GSPP Faculty and the Media
A Student Reporter’s Perspective
Teaching Journalism in the Era of Fake News
ON MONDAY MARCH 13, 2017, THE CONGRESSIONAL BUDGET OFFICE PROJECTED that 24 million people will lose health care coverage by 2016 under the Republicans’ health care bill. In this era of “fake news” and doubts cast on climate change data, unemployment statistics, and many other types of information, it has been heartening that this projection has (so far as of March 16) managed to survive Republican attempts to discredit it. There is also some irony in the fact that the head of the CBO is a handpicked Republican, chosen by the Republican Congressional leadership who elicited this endorsement from House Budget Committee Chairman Tom Price (now head of the Department of Health and Human Services) when he was appointed in February 2015. "Keith Hall will bring an impressive level of economic expertise and experience to the Congressional Budget Office. Throughout his career, he has served in both the public and private sector, under presidents of both parties, and in roles that make him well-suited to lead the CBO." (Press release from Price’s office on February 27, 2015 with headline “Price Applauds Appointment of Keith Hall as Director of CBO”).

HHS Secretary Price is not now so certain about Dr. Hall’s expertise, but the fact that CBO has once again undermined the pet plans of those in power by simply “running the numbers” is comforting. CBO did this at one point during the debate over the Affordable Care Act and the Democrats had to redesign the program to meet a budget target, and it has done it time and again for other pieces of legislation. There still seems to be some authority in carefully wrought projections from the CBO. But the number of credible institutions seems to be dwindling as people question the veracity of government officials, the news media, and scientists. This trend is not good for democracy, which relies upon thoughtful analysis to inform the public and their leaders.

The English philosopher Thomas Hobbes worried about nations dissolving into anarchy when the lack of authority led to a war of “all against all” that would make life “nasty, brutish, and short.” Hobbes’ fear of anarchy led him to favor absolute monarchy, but modern political theorists believe that authority and stability can reside in democracy — if we have a free press, competitive elections, and a rule of law.

A free press supposedly works through the “marketplace of ideas” but that venerable notion breaks down when people are not willing to trust the facts put forth by news outlets. It is as if everyone worried that all the products in the stores are defective and useless so that there is no reason to buy any of them. The situation is probably even worse when people trust just one news outlet (such as Breitbart, Fox News or MSNBC) and they allow it to have a monopoly over their thinking. It matters that people think that most products are worth what they sell for and it matters that people think that most news reports are truthful and honest. If the battle for facts becomes a war of “all against all,” then we have no firm starting place for a discussion of values and preferences.

Continued on page 8
Truth and Evidence

IN 2016, THE ASSOCIATED PRESS WAS AWARDED its 52nd Pulitzer Prize for a riveting investigative report about slavery in the Thai fishing industry. The story — the work of an internation- al group of AP reporters, photographers, and editors — drew worldwide attention and eventually led to the release of 2,000 enslaved men.

“That story was the ‘Emancipation Procla- mation’ for those men,” says AP CEO Gary Pruitt (MPP ’01/ JD ’02). “It happened to be in Bangkok when those articles were published,” he recalls. “The Prime Minister of Thailand said that the people who had reported this news should be executed. [We] ignored him.”

Since becoming CEO of AP in 2012, Gary has overseen the establishment of a bureau in Pyongyang, North Korea, testified to protect reporters’ sources from US Justice Department subpoenas, and helped steer the 170-year-old organization through a journalism landscape that is changing at a breathtaking pace.

The key in all this, says Gary, is for AP to stay true to its core mission.

“AP strives to be objective and its focus is fact-based journa- lism,” he says. “News is our truth north.”

Gary became CEO of the Associated Press in 2012. Prior to that, he was the head of the McClatchy Company, which operates 29 newspapers across the country. He traces his interest in journalism to his time in policy and law school where he focused on constitutional — especially first amendment — law.

