyber technology has raised. The National Academies have already conducted several major studies looking at the appropriateness of offensive operations, cyber deterrence, and other issues. This is taking place as the executive branch conducts an intensive effort to sort out areas of authority and responsibility so that there is a coherent governmental approach to the challenge. Simultaneously, however, there is a growing chorus of concern that the threat is being “hyped” because huge budgetary support is at stake. This is especially important at a time of extreme budgetary austerity, where some see cyber security as one of the few growth areas for the national security budget, at least for the next several years.

What are the core elements of the issue and what are the needs that must be satisfied if we are to proceed with a sensible, cost-effective approach?

Core Elements

When the internet was developed, first by the Defense Advanced Research Projects Agency (DARPA) in the 1970s for military purposes but ultimately commercialized for everyone to use by the 1990s, it was heralded as a purely positive technological advance that would transform society. In many respects, this expectation has been realized. Virtually every aspect of modern society — health care, transportation, communication, finance — has been affected if not transformed by this development. Most recently, we have all witnessed the impact of social network technology — especially Facebook and Twitter — in mobilizing communities against authoritarian regimes in the Middle East.

But the introduction of this technology has not altered the fundamental structure of world politics which remains an anarchical system of sovereign states marked by complex patterns of competition and cooperation. Not only are there deep animosities between and among states, but there are powerful terrorist groups and criminal elements that exert their influence across national boundaries. With the ease of use of new technologies, there are individual “hackers” who can cause significant mischief as well as politically motivated “hacksters” who conduct cyber operations in the service of larger political aims.

So the overall challenge is to facilitate the continued use of these technologies for the good of all while protecting against their malevolent application.

The growing significance of cyber technology as a tool of national security policy was illustrated in 2007 when the Russian Federation — allegedly a combination of government organizations and individuals — responded to the removal of a Russian statue in Estonia by disabling the Estonian internet. Then, more significantly, just before Russian forces entered Georgia in August 2008, the Georgian governmental cyber communications system was completely disabled, hampering Georgian abilities to meet the attacking forces.

Some now claim that in modern warfare, the initial action taken will be a cyber,

rather than physical, attack against the defenses and command and control systems of the attacked state.

There are three major elements of the US internet system: the “.mil” network; the “.gov” network; and the “.com” network. The first permits the national security community to communicate with itself. It is the job of the Department of Defense (DoD) to protect this network and to ensure its proper functioning. In 2010 a new military organization, Cybercommand (“Cybercom”), was established to shoulder much of this responsibility. The current director is a four-star US Army General, a career intelligence specialist, and the concurrent director of the National Security Agency, the primary signals intelligence arm of the US intelligence community.

The “.gov” network is to be protected by the US Department of Homeland Security (DHS). But this is a vast undertaking. At the moment, Cybercom has far superior capabilities than DHS to conduct effective defenses. It is imperative that Cybercom, DoD and DHS cooperate to insure the .gov network can be effectively defended — a formidable task.

The “.com” network, used by roughly 85-90% of all internet users, has no governmental controlling organization. Voluntary cooperation between the private sector and government — illustrated when Google, after having its network attacked by the Chinese government, allegedly went to the National Security Agency (NSA) for support — is at the heart of the protection of this network. This cooperative activity is hindered by corporations that are reluctant to share proprietary information with their competitors or with the government and by the government’s limitations in providing sensitive or classified information to the private sector.

From a national security perspective, there are three main aspects of cyber security: exploitation, defense and offense. The first involves identifying hardware and application vulnerabilities of adversarial networks to obtain critical information, a modern form of espionage. But it is not purely for passive purposes, because huge amounts of information can be “exfiltrated” and can be used to hamper military operations. The second is the building of measures to make it more difficult for attackers to degrade, disable or destroy protected networks. The third is to take initiatives to disable offensive capabilities “preventively” or “preemptively” that are themselves intended for cyber attack. These offensive operations can range from playing a form of defense in peacetime to conducting full spectrum operations in war time. This third area is especially controversial because it runs up against possible violations of national sovereignty in order to conduct “preventive” or “pre-emptive” attacks.

Major Challenges

The national security community is wrestling with several tough problems which will take considerable time and effort to resolve. These include:

1. DECLARATORY POLICY — The US government has no official policy publicly communicating what it would or would not do in the event of a major cyber attack against US forces, command and control systems, electric power grids, financial networks, or other elements of military power or critical infrastructure. Should there be a declaratory policy and, if so, what should it stipulate?

For example, should we define categories of “major cyber attack” that are unacceptable, so-called “red lines,” that would likely trigger a major US retaliatory response?

2. DETERRENCE POLICY — Much of the nuclear age has been marked by refinements of deterrence policy crafted to influence adversarial behavior in irregular, conventional and even nuclear war. Are these concepts applicable to the cyber domain where attribution of the attack is often difficult to ascertain and the range of cyber attack damage can be from the trivial (e.g., slowing email receipt) to the profound (e.g., disabling the nation’s military early warning systems)?

3. AUTHORITIES AND RESPONSIBILITIES — If cyber attacks against US forces or critical infrastructure originate abroad, a response to them would almost surely involve violation of the sovereignty of the state where the attack originated. What is the legal basis for the US to conduct such operations? This is a very thorny problem. Moreover, there is a huge time lag between obtaining appropriate legal authorities (measured often in weeks or months) and the need for national security forces to respond effectively (measured at times in minutes or hours). How can this time lag be most effectively bridged?

4. GUARANTEES OF CIVIL LIBERTIES — The United States is built on a “government of laws, not men.” But cyber security presents a major tension between the policy and legal communities. Given the difficulty in attributing the origins of cyber attacks, and the possibility that some of these attacks could originate in the US or by American citizens, how do we formulate effective policies that still guarantee the civil liberties of our citizens? Under what circumstances would it be justified for



Professor Michael Nacht holds the Thomas and Alison Schneider Chair in Public Policy. In 2009-10, he participated in the development of cyber security policy as Assistant Secretary of Defense for Global Strategic Affairs.

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Young Guns

GSPP Alumni and National Security

AS MEMBERS OF THE “GREATEST GENERATION,” Kimberly Jackson’s (MPP/MPH ’09) grandparents raised her on stories of World War II.

“They instilled in me a deep appreciation of American history and an enormous respect for veterans and the flag,” she recalls.

From her parents, Kimberly was raised with a sharp awareness of other countries and cultures.

“My mother grew up in Peru and my father worked in international development,” she says. “It never made sense to me that some people view being strongly patriotic as inversely related to being keenly interested in international issues.”

Kimberly, along with Jonathan Morris (MPP ’08) and Megan Garcia (MPP ’10), is among a cadre of young alumni working on national security policy. From the Department of Defense, to the State Department, to a foundation working to reduce the threat of nuclear proliferation, these alumni are bringing leadership and policy acumen to advance the cause of security in the nation and the world.

Kimberly is currently a Presidential Management Fellow (PMF) in the Office of the Secretary of Defense (OSD) in the Department of Defense (DoD). The two-year program consists of rotations throughout OSD, and in agencies DoD commands throughout the country and the world. Thus far, Kimberly has focused on special operations capabilities within OSD offices and also at the Florida-based Special Operations Command South, which oversees activities in Central and South America. She is currently on her second external rotation and is deployed overseas.

“My role in each office has been incredibly different, but all have drawn on the skills I developed at GSPP,” she says. “It’s been especially critical to learn how to define the problem correctly and, most importantly, not to write the solution into the problem. Professor Jack Glaser, my wonderful APA adviser, was very clear on this point,” she continues. “At DoD, there are often preconceived notions about how to address an issue or why a specific problem exists. The staff in OSD, the Joint Staff, the Services and even Capitol Hill must work collaboratively to make decisions. Properly defining the problem helps keep parochial interests and natural predilections from derailing potentially crucial policy.”

Kimberly says that the most challenging part of her role as a PMF has to do with the learning curve and responsibility required by each new rotation.

“If you choose your rotations well and work for people willing to mentor you and give you substantive work, you can be charged with a staggering amount of responsibility and corresponding expectations during each 4-6 month rotation. Making sure I can accomplish each of those projects is challenging — those tasks will only be assigned if our supervisors have no doubt we can execute them.

“Succeeding at those tasks is incredibly rewarding, of course,” she continues. “But the best reward is having both general officers and the lowest ranking enlisted soldiers count me as an advocate. Finding a career that I find so meaningful and challenging is a blessing — and it’s exciting and incredibly gratifying to affect change in a realm that has so much significance.”

