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Education:

Ph.D.	Harvard University, Div. of Engineering and Applied Physics	1973
M.Arch*	Harvard University, Graduate School of Design (Architecture)	1968
S.B.*	Harvard College (Structural Engineering)	1968
A.B.	Harvard College (Architectural Science)	1964

**Professional Degrees*

Employment:

1991-	10	Professor of the Graduate School (emeritus Professor of Public Policy), Graduate School of Public Policy, Affiliate, Energy & Resources Group, University of California, Berkeley
2002,2006		Visiting Professor, Università Bocconi, Milan
1993, 1994,2006	8	Visiting Scholar, Lee Kuan Yew School of Public Policy, National University of Singapore
1981-91	7	Lecturer in Public Policy, John F. Kennedy School of Government, Harvard University
1979-1981	6	Director of Policy and Management Analysis, Executive Office of Environmental Affairs, (Ass't. Sec. Level), Commonwealth of Massachusetts
1971-1979	5	Assistant, then Associate Professor; Department of Urban Studies and Planning, Massachusetts Institute of Technology
1971-1974	4	Consultant; spatial planning and visitor behavior issues, Museum of Fine Arts, Boston (approximately half-time)
1968-1971		Junior Fellow, Society of Fellows, Harvard University
1967-1968		Staff member, Arthur D. Little, Inc., Cambridge, MA
1967		Designer, Skidmore, Owings and Merrill, Inc., New York, NY

10: (see publications, teaching below) Directed implementation and policy research for California Air Resources Board for LCFS, chair undergraduate minor. Oversaw design and construction of \$12m renovation and new building for GSPP.

8: Created and presented required public management course for new international MPP program.

7. (see publications, teaching below)
6. Coastal zone management, hazardous waste facility siting program, container deposit legislation, misc. other issues.
5. (see publications, teaching below)
4. First visitor survey to interview subjects arriving and then leaving, first visitor survey to allocate visitor time to galleries and works. Signs and maps, information, visitor motivation and experience.

Public Service, Boards, Commissions, etc.:

2010	ILUC Expert Working Group, Air Resources Board, CA
2009-10	Executive Committee, Energy & Resources Group/UC Berkeley
2009-11	Board Member, Bay Area Tropical Forest Network
2008-12	Assoc. Editor, <i>Journal of Public Affairs Education</i>
2005-7	Chair, Institutional Representatives, Association for Public Policy Analysis and Management
2004-	Chair, undergraduate public policy minor program, GSPP/UC Berkeley
1994-1999	Co-Editor, Cases and Curriculum, <i>Journal of Policy Analysis and Management</i>
1991-93	Vice-President, Association for Public Policy Analysis and Management
1987 - 91	Policy Council, Association for Public Policy Analysis and Management
1985-1986	Advisory Committee, Special Commission on Local Aid, Commonwealth of Massachusetts
1979-1981	See Employment , above
1975-1979	Member, Special Commission to Investigate Medical Malpractice and Quality of Care, Commonwealth of Massachusetts

Selected recent invited presentations

University Of California Center for Studies in Higher Education, 2017
 US Dept. Of Energy, Phoenix 2016
 University of Wisconsin, Madison 2012
 IEA Biofuels Task 38, Brussels 2011, Vienna 2012
 EC DGEN, Joint Research Center, Ispra 2010, Arona 2010-11-23
 RSB Biofuels and indirect effects, Rio de Janeiro 2010
 WRI, Time and cost of carbon conference, DC 2010
 Chatham House Conference, Biofuels and sustainability, London 2010
 Keynote : Greenhouse gas emissions from bioenergy systems Brussels 2010
 COP15, Copenhagen XII/09 EC/JRC panel
 GBEP, New York VII/09
 EBI/EDF Conference on LCA Modeling, Berkeley VII/08
 European Environment Agency, Copenhagen VI/08, Paris II/09
 Plenary speaker, ACEI Conference Boston VI/08
 Innovative Technologies in a Bio-based Economy, Wageningen IV/08
 Renewable Fuels Association, National Ethanol Conference, Orlando II/08

Books:

- Patrons Despite Themselves: Taxpayers and Arts Policy* (with Alan L. Feld and J. Mark Davidson Schuster); (Twentieth Century Fund Report), New York University Press, 1983.
- Facility Siting and Public Opposition* (with Debra Sanderson and Lawrence Bacow); Van Nostrand Reinhold, 1983.