Each day, the AP produces approximately 2000 text stories, 3000–4000 photos, 150 news videos and three live feeds of news on 175 countries. “That is the most comprehensive news report in the world and that’s every day, 365 days a year. “

“mostly through other media [which licenses content]. It’s the AP’s pivot point today,” he continues. AP strives to be objective and its focus is fact-based journalism. “News is our truth north.”

Garance’s reporting sometimes demands extensive and often- lengthy investigation, like the migrant youth story or the story she reported about Donald Trump’s behavior on the set of The Apprentice that subsequently led to the discovery of the Access Hollywood “hot mic” tapes. Other stories turn around much more quickly — a matter of a background check, as in the story about Donald Trump’s expert on voter fraud being registered to vote in three states — or are sent to her, as in the case of a leaked draft proposal showing that the Department of Homeland Secu- rity once considered mobilizing the National Guard to round up unauthorized immigrants.

In a time when many local outlets have lost the resource to do investigative reporting, Garance notes that the AP has added to its investigative “fire power” in recent years.

“I’ve certainly felt fortunate to be able to do this on a national stage and the global stage,” says Garance.

Challenges and Opportunities

Increased financial pressures and political polarization have cre- ated both challenges and opportunities for media organizations like the AP.

“The business model that supports news is changing,” says Gary. “Our customers are under pressure and we get the ripple effect of that, but we are diversifying. It helps that we’re global and that 40% of our revenue is outside the United States.”

Financial pressures have also affected the capacity of many, espe- cially local, news organizations to invest in investigative reporting.

“AP strives to be objective and fact-based, but still in this cli- mate we are under pressure and the AP produces approximately 2000 stories daily, our values remain clear and that is objective journalism. We’re continuing to do our job without being intimidated but also without being provoked.”

Fact-Checking “Fake News”

In this provocative and polarized environment, AP is one of sev- eral news organizations that have teamed up with Facebook to fact-check “fake news” stories (see sidebar).

“Facebook was very concerned about the fake news issue, espe- cially after the election. At the same time, they didn’t want to become editors or become involved in editorial decisions,” says Gary. “So they approached a handful of compa- nies, including the AP, to assist.”

AP has access to a Facebook dashboard where it is able to view and fact-check stories that are both popular and have been tagged by users as potentially false. Once debunked, the fake news story is linked to the fact-checked article. If shared, the fact-checked story will accompany it.

“This is an important thing to do and at the same time we don’t want to spend all our time debunking stories,” says Gary. “We have to gather news independently of this … [but AP’s been] fact-checking for decades, so it’s within our sweet spot.”

GSPP Training

Though their roles at AP are quite different, both Garance and Gary draw upon their Goldman School training.

“Being able to harness statistical research tools and well as other forms of quantitative analysis in the pursuit of truth has been invaluable to me,” says Garance. “Talking with Steve Raphael and Jack Glaser while I was at the School was really help- ful in thinking critically about qualitative research, as well as being willing to consider the counterfactual.”

“John Ellwood was also an anchor in shaping my understand- ing of various different federal agencies … and their internal pro- cesses and logic. His level of expertise about the motivation of the different agencies … and their own processes for formulating policy was illuminating for me.”

She notes the importance of understanding the policy levers at play in any given issue, whether policing, community develop- ment or the regulation of the electricity markets. “[The debates that I had with colleagues and professors at GSPP helped me form the questions that now guide my reporting.”

Gary similarly draws on GSPP’s signature analytical rigor.

“Statistical analysis and microeconomic analysis, that was something I wasn’t trained in when I was at AP, but was particularly helpful,” he says. “David Kirp helped me know how to tease apart issues, objectively hone argumentation, and that is objective journalism. We’re continuing to do our job without being intimidated but also without being provoked.”

For more about Garance Burke’s experience as an investigative reporter for the AP, check out the Public Policy Channel’s In the Arena.

http://www.ucltvs.public-policy

The Associated Press teamed up with Face- book to fact-check and tag some of the most popular false news stories on the platform.