Jonathan Morris started as an undergraduate at Duke in an era when scholars were still debating the “post Cold-War world.” Then 9/11 hit.

“The conversation moved in a direction most people had not anticipated,” he says. “It was a compelling time to be studying national security issues.”

Jonathan began his career in national security at the State Department, working in the Bureau of International Security and Nonproliferation, where he worked on nuclear and missile proliferation issues in Pakistan. He is currently at the Department of Defense, supporting the Assistant Secretary of Defense for Operational Energy Plans and Programs, a newly created office in DoD to strengthen US military energy security.

“We believe we can improve military capability, cut costs, and lower risks to troops through better energy management, planning and innovation,” he says. “I have been helping the Assistant Secretary develop DoD’s first Operational Energy Strategy, as well as researching the quality and quantity of existing data on energy use by the military.”

In addition to the workload, Jonathan notes that the security clearance needed for much of the work brings unique challenges.

“If you’ve had a bad day — or a good day — you can’t come home and give an in-depth explanation to friends or family,” he says. “Having reliable coworkers becomes critical because they are often the only ones with whom to discuss work issues.”

“This insulation makes it tempting to believe that ‘we’ are the only ones who really know what’s going on. So it’s more important than ever to maintain analytic rigor and constantly challenge your own views as well as the views of your teammates.”



Kimberly Jackson (right) with
Alana Ketchel (MPP/MPH ’09)



Jonathan Morris



Megan Garcia

Despite the challenges, Jonathan finds his work at DoD deeply satisfying.

“I hope we inspire, and allow ourselves to be inspired, by others around the world who are wrestling with the same economic, security and environmental issues.”

Megan Garcia (MPP ’10) is a fellow in the William and Flora Hewlett Foundation’s Office of the President. Before coming to GSPP, she worked on international trade agreements and foreign policy on Capitol Hill, which segued into a focus on national security, with work on the activities of private security contractors in Iraq and Afghanistan.

“I enjoyed the unique combination of theoretical, practical, geopolitical and ethical considerations involved in solving national security problems,” she says. “Those strategic considerations are still the most engaging part of my work.”

At the Hewlett Foundation, Megan manages a portfolio of grants designed to reduce the probability of a state or terrorist nuclear attack.

“Our funding aims to spur non-proliferation efforts worldwide and arms reductions by nuclear weapons states, as well as cultivate debate about the role of nuclear weapons

in national security,” she says. “I enjoy being in touch with experts, decision makers, scholars and practitioners,” she continues. “It’s both challenging and rewarding to synthesize their work, understand the funding strategies of other foundations and assess where there are gaps that should be filled. In essence, my job is building relationships, asking a lot of the right questions and then using the information to build effective strategies.”

Megan says that her time at GSPP taught her to be a savvy consumer of all types of research and to think about problem solving systematically.

Jonathan agrees. “My GSPP education exposed me to a wide range of policy areas beyond my chosen focus in national security,” he says. “Learning the fundamentals of economics, law and quantitative analysis are useful no matter which policy area one chooses.”

Kimberly adds that people at DoD are often surprised that she did her graduate work at UC Berkeley.

“But the same people credit me for pragmatically assessing an issue’s potential alternatives and providing sound recommendations, she says. “Those are skills I acquired at the Goldman School.” **G**

alumni perspective **Kimberly Jackson**

By Kimberly Jackson (MPP/MPH ’09)

AS A MILITARY POLICY SPECIALIST, I am often asked why I chose to attend graduate school at a traditionally left-leaning university like UC Berkeley. While commanding a stellar status for overall academic rigor, GSPP certainly is not traditionally associated with national security policy. The truth is, I did not attend GSPP so my career path would be easier, or to surround myself with people who think similarly to me. I came to acquire analytic credibility and to further develop a professional confidence that can only be gleaned by holding your ground even when in the minority.

In my job as a Presidential Management Fellow in the Office of the Secretary of Defense at the Pentagon, my focus is special operations capabilities, which means I care about the foundations of the U.S. military: how we recruit, retain, train, improve, utilize, equip and take care of our special operations forces, like Navy SEALs, U.S. Army Special Forces, civil affairs teams, and other elements throughout the services that are increasingly relied upon in our current engagements.

In an organization that is as large as the Department of Defense, experiences and impressions from the tactical, on-the-ground level can often be lost or miscom-

municated as they make their way up the chain, particularly between military and civilian entities in the Department. As such, there is often a lack of understanding at the strategic, policymaking level at DoD about how decisions affect servicemembers in the field on a daily basis.

It is my mission every day to understand the tactical and operational levels as much as possible in order to better inform policy that has far-reaching effects. Gaining the perspective of servicemembers on the ground is often the best way to discover the truth. This rationale is why I

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the US government to monitor the cyber communications of US citizens or, if necessary, to degrade or disable these systems? And who and how should these activities be monitored?

5. OVERSIGHT — What is the role of the US Congress in overseeing US cyber activities by the executive branch? Should new committees be formed — perhaps a Senate Select Committee on Cyber Operations, for example — analogous to how the Congress addresses the oversight of intelligence operations? What type of legislation should the Congress consider that would strengthen, not hinder, US cyber security?

6. INTERNATIONAL CONSULTATIONS, NEGOTIATIONS AND AGREEMENTS — The US is sharing selected information on cyber security with key allies. Should it broaden the dialogue? What types of information should be shared? What should we seek to learn from others, and how can we cooperate? Should the US seek explicit codes of conduct to govern cyber behavior on a bilateral or multilateral basis? Are there advantages to formal treaties, or are they too cumbersome, constraining and difficult to enter into force because of the politicized US Senate ratification process?

7. CROSS-DOMAIN DETERRENCE AND RESPONSES — If the US experienced a major cyber attack, it is not required that the

response be in cyber space. What rules should govern the US response that could take a political, economic, diplomatic or military form? Would such actions be seen by potential adversaries as proportional or escalatory?

8. STRENGTHEN PRIVATE SECTOR-GOVERNMENT COOPERATION — How can this best be achieved so that the US financial networks, electric power grids and other essential systems that are in private hands remain well protected? Should, for example, the National Economic Council in the White House play an active role in promoting this cooperative activity or should it be left to specific executive branch agencies?

We are still in the infancy of understanding cyber security — perhaps analogous to the late 1940s in the nuclear age. During the Cold War, it took more than a decade to convince ourselves that we had an understanding of the rules of the road that would protect US national security. Indeed, to this day some critics claim we still don't have it right. We are thus embarking on an extensive period of analysis, debate and implementation to determine how to make our cyber networks — and all that they enable us to do — secure. This is an important, exciting and uncertain road ahead, a major new development for US national security policy. **G**

Kimberly Jackson
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have embedded with Special Forces teams on training missions abroad, why I learn the tactics servicemembers train in, and why I volunteered to deploy to the region I currently am in. While I will never pretend to have the same experiences as the men and women I serve, I try to become as familiar as possible by learning hands-on and spending time doing and observing what they do. To me, it is the most effective way to speak truth to power.

Convincing others to change their course of action can be incredibly difficult once it has been written in military doctrine, or if it goes against traditionally accepted policy. The courses at GSPP taught me to counter this from the onset by defining the problem carefully, and objectively analyzing alternatives and criteria by which to weigh those options. At GSPP and in my career, I have found that there is no better way to learn to critically analyze a policy issue or to better sub-

stantiate your beliefs than to operate in an environment where others think differently than you do. Most often, I work with little supervision and have to trust my analytic skills because my recommendations will move up the chain and have significant impact on our national security policy and the lives of our servicemembers, a fact I'm always acutely aware of. Knowledgeably defending my perspective and making logical, concise arguments — attributes honed and encouraged at GSPP — are essential to progress in the defense policy sphere.

The analytic training at GSPP was no doubt invaluable, but the encouragement I received from the community at GSPP was simply astounding and directly helped me pursue my professional goals. Professors like Michael Nacht, Jack Glaser and Larry Rosenthal were all incredibly supportive of projects I wanted to craft into my area of study. And perhaps most significantly, the students — whether the few others interested in defense policy, or those that focused on entirely unrelated issues — all

have a level of passion, optimism and curiosity that is unique to GSPP.