Publications:

- (85) "Optimizing Museum Asset Allocation" in Jandl, S.S., M.S.Gold & J. Courtney eds, *Deaccessioning in a Post-Pandemic World* MuseumsEtc. Boston & Edinburgh 2020.
- (84) "Financial Resources for Pay Equity, Visitor Experience, and Public Value" (with Jodi Kovach), in Salerno, D.E., M.S.Gold, K.L.Durocher eds, *For Love or Money: Confronting the State of Museum Salaries* MuseumsEtc. Boston & Edinburgh 2019.
- (83) "Lessons from the ILUC Phenomenon" (with Richard Plevin), in M. Khanna and D. Zilberman (eds.), *Handbook of Bioenergy Economics and Policy: Volume II, Natural Resource Management and Policy* 40, Springer 2017. DOI 10.1007/978-1-4939-6906-7_13
- (82) "Malthus und der Maler", *Brooklyn Rail* Oct. 2015.
- (81) "Museums Can Change; Will They?" *Democracy* 36, Spring 2015.
- (80) "Carbon Accounting and Economic Model Uncertainty of Emissions from Biofuels-Induced Land Use Change" (with R.J. Plevin, J. Beckman, A.A. Golub, J. Witcover), *Environmental Science & Technology* 49, 2015 DOI: 10.1021/es505481d
- (79) "Malthus und der Maler", *Brooklyn Rail* Oct. 2015
<http://www.brooklynrail.org/2015/10/art/malthus-und-der-maler>
- (78) "Mother-in-law units, the Swiss Army knife of housing policy", *San Francisco Chronicle* March 20, 2015 <http://www.sfchronicle.com/opinion/article/Mother-in-law-units-the-Swiss-Army-knife-of-6146658.php>
- (77) "Museums Can Change–Will They?" *Democracy* 36, Spring 2015.
- (76) "NIMBY Conflicts and California High-Speed Rail" (with Ander Audikana), in Pérez Henriquez, B. and Deakin, E. eds, *High Speed Rail and Sustainability: Decision-Making and the Political Economy of Investment in Mega Transport Projects*, Routledge-Taylor and Francis Group 2015.
- (75) "Can We Talk About the Audience?" *Art Practical* v5 #4, 2014.
- (74) "Cattle ranching intensification in Brazil can reduce global greenhouse gas emissions by sparing land from deforestation" (with A. Cohn, A. Mosnier, H. Valin, M. Herrero, E. Schmid, M. Obersteiner. *Proceedings of the National Academy of Sciences*, May 2014.
- (73) "Accounting for indirect land-use change in the life cycle assessment of biofuel supply chains (with Sanchez, S.T., J. Woods, M. Akhurst, M. Brander, T.P. Dawson, R. Edwards, A.J. Liska, & R. Malpas). *Journal of the Royal Society Interface* v. 9, 1105-1119 2012.
- (72) "Comment on 'Indirect land use change for biofuels: Testing predictions and improving analytical methodologies' by Kim and Dale: statistical reliability and the definition of the indirect land use change (iLUC) issue" (with M. Delucchi, R. Edwards, U. Fritsche, H. Gibbs, T. Hertel, J. Hill, D. Kammen, D. Laborde, L. Marelli, D. Mulligan, R. Plevin and W. Tyner). *Biomass and Bioenergy* 1(3). 2011
- (71) "Nuclear Waste Facility Siting and Local Opposition", Blue Ribbon Commission on America's Nuclear Future January 2011
- (70) "The greenhouse gas emissions from biofuels' indirect land use change are uncertain, but may be much greater than previously estimated" with R. Plevin, A. Jones, M. Torn, H. Gibbs, *Environmental Science & Technology* Oct. 13 2010
- (69) "Accounting for the water impacts of ethanol production" with K.R. Fingerman, M.S.Torn, D.M. Kammen, *Environmental Research Letters* 5 2010.
- (68) "Global Land Use and Greenhouse Gas Emissions: Estimating Market-mediated Responses" with T. Hertel, A. Golub, A. Jones, R. Plevin, & D. Kammen, *Bioscience* v60#3, 2010.