IN THE ARENA

Do you have a story idea or tip for Garance? You can reach her at gburke@ap.org or on Twitter at @GaranceBurke

Do you have a story idea or tip for Garance? You can reach her at gburke@ap.org or on Twitter at @GaranceBurke

Have you heard a story that you think is worth fact-checking? You can reach Garance at gburke@ap.org or on Twitter at @GaranceBurke

the Associated Press

The Associated Press teamed up with Face- book to fact-check and tag some of the most popular false news stories on the platform.

Have you heard a story that you think is worth fact-checking? You can reach Garance at gburke@ap.org or on Twitter at @GaranceBurke

Have you heard a story that you think is worth fact-checking? You can reach Garance at gburke@ap.org or on Twitter at @GaranceBurke

The Associated Press teamed up with Face- book to fact-check and tag some of the most popular false news stories on the platform.

The Associated Press teamed up with Face- book to fact-check and tag some of the most popular false news stories on the platform.

The Associated Press teamed up with Face- book to fact-check and tag some of the most popular false news stories on the platform.
GSPP Faculty and the Media

LAST WEEK TONIGHT MIGHT NOT BE THE FIRST PLACE you'd expect to hear the name of a Goldman School faculty member, but during his Oct 30, 2016 show, comedian John Oliver cited and summarized Professor Rucker Johnson's research on school segregation, explaining that "not only did [Black students] exposed to more years of desegregation fare better, but their kids did, too." (http://bit.ly/JohnOliver-RuckerJohnson).

"Even though our main focus is research and teaching," says Professor Johnson, "we at GSPP embrace the importance of disseminating the research and policy implications to a much broader constituency, including policy makers and the people most directly affected by the policy."

Renowned for their rigor in research and writing, Goldman School faculty are increasingly exploring the influence their work can have on broader policy conversations. From interviews and op-ed to articles and social media, GSPP faculty are extending the reach of their research.

Perhaps the best example of this is Chancellor's Professor Robert B. Reich, former Secretary of Labor and public intellectual who writes, speaks, blogs (http://RobertReich.org) and tweets to his 405K followers. He is the author of fourteen books and co-created the documentary, Inequality for All. His next movie, Saving Capitalism, is due to be released through Netflix in late summer 2017.

"I like the challenge of turning ideas into stories and visual images that help people understand what's occurred," says Professor Reich. "Our documentary Inequality for All won several awards, and has become part of the curriculum in many high school and college courses dealing with inequality. We're hoping for a similar success in this film. This time, though, instead of starting in theaters, we're going straight to Netflix, in the hope that more people can see it sooner."

"The goal is to show the relationship between the increasing economic stresses on most Americans — stagnant or declining wages coupled with decreasing job security, and the sense that the political economy is rigged in favor of those with great wealth and power," he continues. "And also show how this has translated into a rejection of politics as usual by much of the electorate — resulting in Bernie Sanders's progressive populism and Donald Trump's authoritarian populism. Finally, we want to give a sense of the road ahead. All in 90 minutes."

Professor Johnson notes that academia often does not incentivize this type of outreach, but that it's important. "Journalists recognize the attention span of a typical reader is short and that the language of econometrics, economics, or statistics creates a significant barrier to entry," he says. "If we don't embrace the role of trying to translate what it means in non-technical terms, we lose some of the footprint that our work can have in the world."

"I'm as interested as ever in writing the papers that get into the top journals," says Professor Hilary Hoynes, "but my desire to engage the media has grown." In 2013, economics Nobel Laureate and New York Times columnist Paul Krugman wrote about Professor Hoynes' research on the Supplemental Nutritional Assistance Program (SNAP). In doing so, he not only catapulted her research into prominence but also helped people understand this important takeaway: during the Great Recession, food stamps helped keep millions of American out of poverty.