At GSPP, we learn not what to analyze, but how to analyze, how to ask the right questions, how to speak truth to power. GSPP helped instill in me confidence, pragmatism, and an ability to deconstruct complex problems into logical courses of action that leverage the opinions and experiences of those actors that will be directly affected. Further, it taught me that truth is not necessarily found in authority, convention, or the loudest voice. While I will always listen to and weigh another's perspective, I will never apologize for seeking to advocate for tactical truth in military policymaking. I steadfastly believe that ensuring we prepare, utilize, listen to and care for our servicemembers properly is the key to national security. I will fight on behalf of that principle for my life, and will do so knowing that I would not be nearly as capable at analyzing, advocating, and ultimately effecting positive changes if not for my experience at GSPP. **G**

Governor Granholm Comes to GSPP

THIS SPRING, former Michigan Governor Jennifer Granholm returns to UC Berkeley, her undergraduate alma mater, to begin a joint teaching appointment with the Goldman School and Berkeley Law. Her husband, executive leadership coach Dan Mulhern, will also teach at GSPP, the law school and the Haas School of Business.

In addition to teaching, Gov. Granholm and her husband are writing a book about the Michigan experience. She will also be a regular contributor on NBC's *Meet the Press* and the lead advocate for the Pew Center's campaign for clean energy jobs.

On March 2, 2011, Gov. Granholm addressed *Cracking the Code: Creating Jobs in America in the Wake of Globalization* (see *Events* pg. 14). Before speaking to a crowd of nearly 300 students, faculty and community members, Gov. Granholm stopped in for a brief interview with *Policy Notes*.

What brought you back to California and to Cal?

I wanted to take a bit of a sabbatical from politics and take some time to reflect, think and write. UC Berkeley does phenomenal work in public policy, law and business. So it's a place that allows Dan and me to work in the areas of our passions. It's a natural fit.

Also, my parents live in the Bay Area. Since I haven't lived here since 1984, it seemed like a great opportunity to come back and be closer to them.

As you think back on your eight years as Michigan's governor, what accomplishments make you most proud?

I governed during the most difficult decade for Michigan's economy since the Great Depression. I'm proud that we took significant steps to diversify our economy and educate our citizens. We raised education standards and expanded [from traditional manufacturing jobs] to new sectors that were consistent with our geography and our strengths.

As governor, I cut more out of state government than any other state by per-

centage. Despite that, we kept a safety net for our most vulnerable citizens. For example, we never cut anyone out of healthcare. I'm very proud of that.

Given your experience in Michigan, do you see key public policy leverage points for California?

Michigan and California are certainly very different places. Having said that, the thing that comes top of mind is California's budget. I had to cut Michigan's budget for 8 straight years. We had to go after things that states are just now considering.

For example, how can you deal with the cost of pension and health plans for state employees while respecting collective bargaining? In Michigan, we found a compromise by honoring the investment of people who were already employed by state government, but changing the system for new employees.

I've also learned a lot about what businesses are looking for as they make decisions about where they locate.

Michigan has gone through a lot but our business-friendly policies have established a platform for growth that is bearing fruit. I've talked with a lot of manufacturers who will not come to California, period. These [advanced manufacturing] jobs are good, middle class jobs. California has got to reset the cost of doing business.

What are you most looking forward to as you move from the political to the educational realm?

I hope to encourage many to serve, whether to run for office or in some other way. I strongly believe that we have been put on this planet, not just to serve ourselves, but others. It's a privilege to be able to feed into the idealism and passion of the students. I feel honored to dip my soul and my mind back into these waters, to be around such great, smart people who want to give back. That, to me, is very exciting. **G**



FACULTY NOTES

In December, Professor **Robert Reich** was among a group of six economic policy experts whom President Obama summoned to the Oval Office for advice on how to reduce the nation's high level of unemployment. In January he became chairman of Common Cause. On February 10, he gave the keynote address to the National Alliance to End Homelessness.

Along with former graduate student John McNulty, Dean **Henry Brady** published a paper in the flagship journal of the American Political Science Association, *The American Political Science Review*, on "Turning Out to Vote: The Costs of Finding and Getting to the Polling Place." The paper shows that changes in polling place locations can significantly reduce voting turnout. In February, Prof. Brady also organized, with Chris Ansell of the Political Science Department, a conference on "Financing California" that was funded by the Travers Family. He also advised the National Science Foundation on a proposed new program for Social Science Observatories that would develop 21st century data archives and data collection methods for understanding problems such as the social and economic impacts of global warming and the implications of the narrowing of the middle class with increasing income inequality.

Professor **David Kirp**'s most recent book, *Kids First: Five Big Ideas for Transforming Children's Lives and America's Future*, was released in March 2011.

Professor **John Quigley** participated in the *Conference on Cities and Economic Growth in Developing Countries* at the London School of Economics and Political Science. He presented several papers at the Annual Conference of the American Economic Association in Denver and at the North American Meetings of the Regional Science Association in Monterey, CA.

He spoke at the *Conference on the Age of Obama and the Lessons of the 1930s* at the Labor Center on the Berkeley campus, at the *Symposium on High Speed Rail and Economic Development* at the Goldman School, and at the Brookings Conference on *Restructuring the US Residential Mortgage Market* in Washington.

Professor Quigley was keynote speaker at the *Conference on Building the Smart City* sponsored by the Royal Institute of Chartered Surveyors at New York University.

He presented a paper on the linkage between regulation and land prices at the University of British Columbia.

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leadership, to UC Berkeley. Among other things, she will also be appearing periodically on NBC's "Meet the Press" on Sunday mornings, setting up the possibility of a "face-off" between her and Bob Reich who appears from time to time on ABC's "This Morning with Christiane Amanpour." But most importantly, she will be teaching our MPP students and providing them with the wisdom gleaned from an extraordinary career in public service.

This issue only scratches the surface of the expertise that GSPP can bring to bear on international issues, but it clearly demonstrates that we have a lively and influential presence in Washington and around

Since returning from his post in the Department of Defense in the summer 2010, Professor **Michael Nacht** has given invited lectures on US national security policy at Harvard's Kennedy School of Government, the US Air Force War College, Georgetown Law Center, and UC San Diego with emphasis on nuclear weapons, ballistic missile defense, cyber security, and US-China relations. He has been appointed to the California Council on Science and Technology and is currently chair of the UC Berkeley International Strategy Task Force.

Professor **Rucker Johnson** was recently selected as a Visiting Scholar at the Russell Sage Foundation for the academic year 2011-12. He will be in residence in New York City to work on a book project that examines the long legacy and impact of school desegregation in the US.

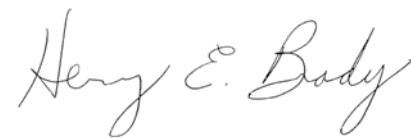
Each year, the Russell Sage Foundation invites, via a very competitive process, a number of leading scholars to its New York headquarters to investigate topics in social and behavioral sciences. RSF is one of the leading publishers of social science research. <http://www.russellsage.org/visiting-scholars>

Adjunct Professor **Stephen Maurer** worked with European manufacturers to create the world's first private security standards for synthetic DNA sales. He was the invited speaker at conferences hosted by the American Economics Association, UN Biological Weapons Convention, US National Academy of Sciences, US National Institutes of Health, Duke University, Stanford University, and the University of California. Recent papers and articles include, "Beyond Treaties and Regulation: Using Market Forces to Control Dual Use Technologies," GSPP Working Paper (2010); "Network Effects in Biology" *American Economic Review: Papers and Proceedings*, 100:159-64 (2010, with co-author J. Henkel); "Parts, Property, and Sharing," *Nature Biotechnology* 27:1095-1098 (2009, co-author J. Henkel) (open source biology); and "Open vs. Closed Source Software: The Quest for Balance," *VoxEU* (2010, with co-authors S. von Englehardt and S. Freytag).

Professor **Jesse Rothstein** published "Constrained After College: Student Loans and Early Career Occupational Choices" (joint with Cecilia Rouse) in the *Journal of Public Economics* in February. <http://dx.doi.org/10.1016/j.jpubeco.2010.09.015>

He also published a review of a new report from the Bill and Melinda Gates Foundation's Measures of Effective Teaching project in January. <http://nepc.colorado.edu/thinktank/review-learning-about-teaching>

the world. There is more to do, but we have made a great start. We are committed to a growing impact in this important area.