- (67a) "Confessions of a Non-Serial Killer" *Washington Monthly* May/June 2009.
- (67) "Fear Itself: Predicting and Managing Public Response to a WMD Attack" with S.J. Maurer, in *Weapons of Mass Destruction* MIT Press 2009
- (66) "Arts policy research for the next 25 years: a trajectory after *Patrons Despite Themselves*" *J. Cultural Economics* v. 32 #4 2009
- (65) "Proper accounting for time increases crop-based biofuels' GHG deficit versus petroleum" with R. Plevin, J. Martin, A. Kendall, E. Hopson, A. Jones, *Environmental Research Letters* 4 2009.
- (64) "The Border Conflict Between the Present and the Past: Programming Classical Music and Opera", *International Journal of Arts Management, Law and Society* Spring 2008 (with A. Turrini & F. Borgonovi).
- (63) "Pedagogy for Policy Analysis and Management", *Journal of Policy Analysis and Management* v. 27 # 4 2008..
- (61) "Environmental Agencies' Funding Sources Should Follow Their Diverse Business Models" *Policy Studies Journal* 2006.
- (60) "Ethanol Can Contribute to Energy and Environmental Goals" with A. Farrell, R. Plevin, B. Turner, A. Jones, D. Kammen,, *Science* Jan. 27, 2006
- (59) "Are Museums Safe From Terrorism?" *Boston Globe* August 27, 2005
http://www.boston.com/news/globe/editorial_opinion/oped/articles/2005/08/27/are_museums_safe_from_terrorism/
- (58) "High Stakes in the Music Business: Free music needn't be stolen music", *San Francisco Chronicle*, May 16, 2005 <http://www.sfgate.com/cgi-bin/article.cgi?file=/chronicle/archive/2005/05/16/EDGM7C907H1.DTL>
- (57) "Rhetoric: Memo to My Students", *Journal of Policy Analysis and Management*, v 23, #2 2004
- (56) "Lawrence Lessig, *Free Culture*" (book review) *Journal of Cultural Economics* v29 #2, May 2005, p. 148.
- (55) "The Impact of the National Endowment for the Arts in the United States: Institutional and Sectoral Effects on Private Funding", with F. Borgonovi, *Journal of Cultural Economics* v28 #1, Feb. 2004.
- (54) "Classroom Design for Discussion", *Journal of Policy Analysis and Management* Vol. 17, #1, 1998
- (53) "Attention, Value, and Exchange", in Benedikt, M., ed, *Value I (Center V.10)*: Center for Am. Arch. & Design, U. Texas Austin School of Architecture, 1997.
- (52) "Quality Assurance for Teaching in APPAM Schools", *Journal of Policy Analysis and Management* Vol. 15, #1, 1996.
- (51) "The Effectiveness of the California Surface Mining and Reclamation Act," Dept. of Conservation, Sacramento 1996.
- (50) "Facility Siting and Compensation: Lessons from the Massachusetts Experience," (with Debra Sanderson) *Journal of Policy Analysis and Management* Vol. 12, #2, 1993.
- (49) "Unlinking Age and Seniority to Encourage Innovation," *Innovating* summer 1992.
- (48) "Talk and Chalk: The Blackboard as an Intellectual Tool," *Journal of Policy Analysis and Management* Vol. 11, #4, 1992.
- (47) "Over the Transom and Into the Frying Pan: How the US Army Turned Down a Splendid Innovation and Why They May Have Been Wise To Do So", *Innovating* winter 1991.
- (46) "Formal Models for Government: Teaching to Do," , *Journal of Policy Analysis and Management* Vol. 10, #4, 1991.
- (45) "A Typology of Governmental Action," *Journal of Policy Analysis and Management* , Vol 8, #4, 1989.