Professor Hoynes notes that when she was a young academic, she felt more reluctant about putting herself forward as an expert in her field. "Over time I've gained the confidence to realize that I have something to say about what's happening in the world," she says. "Now I'm much more inclined to engage with media requests when they come my way."

Professor Hoynes has also developed strong relationships with policy advocacy organizations like the Center on Budget and Policy Priorities and the Washington Center for Equitable Growth, who amplify her research findings via their communications platforms and their advocacy on the Hill.

"I write articles and op-eds when the expertise I have rises to the level where I know I can contribute and help people make better judgments," he says. "I want to help improve the quality of knowledge about subjects that have real societal implications."
Hilary Hoynes spent the Fall of 2016 on sabbatical and in residence at the Russell Sage Foundation in New York. She also served on the External Review Committee of Harvard University’s Department of Economics. After six years of service, she stepped down as Co-Editor at the American Economic Review this January. Hoynes released the policy brief titled “The Earned Income Tax Credit: A Key Policy to Fight Global Poverty.” In my recent inter- view with GSPP graduate Holly Harvey of the CBO (go to http://bit.ly/uctv-holly-harvey) you can see for yourself the pru- dence, thoughtfulness, and commitment to honesty that underlies the CBO’s work.

In this Policy Notes, we consider the larger issue of the future of the news media and the role that GSPP and other institutions play in making sure that the news media remain a trusted part of American democracy.  

By Pamela Larson (MPP/IAS Candidate ’18)  

In my first year at Goldman, I picked up a pen, notebook, laptop and tablet and began writing for UC Berkeley’s Daily Californian. As a former urban planner, I was sent to meetings on accessibility dwelling units (aka “in-law units” or “granny flats”), asked to write pieces on city infrastructure, and cover homelessness and housing. Though I had background knowledge on these topics, being a reporter was like taking a separate academic course for each article I wrote. For example, by speak- ing with council members, commissioners and citizens, I learned the intricacies of Berkeley’s barriers to increasing accessory dwelling units and the complexities involved in passing infra- structure bonds.

My interest in journalism began six years ago when I moved to Texas to better understand immigration policy at the US-Mexico border. As an undergraduate, I had been interested in immigration and felt that Texas would impart a different understand- ing of immigration than my home state of Illinois. I also knew that by knowing more individuals’ stories I would remain committed to this policy area. Whenever I returned to the Mid- west, I relayed the personal stories of immigrants I’ve dis- covered just how unfamiliar my listeners were with the immi- grant detention process. Some did not believe that immigration detention was even an issue until I carefully explained factors such as the difficulty accessing legal representation, a facility’s difficulty retaining qualified staff, or the financial cost of deten- tion — a figure that tops $2 billion each year, or $159 per day.  

As policymakers, we may first learn of adverse impacts of local policy from media, or discover new programs in a peer city on- line. By Pamela Larson is a concurrent MPP and Master of International Online and in person, we need to be highly aware of echo chambers, yet as a journalist in the urban Bay Area, I found that edge my reporting reflects the region’s liberal perspectives. While covering the January protests at the San Francisco International Airport, I attempted to find travelers who were upset by the pro- testers’ presence in the airport. Instead of criticism, I heard state- ments of respect from passengers whose flights were delayed, indiffERENCE FROM THOSE WAITING IN PAUSED TSA LINES, AND THAT indifference from those waiting in paused TSA lines, and that it took dozens of questions to finally find one woman — who was transferring at SFO from Hawaii — who thought pro- testers should stay outside the airport.

Whether my future work is in policy analysis or journalism, the knowledge I’ve gained as a reporter has been pivotal, not just to my understanding of local, state and national policies, but to the people whose lives they affect.
Career Coach Misty Loetterle

Misty Loetterle is a career coach with the Goldman School’s Master of Public Affairs degree program. Below, she discusses what ignited her interest in career coaching and what are great questions for mid-career folks to be asking.