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

students Zev Winkelman

By **Zev Winkelman** *PhD Candidate*
WOULD YOU TRADE ALL EXPECTATIONS of privacy in exchange for a complete guarantee of security? Would you endure greater risk of attack due to intelligence failures, rather than allow the government greater surveillance authorities over your domestic communications? These oversimplified extremes do not represent actual policy choices, but the casual observer of this debate might be forgiven for thinking otherwise.

The balance between civil liberties and security, particularly with regards to Fourth Amendment protections against unreasonable search and seizure and the government's need for surveillance authorities, has been a contentious issue since the founding of this country. At that time, the focus was on protecting personal letters kept in a desk drawer. With each new development in communication technology, this balance has required significant recalibration. Telephone calls made via equipment owned and operated by third parties carried different expectations of privacy than private letters. Email, commercial data mining operations, and social media have all prompted further suggestions for policy adjustments.

An important distinction has emerged between surveillance conducted for the purpose of law enforcement and surveillance conducted for the purpose of foreign intelligence. In the wake of past government misuse of surveillance authorities, significant intelligence reforms were instituted. As a result, a special court was created for oversight of foreign intelligence surveillance, and an informal "wall" emerged to separate these investigative activities when they overlapped with domestic law enforcement. However, after September 11, 2001, this wall was identified by some as contributing to the failure to prevent the attacks of that day. In the legislative aftermath, the USA PATRIOT Act was enacted, significantly expanding the government's surveillance authorities.

Three of the provisions of the controversial act have been temporarily extended several times, in lieu of either

permanent extension or more significant reform. Each time an expiration deadline approaches, the congressional debate heats up, often with significant input from other branches of government, as well as from advocates representing a full spectrum of opinions. As is the case with many controversial issues, competing problem definitions are presented, all with significant support for their analysis and conclusions. For example, on one side an argument has been made that intelligence investigations should have recourse to techniques such as roving wiretaps that have long been available in criminal investigations. Opposition to this argument suggests that significant care needs to be taken when importing law enforcement authorities into the intelligence context, given the difference in the nature of the objectives of such investigations, and the impact of the exclusionary rule in law enforcement as a deterrent to improper collection of evidence.

Given the sensitive nature of the data involved with issues of national security, complete data is rarely made available behind closed doors, let alone to the general public. Nevertheless, some of the data that has been made public has documented yet another round of government misuse of intelligence gathering authorities, particularly with regards to the use of national security letters.

The lack of data due to issues of security clearances is unique to problems of national security. However, the need to legislate in an environment of less-than-perfect information and subjective problem definitions is not. For this reason, I have focused my research on improving the capability to analyze policy arguments made under such circumstances through the use of qualitative information visualization techniques. For example: argument visualization is one such technique that takes advantage of the hierarchical structure found in many forms of argumentation by arranging the components of the argument in a tree-like structure. This allows explicit depiction of supporting and refuting evidence, as well as the



Prof. Michael Nacht and Zev Winkelman

organization of propositions supporting a conclusion. The information processing benefits of such techniques have been shown to accrue primarily to those who are involved in the construction of the visualizations themselves. However, once constructed, it is not clear that these visualizations are any better at conveying the information than the original prose. Nevertheless, some research has suggested that, at the very least, reasonable inter-coder reliability can be achieved, allowing these diagrams to reduce subjectivity in subsequent interpretation.

Using the proceedings of a recent Senate Judiciary Committee hearing on legislation intended to address the sunset of USA PATRIOT Act provisions as a case study, I am developing new information visualization techniques to represent competing problem definitions, evidence, alternatives, criteria, projected outcomes, tradeoffs, decisions, and storytelling. These, of course, are the basic steps in the Eightfold Path, a methodology which I believe can be augmented by this research. Similar techniques, such as Analysis of Competing Hypothesis matrices, have been demonstrated to reduce confirmation bias in other areas of complex analysis by focusing an analyst's attention on relevant pieces of evidence and hypotheses under consideration by other analysts, and by highlighting the levels of consensus in the group on the interpretation of that evidence. **G**

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students **Joachim Seel**

By **Joachim Seel** *MPP/ERG Candidate '12*

I FIRST BECAME AWARE OF THE SERIOUS CONSEQUENCES of climate change when Hurricane Stan hit Honduras. It was 2005, and I was spending the year doing volunteer work there. I saw firsthand the devastation the hurricane had on a country that had not yet recovered from the 15,000 fatalities and physical destruction caused by Hurricane Mitch a few years earlier. That experience established my conviction that we have a responsibility to strive for sustainability, taking into account both limited resources and the fragile balance of an intact environment.

I decided to devote my professional life to tackling the problems of climate change. This decision brought me to the Goldman School. GSPP gave me tools to analyze climate change adaptation and mitigation strategies with regard to their efficiency and equity. In these times of constrained budgets, as policy makers are confronted with dwindling stimulus funding, finding cost-effective measures to address climate change is more critical than ever.

I joined the Renewable and Appropriate Energy Lab (RAEL) of Professor Dan Kammen, and consulted with the amazing student club, Berkeley Energy and Resource Collaborative (BERC), as well as with political advocates of the biogas industry. For my Introduction to Policy Analysis (IPA) project, I worked with four fellow GSPP students on a strategy for the Association of Bay Area Governments to facilitate consumer access to electric vehicles. Thanks to a GSPP networking trip to Washington DC, I got to know the American Wind Energy Association and spent last summer working on various clean energy bills in the US Senate and comparing the renewable energy policy strategies of 30 countries.

Along with my MPP, I am concurrently enrolled in the masters program in the Energy and Resources Group (ERG). I hope

this additional year of graduate study will foster my technical knowledge of energy and climate systems. I am part of a research group at Berkeley Law School that analyzes markets of renewable energy credits in the US and Europe and have begun consulting (with two other students) for the Californian developer of the largest solar thermal power plant in the world. A few weeks ago, I began working as a graduate student researcher in the Lawrence Berkeley National Laboratory in the Electricity Markets and Policy Group's division for renewable energies. With my colleagues, I produced the two leading annual industry reports about cost development in the wind and photovoltaic (PV) industry for the US Department of Energy. Over the course of the next 18 months, I will research the reasons for strong price discrepancies in the German and United States PV industries, and the extent to which they can be explained by differing policy landscapes.

The Goldman School is an inspiring place which has opened up new worlds and has been a source of invaluable connections. One key contact gave me the chance to join 40 environmental ministers from around the world in a debate about a more sustainable future at the inter-ministerial conference on clean energy. The Goldman School of Public Policy is a gathering place for those who accept the responsibility of improving the planet and society. Here they are equipped to succeed, both personally and professionally. I am grateful to be a part of that community. **G**

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students **Felicity Rose**

By **Felicity Rose** *MPP Candidate '11*

HOW DO YOU CREATE CHANGE? It probably depends on what kind of change you are trying to create: political, institutional, behavioral, or even personal.

Personally, I've been allergic to math since third grade. It seemed to have no relationship to people. So when I came to GSPP, I saw statistics like the Victorians saw cod liver oil: nasty but necessary. But then something changed. Now, I spend hours coding — and I like it. I've discovered that I enjoy fiddling with formulas and watching the smooth scroll of questions and answers when I run a completed program. Now, every math problem is an interesting challenge on the way to a desired answer.

But how did this change happen? What makes a person change?

This question is central to both my schoolwork and my job. For the past year, I've worked for the California Administrative Office of the Courts (AOC), a state organization that supports administration and policy for the state court system. My main work is with county-run probation departments. Probation is meant to be an alternative to prison, but years of research have shown that merely sitting back and monitoring people does little to stop them from committing crimes again.

Changing the behavior of those on probation requires probation officers and departments to change how they behave: they must help people find personal motivation for change rather than thinking merely in terms of requirements. Appropriate and proportionate incentives must be put in place, along with tools for successful change.

The above list can be found in the literature on behavior change for individuals who have committed a crime. But in researching how to do my job better — how to create an environment in California which will, in turn, help probation departments and officers create an environment that will help probationers

change — I found an almost identical list in the organizational change literature. When I linked all this research to what we learned in Econ (read: incentives), I realized that the principles of change are the same, no matter what the context.

Despite being universal (and somewhat obvious), these principles are hard to implement well. Which makes me appreciate how GSPP creates change: in my first year, I was given the motivation to do statistics (highlighting the link between math and the people I could not “see” in third grade), the incentives to try (exams I did not really want to fail, clients I wanted to impress), and the tools to make it happen.