- (44) "The Importance of Compensation and Joint Gains in Environmental Disputes," in Hoffman-Riem, W. & E. Schmidt-Aßman, eds, *Konfliktbewältigung durch Verhandlungen* , Nomos Verlagsgesellschaft, Baden-Baden 1990.
- (43) "Risk Anticipation as a Social Cost," working paper series, Lincoln Institute of Land Policy, 1992.
- (42) "Mandatory Work and Welfare," (with R. Leone), *Journal of Policy Analysis and Management* , Vol. 8, #2, 1989.
- (41) "Privatization as Strategic Management" (with R. Leone and M. Zegans) in *Private Prisons and Public Interests*, (D. MacDonald, ed), Rutgers U. Press, 1990.
- (40) "Environmental Management," in *American Society: Public and Private Responsibilities* (W. Knowlton and R. Zeckhauser, eds), Ballinger 1986.
- (39) "Performance Evaluation: Learning from Experience," *Journal of Policy Analysis and Management* , Vol. 5, No. 4, 1986.
- (38) "Bargaining and Negotiation in Risk Management; Hazardous Material Transportation," in *Transport, Storage & Disposal of Hazardous Material*, (H. Kunreuther and P. Kleindorfer, eds), Springer-Verlag 1986.
- (37) "Copyright: When is Monopoly Efficient?," *Journal of Policy Analysis and Management* , Vol. 4, No. 3, 1985
- (36) "Corian Kitchen Counters," *Fine Homebuilding* #27 1985.
- (35) "A Cure for Toxic Talk Syndrome," *Boston Observer* Vol. 3, No. 11, 1984
- (34) "Governments and Source Reduction of Hazardous Waste," *Hazardous Waste* , Vol. 1, No. 3, 1984.
- (33) "Artful Dodgers," *Boston Observer* , Vol. 3, No. 8, 1984.
- (32) "Indirect Aid to the Arts," (with Alan L. Feld), *The Annals* of the American Academy of Political and Social Science, Jan. 1984, Vol. 471.
- (31) "The Role of Research in Developing Cultural Policy," *Journal of Arts Management and Law* , Vol. 13, No. 1 , Spring 1983.
- (30) "Copyright," in *Journal of Cultural Economics* , Vol. 6, No. 1, 1982.
- (29) "How to determine view on bottle bill," *The Boston Globe* , Sept. 1981.
- (28) "The Country Mouse and the City Mouse", *Policy Analysis and Management* Vol. 1, No. 4, Summer 1982.
- (27) "Information Strategies as Regulatory Surrogates," in *Social Regulation* , Institute of Contemporary Studies (E. Bardach and R. Kagan, eds.), 1982.
- (26) "When to Pay for Sunk Benefits," (with David S. Mundel); in *What Role for Government?* (R. Zeckhauser and D. leebaert, eds.), Duke University Press, 1983.
- (25) "The Abandoned Gold Mine for the Arts: Is It Time to Reopen It?" *Design Arts* , Vol. 1, No.2, 1981.
- (24) "Enforcement and Source Reduction: Must We Subsidize Hazardous Waste?" Proceedings, New Jersey Institute of Technology/National Solid Waste Management Association Conference, 1980.
- (23) "Improving the Use of Information in Environmental Decision Making," *Environmental Impact Assessment Review* , Vol. 1, No. 3, 1981.
- (22) "Information Management and Public Choice", in *Research in Public Policy and Management* , JAI Press, 1980.