What got you interested in career coaching in the first place? What opportunity did you see for this type of role?

My entire career has been focused on recruitment and talent development, but it wasn’t until I was a manager that I realized how much I enjoyed coaching. I had been doing it informally all along, I suppose, but then discovered it was a profession; I knew that was exactly how I wanted to support people.

You are working with Goldman’s Master of Public Affairs program, which draws mid-career professionals from all types of backgrounds. What kinds of goals and questions are drawing folks to the MPA?

The MPAs are unique students. Many of them have families. My entire career has been focused on recruitment and talent development, but it wasn’t until I was a manager that I realized how much I enjoyed coaching. I had been doing it informally all along, I suppose, but then discovered it was a profession; I knew that was exactly how I wanted to support people.

How do you help MPAs explore their career options?

I practice Positive Psychology Coaching, which means I work with students from a strengths perspective. This type of coaching encourages creativity, curiosity, and looking at the circumstances in which each of them will have the greatest chance of happiness and success. Together, we identify what they do best, what motivates and energizes them, the kind of work environment they thrive in, their leadership style, and how they want to contribute in their work. We also explore the fear and uncertainty that accompanies navigating a career transition. Students experience increased confidence and a strengthened belief that they can integrate their prior work experience with their current career goals to continue on an upward spiral. Once they have clarity on these things, we work together to frame how they’ll communicate their passion and strengths to employers and networking contacts, so they make a memorable impression.

What are three things people in a similar career stage could/should be thinking about as they look ahead?

1. Make it a point to check in with yourself periodically to assess how you are feeling about your work. Good questions to ask:
   - What percentage of time am I working on projects and tasks that motivate me and give me energy?
   - What percentage of time am I working on projects or tasks that drain my energy or give me stress?
   - Does my work bring me joy? Most of us have moments of being unhappy at work and that is normal, but if you wake up in the morning dreading going to work day after day, that is a sign that you are likely not using your strengths on a regular basis and/or the organization you work for doesn’t align with your values.

2. Remember that it’s never too late and fear is normal — fear is our way of telling ourselves, “This is really important to me.” In my private practice, I work with leaders and I’m always surprised that they have the fear of taking the leap and pursuing what makes them happy. It’s truly never too late!

3. Give yourself the permission and space to explore what other possibilities may be out there for you. You can do this with a coach, a trusted friend or family, and/or through self-work.

When are you not at GSSP, how do you like to spend your time?

When I’m not at GSSP, I’m traveling around the Bay Area working with organizational clients on how to bring their best selves to work. On my off days, you’ll find me hiking, in a dance class, reading, or spending time with my friends and family.

By Manasa Gummi and Anna Radoff

A GOLDMAN FAVORITE, PolicyMatters Journal has recently undergone a name change. We’re carrying forward the sixteen-year tradition of excellence, now as the Berkeley Public Policy Journal (BPPJ). We are continuing the tradition of publishing an excellent student-run journal, while exploring new opportunities to showcase the talents and knowledge of students, alumni and friends of the Goldman network.

The board voted to change the name as it examined the journal’s values, mission and vision. We felt it was important to attach the name “Berkeley” to our publication as a nod to the institution that the Journal is an integral part of and that has supported the development of our publication over the years. Moreover, in an effort to elevate the image of the Journal within the academic spectrum (and thereby attract talent from across the policy community), a rebranding of the Journal felt necessary and opportune. Upon careful deliberation within the team, discussion with faculty and administrators, and a dialogue with the University, we received final approval for the name change and implemented it in January 2017.

In addition to publishing a bi-annual academic journal, Berkeley Public Policy Journal publishes a weekly blog that features student and alumni perspectives on current events (http://berkeleypublicpolicyjournal.org). In an age when evidence-based analysis often is overlooked, the Journal is committed to providing an online platform for student and policy professionals to explore contemporary policy areas, apply academic knowledge to pertinent issues, and present their analyses. As the new Berkeley Public Policy Journal, we are working towards opening up our platform to the larger Berkeley community of writers and an even broader readership.