Now to apply these lessons — and my new love of numbers — to the rest of the state. **G**
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from the desk of **Martha Chavez**



Martha Chavez is the Assistant Dean for Academic Affairs

WE HAVE MUCH TO BE PROUD OF IN 2011, particularly since this year marks both the 40th year anniversary of the Goldman School and the 30th year anniversary of the Public Policy and International Affairs (PPIA) Junior Summer Institute Program. As a PPIA alumna and

current Co-Chair of the National Board of Directors, I am proud that GSPP has hosted the longest standing PPIA program in the nation. PPIA is one of the largest diversity initiatives at the level of post-graduate education in the history of the United States, and is the largest such initiative in professional public service to support Master's and PhD degrees for students from diverse backgrounds. Founded in 1981, and funded in the past through major grants from the Alfred P. Sloan Foundation, the Ford Foundation, and the Kellogg Foundation, PPIA fosters

diversity in public leadership by encouraging college students, who are committed to serving historically underrepresented communities, to pursue graduate school at some of the most prestigious US graduate schools of public policy and international affairs and then launch rewarding careers in public service. Over 100 students per year are inducted as new PPIA Fellows, and the program currently has more than 3,500 total alumni located across the US.

On July 15, 2011, the PPIA National Office will host all alumni who attended Junior Summer Institutes throughout the

years, including Sloan Fellows, Woodrow Wilson Fellows, PPIA Fellows, as well as friends and supporters, to come together to celebrate 30 years of a fantastic organization that many credit with helping launch their careers in public policy and international affairs. The 30th Year Anniversary celebration, which includes a cocktail reception and dinner, will take place at the Liaison Hotel in Washington, DC. To purchase tickets or sponsor the DC event, visit: <http://ppia30anniversarydc.eventbrite.com/>

In addition to the celebration, PPIA will also host a PPIA Public Service Expo, a graduate

school and employer fair, on July 15th, 2011 at American University in Washington, DC. All registration and sponsorship information for the PPIA Public Service Expo can be found on the PPIA website: <http://www.ppiaprogram.org/expo/>

We are also excited about the collaboration between the PPIA National Office and Princeton University's Survey Research Center to launch a survey of all PPIA, Sloan, and Woodrow Wilson alumni. The purpose of the survey is to learn more about the role of PPIA in the careers of its participants, provide feedback about the

value of the JSI experience, and evaluate the role of PPIA in shaping the educational choices of participants. The survey will be launched this Spring 2011, and we will ask alumni, friends and consortium members to distribute the survey to as many PPIA, Sloan, and Woodrow Wilson alumni as possible. For more information about PPIA and how to get involved, join us on PPIA's Facebook and LinkedIn sites or contact me directly. **G**

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event highlights



Gov. Jennifer Granholm (left) with GSPP students and friends.

Cracking the Code

Former Michigan Governor Jennifer Granholm addressed *Cracking the Code: Creating Jobs in America (in the wake of Globalization)* to an audience of nearly 300 UC Berkeley students, faculty and community members. Governor Granholm will teach classes at the Goldman School as part of her joint GSPP-Berkeley Law academic appointment.



Kids First

Professor David Kirp met with Washington, DC area alumni to discuss his latest book, *Kids First: Five Big Ideas for Transforming Children's Lives and America's Future*, which was released in early March.

From left: Rob Letzler (MPP '03, PhD '07), Professor David Kirp, Nick Nigro (MPP '09), Jameel Alsalam (MPP '08), Bethany Robertson (MPP '01), and Jessah Foulk (MPP '08)



CELEBRATING GSPP'S 40TH ANNIVERSARY

GSPP PROUDLY CELEBRATED ITS 40TH ANNIVERSARY in March 2011 with events focused on the accomplishments of alumni, faculty, and the School. Alumni over 40 years have made great strides in their careers, and continue to have an important impact on our nation and the world, helping to solve our most pressing public policy problems. The School convened two alumni panel discussions on March 18th focused on the Economy, and Energy and the Environment. "The Economy" panel brought together alumni experts to discuss the global financial crisis; the "Energy and Environment" panelists discussed their extensive and varied experience tackling climate change problems, both domestically and internationally. The day's events culminated with the School's 40th Anniversary Alumni Dinner, where GSPP honored Ned Helme (MPP '77) as the 2011 Alumnus of the Year and Carmen Chu (MPP '03) as the 2011 Urban Leadership Award recipient.



"Energy and the Environment" alumni panelists: (from left) Reid Harvey (MPP '86 Acting Director, US EPA, Climate Change Division), Ned Helme, (MPP '77, Founder & President, Center for Clean Air Policy), Lee Friedman (Professor of Public Policy), Chuck Shulock (MPP '78, Environmental and Climate Policy Consultant, Former Assist. Exec. Officer and Director of Climate Programs, California Air Resources Board) and Karl Hausker (MPP '81 / PhD '86, Vice President, ICF Consulting).



"The Economy" alumni panelists: (from left) Elizabeth Hill (MPP '75, Former Legislative Analyst, State of California), Robert Reich (Chancellor's Professor of Public Policy), Mickey Levy (MPP '74, Chief Economist, Bank of America) and Jesse Rothstein (MPP '03, Associate Professor of Public Policy).



Professor Dean Brady (center) with 2011 Alumnus of the Year Ned Helme (MPP '77) and Carmen Chu (MPP '03), recipient of the 2011 Award for Urban Leadership.

alumni board **Ways to Connect**

Development

The Alumni Association's Development Committee organized a successful networking and fundraising event in December 2010 in Oakland, CA that was attended by over 35 Bay Area alumni! The purpose of the event was to promote this year's New Alumni Challenge—a program that invites alumni from GSPP Classes 2006-10 (and those graduating in spring 2011) to participate in a 1:1 match for all contributions up to \$1,000 per donor. For example, a gift of \$100 to GSPP becomes \$200 due to a match by the UC Berkeley Foundation Trustees.

If you made a New Alumni Challenge gift in 2010, you can participate again if you are a graduate from 2006–2010. Give online at <http://campaign.berkeley.edu/new-alumni-challenge>.

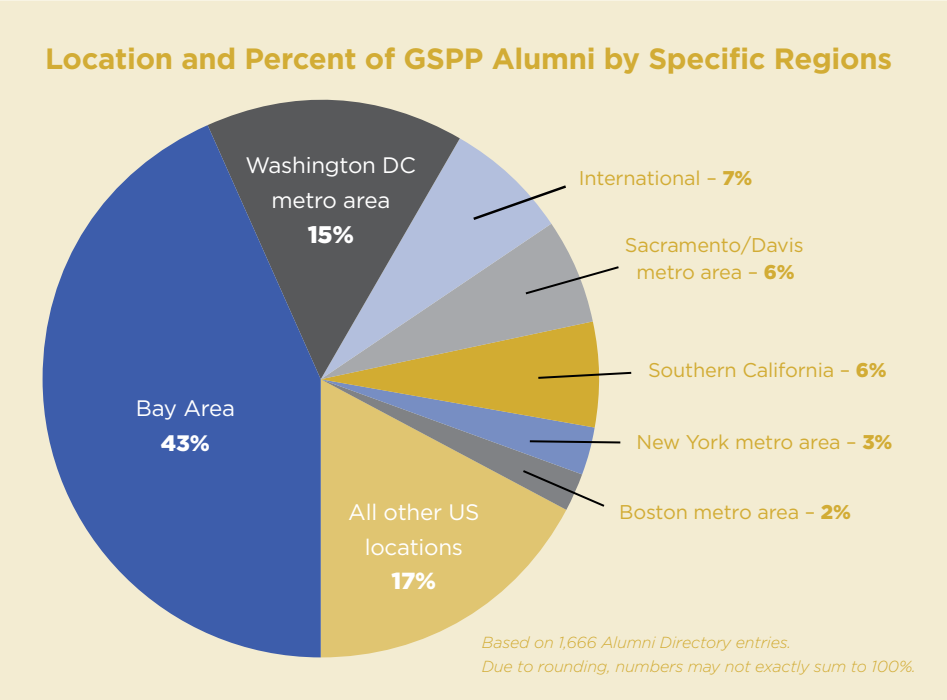
You can visit <http://givetocal.berkeley.edu/makeagift/goldman/> for a complete list of GSPP online giving opportunities.

Governance

The Alumni Association Board of Directors is seeking nominations for candidates to fill five available board positions, to be elected for a 3-year term beginning in September 2011 (there are a total of 15 board members). Elections will take place in June 2011. Candidate statements and voting will be available online, via GSPP's website.