- (21a) Mandatory Deposits for Beverage Containers," Executive Office of Environmental Affairs, Commonwealth of Massachusetts, 1979 (with Ramona Flynn).
- (21) *Enforced Disclosure for Residential Energy Conservation* , (with Edward Allen and Avi Bar-Cohen) Maryland Energy Facility Siting Council, 1979.
- (20) "Improvement of Owner-Occupied Rental Housing: A Game-theoretic Study of the Decision to Invest," *AREUEA Journal* , Vol. 9, No. 1 1981.
- (19) "The Malthusian Nightmare of the Composer and his Audience," in *Economic Policy for the Arts* (W. Hendon, and J. Shanahan, eds.) Abt, 1980.
- (18) "Compensation for Development Impacts," *Environmental Comment* , 1978.
- (17) "Indirect Government Aid to the Arts: The Tax Expenditure in Charitable Contributions, (with Kerry Vandell, *Public Finance Quarterly* , 1970.
- (16) *Managing Social and Economic Impacts of Energy Developments* , Laboratory of Architecture and Planning, M.I.T., 1977 (with L. Susskind).
- (15) "Fair Compensation and the Boomtown Problem," *Urban Law Annual* , Vol. 14, 1977 (with Debra Sanderson).
- (14) "Not on My Block, You Don't -- Facilities Siting and the Strategic Importance of Compensation," *Public Policy* , Vol. 25, No. 4, 1977.
- (13) "Predicting the Local Impacts of Energy Development: A Critical Guide for Forecasting Methods and Models," Energy Impacts Projects, Laboratory of Architecture and Planning, M.I.T., 1977 (with Debra Sanderson).
- (12) "The Public's Use of Art: Visitor Behavior in an Art Museum," *Curator* Vol. 17, No. 4, December 1974.
- (11) "Should Museums Invest in Art?" *Museum News* , May 1975 (with Alan Feld).
- (10) "The Audience of the Museum of Fine Arts," *Curator* , Vol. 17, No. 2, June 1974.
- (9) "Why Do People Go to Museums?" *Museum* , Vol. XXVII, No. 3, September 1975.
- (6) Arup Associates and the Group Practice Experiment," *Progressive Architecture* , April 1971.
- (5) "Fence Designs to Keep Winds from Being a Nuisance," *Architectural Record* , July 1971.
- (4) "Designer's Dilemma," *Daedalus*, Summer 1969.
- (3) "Designing With Wind Tunnels," *Progressive Architecture* , March 1967.

Other Recent Papers (selected):

- (aa) Policy Design in the MPP Curriculum (with M. Schoeppe), APPAM Spring conference 2012, Washington DC.
- (ab) Environmental Risks and Opportunities in Cannabis Cultivation (with P. Alstone, D.L. Sanchez) BOTEK Analysis Corporation for Washington State Liquor Control Board, Sept. 2013
http://lcb.wa.gov/publications/Marijuana/BOTEK%20reports/5d_Environmental_Risks_and_Opportunities_in_Cannabis_Cultivation_Revised.pdf .
- (z) "Sustainability and the Low Carbon Fuel Standard", 2010, with Sabrina Spatari, Kevin Fingerman, Daniel Kammen, Alex E. Farrell
- (y) "Creating Markets for Green Biofuels: Measuring and improving environmental performance"(with Turner, B.T., Plevin, R.J., & Farrell, A. E.), Transportation Sustainability Research Center, UC Berkeley, UCB-ITS-TSRC-RR-2007-1
<http://repositories.cdlib.org/its/tsrc/UCB-ITS-TSRC-RR-2007-1/> (z) Uncertainty Analysis of Land Use Change Carbon Releases (with R. Plevin, A. Jones).