By Manasa Gummi and Anna Radoff

Editors-in-Chief

A GOLDMAN FAVORITE, PolicyMatters Journal has recently undergone a name change. We’re carrying forward the sixteen-year tradition of excellence, now as the Berkeley Public Policy Journal (BPPJ). We are continuing the tradition of publishing an excellent student-run journal, while exploring new opportunities to showcase the talents and knowledge of students, alumni and friends of the Goldman network.

The board voted to change the name as it examined the journal’s values, mission and vision. We felt it was important to attach the name “Berkeley” to our publication as a nod to the institution that the Journal is an integral part of and that has supported the development of our publication over the years. Moreover, in an effort to elevate the image of the Journal within the academic spectrum (and thereby attract talent from across the policy community), a rebranding of the Journal felt necessary and opportune. Upon careful deliberation within the team, discussion with faculty and administrators, and a dialogue with the University, we received final approval for the name change and implemented it in January 2017.

In addition to publishing a bi-annual academic journal, Berkeley Public Policy Journal publishes a weekly blog that features student and alumni perspectives on current events (http://berkeleypublicpolicyjournal.org). In an age when evidence-based analysis often is overlooked, the Journal is committed to providing an online platform for student and policy professionals to explore contemporary policy areas, apply academic knowledge to pertinent issues, and present their analyses. As the new Berkeley Public Policy Journal, we are working towards opening up our platform to the larger Berkeley community of writers and an even broader readership.

By Manasa Gummi and Anna Radoff

Editors-in-Chief

A GOLDMAN FAVORITE, PolicyMatters Journal has recently undergone a name change. We’re carrying forward the sixteen-year tradition of excellence, now as the Berkeley Public Policy Journal (BPPJ). We are continuing the tradition of publishing an excellent student-run journal, while exploring new opportunities to showcase the talents and knowledge of students, alumni and friends of the Goldman network.

The board voted to change the name as it examined the journal’s values, mission and vision. We felt it was important to attach the name “Berkeley” to our publication as a nod to the institution that the Journal is an integral part of and that has supported the development of our publication over the years. Moreover, in an effort to elevate the image of the Journal within the academic spectrum (and thereby attract talent from across the policy community), a rebranding of the Journal felt necessary and opportune. Upon careful deliberation within the team, discussion with faculty and administrators, and a dialogue with the University, we received final approval for the name change and implemented it in January 2017.

In addition to publishing a bi-annual academic journal, Berkeley Public Policy Journal publishes a weekly blog that features student and alumni perspectives on current events (http://berkeleypublicpolicyjournal.org). In an age when evidence-based analysis often is overlooked, the Journal is committed to providing an online platform for student and policy professionals to explore contemporary policy areas, apply academic knowledge to pertinent issues, and present their analyses. As the new Berkeley Public Policy Journal, we are working towards opening up our platform to the larger Berkeley community of writers and an even broader readership.
from the desk of Martha Chavez
Outstanding New Student Cohorts!

THE GOLDMAN SCHOOL of Public Policy’s student community continues to be as vibrant as ever with new and amazing student cohorts for the Master of Public Policy (MPP), Master of Public Affairs (MPA) and PhD Program. This past year, we matriculated over 90 MPP students, 25 MPA students, and 3 PhD students, all of whom have outstanding backgrounds and experiences representing over 75 universities throughout the US and world. Students hailed from countries such as India, Japan, México, Pakistan, the People’s Republic of China, Republic of Philippines, Russia and Singapore — 36% were diverse students from underrepresented communities. The Goldman School also has students in eleven concurrent degree programs with the Energy and Resources Group, Public Health, Law, International and Area Studies, Social Welfare, Engineering Programs (Chemical, Civil and Environmental), Electrical and Computer Sciences, Materials Science, Industrial Engineering and Operations Research, and Nuclear Engineering, and an Undergraduate Minor in Public Policy with over 300 active students each year.