The Alumni Association (and its Board of Directors) has been active for almost 12 years now! Throughout this time, the Association's purpose has remained constant:

1. To stimulate membership and continued interest in GSPP;
2. To encourage the continued flow of outstanding student candidates to GSPP;
3. Assist GSPP in keeping its curriculum and educational programs relevant to the needs of public policy practitioners;
4. Serve as a support network for GSPP students and graduates in the advancement of their careers;
5. Promote the visibility of the school and help meet the school's financial needs;



6. Promote the improvement of public policy decision-making in the public, private, and nonprofit sectors.

To submit nominations for the Board of Directors elections, visit http://gspp.berkeley.edu/alumni/gspaa_nomination.html. If you are interested in learning more about the Alumni Board or have questions about the upcoming elections, please contact us at gspaa_chair@lists.berkeley.edu.

Student Services

The Student Services Committee met with current GSPP student class representatives in January 2011 to discuss the GSPP Alumni-Student Mentor Program and ways to improve communication and networking between alumni and students. Committee members Mark Hoffman (MPP '75) and Stuart Drown (MPP '86) spoke with students about how the mentoring program might better serve current students, as well as recent alumni embarking on their careers. The committee will continue to work with both mentors and mentees about program expectations and available resources.

This March, the committee was also involved in matching GSPP alumni volunteers with newly admitted students who were making the very important decision of where to attend graduate school.

Alumni Services

In an effort to gain a better sense of where GSPP alumni are located, the Alumni Services Committee of the Board analyzed data from the GSPP on-line alumni directory, summarizing the percent of alumni by geographic locations (see chart) and found that over 40 percent of GSPP alumni work and live in the Bay Area of California. The second largest concentration of GSPP alumni reside in the Washington, DC metro area. The Alumni Services committee is working to increase the number of GSPP alumni that utilize the alumni directory. We strongly encourage all GSPP alumni to login to the Alumni Directory and update their contact information. To update your contact information, visit: <http://gspp.berkeley.edu/alumni/alumnidirectory.html>. If you have questions or need more information, please contact Cecille Cabangan, Director of Career & Alumni Services (cecille@berkeley.edu).

Contact Us

Contact the GSPP Alumni Board of Directors with comments, questions, or to discuss the work of the Alumni Association at gspaa_chair@lists.berkeley.edu.

alumni **Ned Helme**

NED HELME (MPP '77) IS THE founder and president of the Center for Clean Air Policy (CCAP). He is a leading expert on climate and air policies and has advised members of Congress, as well as leaders and governments around the world. He is the author of more than 50 key studies on climate change, air quality, electricity regulation, and transportation policy.

In March 2011, the Goldman School of Public Policy honored Ned Helme as Alumnus of the Year at its 40th Anniversary Alumni Dinner (see *Events*, pg. 15).

What is the mission of the CCAP? What led you to found it?

CCAP's mission is to advance pragmatic, cost effective solutions to energy, environmental and climate policy challenges. I had been directing the National Governors' Association's natural resources division. The success of policy at an organization like NGA is to get its members to go beyond the lowest common denominator approach and to take stands that move policy forward.

With the chair and co-chair of the NGA Committee on Energy and Environment, we pushed through a path-breaking policy on controlling acid rain. Several high sulfur coal-state governors objected to the policy and attempted at every opportunity to undermine NGA's efforts to advocate for new clean air legislation. I approached my committee chair and co-chair, a liberal Democrat from Wisconsin, Governor Tony Earl, and a conservative Republican from New Hampshire, Governor John Sununu, to create a new non-profit that would build the policy case and the political coalition to support legislation to reduce acid rain. We also championed a new idea, emissions trading, as a cost-effective alternative to the tradition of command-and-control clean air regulation.

What aspects of your GSPP experience have proven to be most useful in your work?

The training in economics from Professor Lee Friedman and public policy analysis from then-dean Aaron Wildavsky profoundly changed my approach to legislation and public policy. Before coming to GSPP, I had worked from a purely ideological advocacy perspective. At GSPP, I learned how to evaluate and understand the economic motives behind those who did not support a strong environmental position.

One of the secrets of our success with the SO₂ emissions trading program in 1990 was that it provided time for high sulfur



coal operators to amortize their investments and to shift to lower sulfur mines. It also created a source of rewards in the form of emission allowances (permits) that could be given to specific companies in specific states that could then be used to garner the support of Members from those states. These were members who were not particularly concerned about the environmental benefits but who were key to getting a majority.

What advice would you have for students or alumni aspiring to found a non-profit?

To start a non-profit, you need to have a sound policy goal in mind. It is critical to be highly focused in your approach — you need to make a mark early to be successful. It's also very important to build a diverse funding

base that includes governments, foundations, corporate donors, individuals, and international donors.

Being committed to objective policy analysis is also very important to building a successful think tank. In today's policy market, this is becoming harder to find, as advocacy research is displacing the objective approach. I believe this commitment to objectivity and to listening to all points of view has been critical to CCAP's success.

There is much to be said for being "light on your feet" in the policy arena. Success depends on anticipating when policy windows of opportunity will be open, on identifying key players in the policy market who you believe can deliver on policy, and being able to seize the opportunity when it arises.

We have worked for the last five years in the big developing countries — China, Brazil, India, Mexico, and Indonesia — and they are moving actively in climate policy. While the U.S. sorts out our domestic policy gridlock, we need to build concrete examples of policy actions in this next tier of countries whose leaders made emission reduction commitments at Copenhagen and reaffirmed them in December in Cancun. The developing countries are key to the next stage of climate policy progress, and we must remember that climate policy is not a sprint, it's a marathon.

At the moment in the U.S., as far as environmental and energy policy is concerned, we have reached an unexpectedly uphill portion of the course. But even during the most difficult of the last 30 years, we have never gone backward in any significant way on environmental protection. I am confident we will win the climate policy fight as well, and that it will continue to be a promising field for GSPP graduates over the next 20 to 30 years. **G**

Kevin Gurney (MPP '96, Ph.D. '04, CO State) was named Sigma Xi's (national science associated) 2010 Young Investigator of the year. His first child, Hayden Sea Gurney-Rowe, was born in August of 2009.

Valerie Knepper (MPP '82) was honored to receive an award for the Transportation Research Board's 4th Annual Competition on Sustainability and Livability. See the winning document and hear the "TOD-cast" at http://www.mtc.ca.gov/planning/smart_growth/tod/

Michael Nussbaum (MPP '84; PhD '97, Stanford) was promoted to full professor at the University of Nevada, Las Vegas. His most recent article, "Educational Psychologist," (in press) applies Bayesian frameworks, dialogue theory, and critical questioning to informal, policy-related argumentation.

Carla Javits (MPP '85) is empty-nesting now that her two kids have left for college — son to U of British Columbia in Vancouver, daughter to Colorado College. Her work at the non-profit REDF expands in 2011 from the Bay Area to Los Angeles to create more jobs for people long frozen out of the workforce.

Katharine Greenbaum (MPP '05; IEO '95) recently celebrated five years in development at the California Academy of Sciences. She is currently Director of Foundation and Government Support. She's also happy to announce that her husband, David, and son, Joshua, will join her in welcoming a new baby girl this summer.

Joseph Castro (MPP '90) was promoted to Vice Chancellor, Student Academic Affairs, at UCSF in December. He was also named President of the Board of Directors of Canal Alliance, a community-based organization that serves immigrants in Marin County.

Natasha Avendaño Garcia (MPP '08) and her husband, Juan Pablo Cordoba, had a baby boy on December 13, 2010. His name is Gregorio Cordoba Avendaño. They are very happy and enjoying every minute of parenthood.

Sandra O. Archibald (MPP '71; Ph.D. '84, UC Davis) is Dean of the University of Washington Evans School. She was elected president-elect of the Association of Public Policy Analysis and Management (APPAM) at the Annual Research Conference held in November 2010. She was elected to the National Academy of Public Administration in 2009.

Michelle Pannor Silver (MPP '02; PhD '10, U of Chicago) welcomed a lovely baby boy, to his sister's delight, and is living in Toronto where she and her husband work as Assistant Professors for the University of Toronto.

Alex Marthews (MPP '01) is running a rapidly-expanding nonprofit, Growth Through Learning, which funds girls' education in East Africa. His daughters, Elizabeth and Cordelia, have now turned three; his wife Catherine is now an Associate Professor at MIT Sloan.