- (x) In Search of Quality Assessment for Pedagogical Practice (with R. Waugh)
http://www.appam.org/conferences/spring/dc2007/pdf/2007_APPAMSpringConference_backgroundpaper.pdf
- (w) Capitalizing Art Museum Collections: Awkward for Museums But Good for Art and for Society (GSPP Working Paper 2007)
- (v) Search (by) and Rescue (of) the Art Consumer in a Digital World (Association for Public Policy and Management Research Conference 2004, Jacob Marschak Colloquium, Mathematics in the Social Sciences, UCLA 2006, National University of Singapore Lee Kuan Yew School of Public Policy 2006, ACEI conference 2004, Chicago)
- (t) Business Models and Funding Mechanisms of the Department of Fish and Game, California
- (s) "The Audience for Environmental Indicators" (with Andrew Koehler), (Association for Public Policy and Management Research Conference 1996).
- (r) "Policy Options for California Fairs" (with Hector Cardenas), contracted report to California Dept. of Agriculture, July 1996.
- (q) "The California Environmental Impact Report: A Critique" (with Andrew Koehler), contracted report to Cal-EPA June 1996.
- (p) "Immaculate Correction" (Association for Public Policy and Management Research Conference, Chicago, 1995.
- (o) "No-Ceiling Government" (Association for Public Policy and Management Research Conference, Washington, 1994.
- (n) *The Effectiveness of the Surface Mining and Reclamation Act*, contracted report to California Legislature 1995.
- (m) "What's Special About Arts Management and How Do We Know?"
- (l) "Defect Seeking and Mediocrity Finding" 1993*

Teaching Cases

- Tacoma Neon Wars (procurement, arts policy, political process).
- Civil War Shoulder Arms (innovation, procurement).
- Helicopter Mast-bumping (safety, procurement, leadership).
- Envelopes--Production Exercise (Teaching note for existing case)
- Die Meistersinger von Nürnberg* (Wagner) (innovation and rules, ethics, governance, tradition; see paper (j))
- Peer Appraisal (see publication 39).
- Murder in the Cathedral* (leadership ethics). (The "case" is the play by T.S. Eliot; see paper (j)).
- Elizabeth Best and Exodus XII (leadership). (E. Best is an existing case from the B.U. School of Management, Exodus XII is the Passover; teaching note describes use of both together in class).
- Talleyrand at the Congress of Vienna (negotiation).
- Woburn Hazardous Waste (risk Management, analysis, use of statistics, political leadership).
- Budgeting (extended teaching exercise budgeting class sessions as introduction to fundamentals of politics and stakes in government budget process; teaching note in preparation).

Professional Service (selected):

Association for Public Policy Analysis and Management, program chair, Summer 2006
national teaching/curriculum conference; chair, Institutional Members (2005-
06), variously member Policy Council, Vice President, institutional
representative for UC Berkeley 1990-present .

Teaching:

Undergraduate and graduate level courses in:

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|--|--|
| --statistics and econometrics | --decision and game theory |
| --environmental policy and controls | --probabilistic models in social science |
| --cultural and arts policy | --code and regulatory reform |
| --environmental programming and assessment | --public management |
| --policy analysis | --program and policy design |

Direction of undergraduate, Master's and Ph.D. theses in:

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|------------------------------|--|
| --cultural policy | --low probability catastrophes and public policy |
| --land use and urban design | --environmental policy and enforcement |
| --state energy development | --management |
| --hazardous waste regulation | --public management |
| --arts and cultural policy | --energy & global warming |

Consulting and Executive Education:

Consulting to government agencies, non-profit institutions, industry and other clients,
domestic and foreign, and executive (mid-career) education on problems of:

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|--|---------------------------------------|
| --environmental impact
assessment development | --cultural policy |
| --strategic and operations management | --community planning and design |
| --institutional space management | --facilities design and planning |
| --Aerodynamics of the built environment | --curriculum design |
| --non-profit management | --hazardous waste policy |
| | --nuclear plant siting and management |

Languages:

French (fluent), Italian (advanced); Spanish (read, intermediate oral), German
(rudimentary), Portuguese (read, intermediate oral), FORTRAN (rusty).