Over the last few months, GSPP graduate students have been busy leading one or more of our 30 student policy clubs. In fall 2016, the student policy journal leaders officially changed the name of the Policy-Matters Journal to the Berkeley Public Policy Journal (BPPJ) to align the journal with other highly competitive research institutions that publish annual academic journals (see article about BPPJ on page 11). To view the BPPJ’s latest publications, visit https://berkeleypublicpolicyjournal.org/

Students also hosted exciting forums and policy discussions including a panel on “Lesbian Gay Bisexual and Transgender (LGBT) MPP Alumni in Elected Office” as well as a “Know Your Ballot” informal debate on some of the most controversial fall 2016 California ballot measures.

This spring, students are planning exciting events such as the 7th Annual Race and Policy Symposium sponsored by the Students of Color in Public Policy group and an annual alumni dinner for the Environmental Policy Group. In May, the students will host the first joint Advanced Policy Analysis (APA) and Capstone Analytic Project (CAP) Symposium where both MPP and MPA students will share their final culminating projects with the GSPP community. For more information about these client projects, visit: https://gspp.berkeley.edu/career-services/client-based-projects.

How to Be Successful in Media
(Hint: it’s the 48-hour project — now the 32-hour project)

By Sarah Baughn (MPP ’03)

I WAS DREADING the 48-hour project. Supposedly it was one of the most terrible rites of passage for first year GSPP students. The idea of picking a topic from a hat and then throwing myself into the process of ferreting out literature, experts, sources, and then writing a coherent recommendation seemed utterly unworkable to me. Policy papers needed to be shepherded over days! Writ- ing took multiple drafts and needed feedback and burnish- ing, at least by reading it to the cat, if not another human. So really, no, I was not OK with it. But somehow I managed to get through it — with valuable assistance from smarter second year students — and ended up on the other side with a newly validated ability to research and write a paper with substantive and useful information in what felt like not nearly enough time.

Fast forward some years into the future and you find me contemplating another short turnaround. But this time it’s a daily “2-hour project” — creating from scratch the in-depth contemplation of another short turnaround. But this time it’s the ability to research and write a paper with substantive and engaging enough to get our listeners can understand why we are devoting valu- able airtime to this story on this day. So it’s two or three ques- tions and answers, substantive and engaging enough to get the point across, illuminate a problem or raise awareness of a pressing issue that may affect some or all of our 545,000 evening news listeners.

Without the GSPP experience, without the trial of the 48-hour project, I would have been far less successful at handling the deluge of information one faces in a single news cycle. The ability to synthesize information quickly and accurately, spot the misleading statistic or the poorly sourced statement, definitely benefited my work as a media professional.

Sarah Baughn worked as a producer and director from 2003–2014 on the shows Pacific Time, The California Report, and KQED Local News. She is back at her alma mater as Executive Assistant to Dean Henry E. Brady.

alumni board Seeking Candidates

By Shelly Gehshan (MPP ’85)

AS IT TURNS OUT, serving GSPP alumni — meaning you of course — is fun. The Alumni Board ventured into new territory this year, with efforts to connect international alumni, increase diversity and research ways to expand GSPP’s social media presence. But we also focused on essentials, including:

• Recruiting coordinators in regions across the country to host events
• Helping classes plan reunions on important anniversaries, and
• Coordinating alumni calls to newly admitted students.

The GSPP community is rich in talented alumni. Newly elected to the board in March are Sarah Martin (MPP ’11), whom many know as the planner of the popular Bay Area picnics, and Corey Matthews (MPP ’15), who served as class representative for the class of 2015. They were elected to fill the term of Sarah Martin Anderson (MPP ’08, PhD ’13) and Swati Pande (MPP ’14) who stepped down from the Board in March — thanks to both of them for their service to the Board and the School.