Claudia Colindres Johnson (MPP/MPH '92) is presenting at the Canadian National "Just A Click Away" Public Education and Information Conference. She is also presenting at the 30th Edward Sparer Conference at the U of Pennsylvania Law School on technology that increases access to justice.

Chris Tebben (MPP '94) is still in Portland, where she is executive director of Grantmakers for Education, a national network of foundations and corporations dedicated to improving education. She and her husband Cam have two sons, Ian (11) and Colin (5).

Martha Ture (MPP '04) and Jim Hill celebrated one year of marriage with 150 of their closest personal friends at Stafford Lake this past summer. No geese were harmed in the filming of this event.

In October, thanks to **Lori Cook's** (MPP '05) brilliant matchmaking, **Corie Calfee** (MPP '05, JD '07) married Mark Sisson. They were delighted to celebrate with GSPPers from near and far. Last year, Corie joined SSL Law Firm, a San Francisco real estate boutique, as a land use attorney.

Brentt Brown (MPP '09) joined Pivot Learning Partners in San Francisco as the senior writer. His baby boy, Wyatt, was born in June.

Scott Gaiber (MPP '09) and his wife, Jessica Gaiber are elated to announce the birth of their daughter, Simone Analisa Gaiber, born on November 8, 2010.

Jai Sookprasert (MPP '90) has been appointed to be on the transition team of newly elected State Superintendent of Public Instruction, Tom Torlakson.

Mitali Perkins (MPP '87) novel about contemporary Burma, *Bamboo People*, was chosen as a 2011 top ten fiction pick for young adults by the American Library Association.

Maria McKee (MPP '08) continues to work for the San Francisco Collaborative Courts (Superior Court). They recently implemented a Parole Reentry Court program for parole violators. This program represents a new collaboration between the CDCR and the Superior Court.

On September 22, 2010, **Dow-Jane Pei** (MPP '09) gave birth to her son Kennedy "Kent" Pei in Fremont, CA.

Lisa Dreier (MPP '02; MA '02, Energy and Resources Group) continues working at the World Economic Forum, now based in New York, mobilizing public-private partnership to improve global food security through sustainable agricultural development (see www.weforum.org/agriculture).

Elaine Tenn Hussey (MPP '70) is looking forward to retirement later this Spring. One of her last responsibilities was to coordinate and moderate a panel on "Keeping it Fresh: What Works for Rural Communities" at "Changing Gears: Staying on Track for the Future," the Used Oil / Household Hazardous Waste Conference put on by CalRecycle for their grantees from throughout the state.

After she retires, she expects to continue speaking and teaching about the Holocaust, as well as getting more involved in the Cal '68 Center for Civility and Democratic Engagement at the Goldman School of Public Policy. She also hopes that more travel is in her future.

Jamie Hall (MPP '08) and **Rachel Sax** (MPP/MPH '08) married on October 2, 2010. The wedding was at the Berkeley Faculty Club.

Kris Homme (MPP '94, MPH '96) testified before an FDA science advisory panel in December 2010 on her experience with chronic mercury poisoning, apparently from dental amalgams. Though described in standard medical and toxicology textbooks, chronic mercury poisoning is not yet recognized by most physicians or institutions. Kris is now writing and lecturing in an effort to raise awareness. Her four-minute testimony is available on YouTube. Her website is mercuryandmore.weebly.com.

Traci Gleason (MPP '00) and Aric Wright adopted a newborn daughter, Calise Lura Wright, in October 2009. On August 26th, 2010, Veronica Gleason Wright was born. Last November, Traci started a new position as the Director of Communications and Public Engagement for the Missouri Budget Project.

Both **Leah Wilson** (MPP '97) and **Joshua R. Daniels** (MPP/JD '08) won their respective races for the Berkeley School Board. They are utilizing an Introduction to Policy Analysis (IPA) group to look at adult education and an Advanced Policy Analysis (APA) student to look into the two-way immersion program. **Abel Guillen** (MPP '01) also won his election to the Peralta Community College District Board.

Sasha Horwitz (MPP '07) started a new job as an Aide to Assemblyman Luis Alejo, who represents the 28th Assembly District.

Sarah Marxer (MPP '04) started a new position as a research associate at Urban Strategies Council in Oakland, where she is working on the African American Male Achievement Initiative, a partnership between the Council and Oakland Unified School District formed to address the educational and social disparities facing African American boys. She and her spouse, Lisa, live in San Leandro with their daughter, who is now in middle school.

Ashby Wolfe (MPP/MPH '08) is currently completing a year as Chief Resident in the Department of Family Medicine at the UC Davis Medical Center in Sacramento. She was appointed by the Governor to the California Healthcare Workforce Policy Commission. She is excited to be moving back to the Bay Area in August, where she will begin a new position as a family physician with Kaiser Oakland.

As of fall 2010, **Dan Acland** (MPP '04, PhD '10, Economics) is working as a lecturer at the Goldman School of Public Policy and in the Department of Economics at UC Berkeley. In the fall he taught cost-benefit analysis at GSPP, and this semester he is filling in for Professor Lee Friedman teaching the second semester of the core microeconomics sequence. His great goal in life is to never have to travel further from campus than Berkeley Bowl West, so this is the perfect position for him.

Kristi-Jo Preston (MPP '09) was awarded a New Employee of the Year Award at the US Department of Transportation, Office of the Inspector General.

PROSPERA, the social venture founded by **Gabriela Enrique** (MPP '08), is now three years old. PROSPERA's mission is to foster

Cont'd. on back cover

alumni Carmen Chu

CARMEN CHU (MPP '03) ALWAYS IMAGINED HERSELF as a behind-the-scenes kind of person. So she was surprised, to say the least, when then San Francisco Mayor Gavin Newsom asked her to consider stepping in for embattled San Francisco Supervisor, Ed Jew, who had been suspended (and later resigned). Carmen was working as the deputy director in the Mayor's Budget Office at the time.

"I was talking with the department about performance measures," she recalls. "Suddenly, the Mayor was sitting in a chair next to my cubicle. It was a very unusual situation." The next day I was sworn in and voting as a member of the Board of Supervisors.

That was 2007. In 2008, Carmen was elected by the voters as Supervisor of San Francisco's 4th District. She was re-elected last November. This spring, she received GSPP's 2011 Award for Urban Leadership (see *Events*, pg. 15).

Carmen says that the decision to move from policy analyst to politician did not come easily.

"I sought the counsel of my family and closest friends, because I knew the job would be very challenging," she says. "Ultimately, I realized that this was a unique opportunity to make a difference, something which has been important to me since my days at the Goldman School."

The SF Board of Supervisors is the City's legislative body. As such, they vote on an array of issues – up to 50 per week. Faced with this complex and demanding workload, Carmen draws on her GSPP training.

"It's important to ask the right questions and to understand the numbers when an item is up for a vote," she says. "I was a 'policy generalist' during my time at GSPP. I learned how to engage a variety of issues and ask pertinent questions. GSPP taught me to be analytical, to not be afraid of numbers, and to do things quickly. These skills have served me well."

For any GSPPers interested in a career in politics, Carmen says, begin with a strong foundation.

"Take the time to understand the analytic and evaluative components of policy decisions," she says. "It's also important to develop good listening skills. It's easy to make assumptions about issues or people. But if you really listen, you may be able to find a compromise or solution that works for everyone involved."

"And, of course, get engaged," she says. "Start meeting people. Reach out and make connections. Remember, all politics is local." **G**



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silver society Gary C. Spencer

BY INCLUDING GSPP in his estate plans, Gary Spencer joins GSPP's Silver Society. Gary received his MA in Public Administration in 1969 from the Graduate School of Public Affairs, as the Goldman School of Public Policy was then known. He writes: “My wife and I are both proud of the universities from which we graduated. It was a privilege to be a part of the UC Berkeley family and the Graduate School of Public Affairs. All the instructors were excellent and prepared me for what the job market required. I

was especially impressed with Professor Robert P. Biller (d. 2010) who was my master essay professor. “I feel strongly that when a person is given an opportunity to attend a great university and graduate school, he or she should give back. I urge others to consider joining the Silver Society to help the next generation of students achieve their goals and ensure that the Goldman School continues to be positioned to address society’s most important and pressing challenges.” **G**



Gary C. Spencer is a licensed real estate broker and retired Branch Chief, District 4, Division of Right of Way, California Department of Transportation.

from the desk of Annette Doornbos

Alumni and Friends — the Goldman School’s Renewable and Sustainable Energy Source

Annette Doornbos is the Assistant Dean of External Relations and Development

BACK IN THE DAY, informal connections between the faculty and Goldman School degree holders were the mainstay of GSPP’s extended network. Operating without the benefit of any supporting infrastructure, faculty and alumni stayed in touch in varied ways — alumni who started nonprofits invited former professors to join the board, faculty members introduced alumni friends to potential employers, alumni sought faculty advice on their professional policy challenges and faculty found alumni to be reliable sounding boards for new teaching and research innovations. The shared commitment to public policy and bettering the world that had flowed in the classroom continued to energize the alumni-School relationship.

These days, GSPP augments those informal and one-to-one relationships with internal structures that serve as powerful, high capacity transmission lines for interactions between the School and its external

constituencies. The Alumni Association and its Alumni Board, a full calendar of alumni and public events in the Bay Area, Los Angeles, Washington DC and New York, expanded issues of *Policy Notes*, the monthly eDigest, Facebook, Linkedin and Twitter accounts and our online, searchable Alumni Directory offer comprehensive, interactive ways to keep energy moving between the School and its alumni, friends and the public.

In contrast to previous eras, friends and alumni are now at juggernaut-levels and have proven to be a highly renewable energy source. Nearly 2,000 “friends” are in regular contact with the School and add to its donor and programmatic base. Incoming masters classes of ca. 80 students, 26 doctoral candidates, a (quadrupled) undergraduate minor program with over 200 declared minors, and a total of 1000 undergrads enrolled in public policy classes all add up to a robust policy community with an ever-rich mix of interests and connections.

Inasmuch as the continuous life cycle of the School-alum-friends connection benefits all involved, it calls out for concrete contributions on the part of all to sustain it. The School invests financially in these internal structures and the human capi-

tal to keep them humming. In return, the annual gifts of alumni and friends, particularly those who benefit from the opportunities the network provides — whether it is to keep up with their classmates, to be among the first to know of important new research findings or recently-published books, to attend events (or view them on web- or cablecasts) with world-class speakers, to connect with a prospective employer — are the sustaining resource for the external relations enterprise.

No matter how much or little you have been involved up to now, consider stepping up your relationship with the Goldman School external relations network. Many benefits await you. And no matter how much or little you have given to the annual fund, now is a great time to think about stepping up your gift and showing your support for a supremely dynamic and interactive policy resource — your relationship with the Goldman School.

Annette Doornbos
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Center for Environmental Public Policy (CEPP)

Environmental and Other Co-benefits of Developing a High Speed Rail System in California: A Prospective Vision 2010-2050

HIGH SPEED RAIL (HSR) has the potential to transform the State's economy, reduce greenhouse gas emissions and curb sprawling development. But there are considerable challenges and uncertainties about its long-term viability, including construction costs, ridership numbers and revenue generation.

In early December 2010, CEPP hosted an academic symposium on the future of California's proposed HSR system, an 800-mile-long, nearly \$45 billion endeavor. This symposium brought together top national and international researchers to inform a more complete cost-benefit analysis for the project. The participants analyzed and debated the environmental, economic and community aspects of this hugely controversial project.

As a result, the symposium produced four valuable working papers informing key questions in the HSR debate. Elizabeth Deakin (UC Berkeley), analyzed the potential environmental impacts, highlighted the gaps and uncertainties in the environmental review process and discussed technological, policy and planning interventions that could influence the environmental effects of HSR. In his paper, Chris Nash (Leeds University) assessed the costs and benefits of the HSR project. Specifically, he examined the capital, operating and environmental costs alongside the time savings, reliability, safety, capacity, congestion relief and economic benefits of the proposal. Michael O'Hare (GSPP) explored the potential impacts of the NIMBY ("Not in My Back Yard") phenomenon and the ways in which HSR opponents and anti-development forces may impede the project's progress. Finally, Robert Cervero and Jin Murakami (both from UC Berkeley) wrote about the employment, income and economic development trends and the potential of HSR and drew comparisons between California and Japan. David Banister (Oxford University) summarized the findings of the discussion and pending questions to be answered by research and policymakers. These four working papers

are available on the CEPP website at: <http://gspp.berkeley.edu/programs/cepp.html>.

The December symposium was the first of two planned events designed to discuss the merits and drawbacks of HSR in California. CEPP will host a subsequent conference on May 2-3, 2011 at the Clark Kerr Conference Center, UC Berkeley. This conference will focus on how HSR can accommodate California's future population growth and mobility needs, transform urban centers into more compact, more sustainable and less automobile-centric environments and

expand California's global competitiveness. It will also explore the HSR's financial viability and examine lessons from international best practices. Again, expert participants in this conference will produce several papers on relevant aspects of HSR and its impact on the State's growth and land use planning. CEPP will be compiling the papers from both conferences into a book slated for release this year. The upcoming conference is open to the public. Information and registration can be found on the CEPP website at <http://gspp.berkeley.edu/programs/cepp.html>. **G**

Environmental Public Policy Seminar Series

CEPP continues to organize an environmental public policy seminar series for the entire Berkeley community. These seminars attract cutting edge researchers and practitioners from various fields of environmental and energy policy. Attendees consistently include students, faculty, and staff from GSPP, as well as other departments across campus. This cross-discipline audience brings diverse insights, thoughtful questions and regularly turns the presentations into forums for dynamic discussion.

2010 Fall CEPP Seminars

Climate Change and Black Swans — How Many Can We Spot? Dr. Mark C. Trexler, Director, Climate Strategies and Markets, Norske Veritas North America, on October 12.

The Climate War, True Believers, Power Brokers, and the Fight to Save the Earth, Eric Pooley, Deputy Editor, *Bloomberg Businessweek*, on September 27.

policy notes

SPRING 2011

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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. Program participants came from both sides of the Pacific, including local California government officials from various cities and counties, public security and law enforcement officials from eighteen provinces in China as well as a group of young policy professionals from various branches of the Hong Kong government.

January 24 – March 18, 2011: Training Program for officials of the Hong Kong Special Administrative Region Government of China

Through an ongoing collaboration between the Goldman School and the Hong Kong Civil Service Bureau, EIP hosted the sixth run of the Policy Analysis and Public Management training program designed for mid-career government officials from Hong Kong. The most recent cohort, who concluded their stay in late March, included five government officials with diverse policy interests, ranging from public housing to civil aviation to sports policy.

During the eight-week program offered at the Goldman School, the government practitioners were integrated into regular Master of Public Policy classes and interacted with GSPP students on a regular basis. In addition, the program offered a mini policy analysis seminar tailored for the Hong Kong visitors. This course included weekly meetings with Professor Eugene Bardach, who introduced policy analysis methods and coached each student through a policy project of his or her choice. Finally, the program provided several opportunities for these officials to visit government agencies and meet with local practitioners. The hosts of these visits included the U.S. Environmental Protection Agency, the Port of Oakland and the Mayor's Office of San Francisco. These meetings were a valuable complement to what the Hong Kong officials were learning in their GSPP classes.



Hong Kong scholars visit the US Environmental Protection Agency, Region 9 Office, San Francisco.

The success of the Hong Kong program would not have been possible without the gracious support of GSPP faculty members who accommodated the Hong Kong officials in their classes, as well as GSPP students who hospitably hosted the visitors every day. During a mixer event in honor

of the visitors, Dean Henry Brady aptly concluded that the Hong Kong program has become an important GSPP program that promotes excellence in government in other parts of the world and brings GSPP students closer to government practitioners with real world experience. **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.

Join us for the

30th Anniversary Celebration of the Public Policy and International Affairs (PIIA) Program

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the sustainable development of Mexican microenterprises through cost-effective materials sourcing, product development, marketing, distribution, and consulting/coaching. PROSPERA goes beyond micro-finance by fundamentally transforming the way microenterprises do business. By improving materials sourcing, marketing, distribution and incorporating mobile technologies to the day-to-day work of microenterprises, PROSPERA democratizes supply chain management solutions and provides a positive and fresh meaning to collective action.

Lauren Hengel's (MPP '10) APA was published by the Pew Center on the States. The report examines alternatives to current voter information delivery practices in California and presents potential environmental and costs savings associated with switching to electronic alternatives. Policy brief and full report available at http://www.pewcenteronthestates.org/report_detail.aspx?id=328675

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/>

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

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