Elections for 5 board members will be held this summer. We’re particularly looking for expertise in communications, fundraising, and working in the private sector. Nominations will open in late April — more information can be found at http://bit.ly/gspp-alumni-association.

2016–17 Alumni Board

Victoria Brown (MPP ’11)
Brittany Carter (MPP ’15)
James Chadam (MPP ’95)
Ginny Pang (MPP ’08)
Mary June Flores (MPP/MPH ’15)
Maureen Friar (MPP/MPH ’15)
Shelly Gehshan (MPP ’85)
Jay Liao (MPP ’11)
Corey Matthews (MPP ’15)
Julia Nagle (MPP ’11)
Enrique Ruacho (MPP ’12)
Armando Salcedo Cisneros (MPP ’10)
Jonathan Stein (MPP/JD ’13)
Lauren Vargas (MPP ’14)
Evie White (MPP/JD ’12)
**Doing Our Jobs**

By Daniel Borenstein

**IN THE FALL OF 1978, AS I STARTED my graduate work at GSPP, Berkeley voters were considering a rent control measure.**

As we examined it in class, the lesson quickly became clear: policy should be driven by good analysis before politics. Whenever else, we delved into a world of unintended consequences.

It's up to the policy analyst to deliver a neutral review of costs, effectiveness and alternatives, even if it doesn't meet the preconceived notions of decision-makers.

As we learned, the job of the analyst is not to provide what politicians wanted to hear, but rather what they need to know. Unfortunately, far too often today at the local, state and national level, that lesson is lost. I didn't go to work for government; I went to work covering it. I'm a journalist.

What I see today, from the outside looking in, is quite disturbing. Decisions are driven by agendas rather than solid analysis. This nation cannot even agree on the underlying facts. We now have "alternative" versions.

While the current presidential administration injected a new phrase into our lexicon, it's certainly not the first to ignore the facts in quest of an agenda.

And while the political left currently slams the right for its use of "alternative facts," neither side has clean hands. Worse, the policy analysts too often enable this fact-free decision-making by bending their work to fit the politics.

In California, the Legislative Analyst's Office has held itself to a high standard. In Oakland, the current administration, unlike those of the past, provides solid financial analysis even when the news is ugly.

Sadly, the same thing cannot be said in Richmond, where political trumps all. At BART, where a culture of political deception permeates the administration from the top down, or at CalPERS, the nation’s largest pension system, where solid staff analysis is superseded by political spin from another arm of the agency.

Meanwhile, at the national level, the president denigrated the highly regarded Congressional Budget Office before it had even unveiled its costing of the GOP health care proposal.

I have "alternative" versions.

Given the rates when local newspapers sent reporters to council meetings in every small municipality. Even when they could afford it, the coverage was often distorted and the financial implications.

That's because too many reporters don't know how to read, much less analyze, a budget. Too many are simply math phobic. If ever there was a time for the two professions to better understand each other, it is now. Good news coverage of government incorporates the same sort of analytical tools we were taught at GSPP.

And good government analysts understand that in an informed democracy, the public should understand the decisions its government leaders are making. That requires transparent communication between our two professions.

As the first graduate of both the journalism and public policy master's programs at Cal, I always hoped the two schools would develop an ongoing academic relationship.

For me, the analytical tools learned at the then-Graduate School of Public Policy shaped my understanding of government and my approach to journalism. Good journalism should be driven by solid analysis.

A journalist's role is not to please sources, but to tell it like it is. That's what they need to know. Sound familiar?

For the past decade, I've worked on the editorial page, where I can inject opinion into my writing. But, still, the opinion starts with the analysis, not the other way around. G

---

**Teaching Journalism in the Era of Fake News**

By Donna Leff

**DONNA LEFF (MPP '78/PHD '82) is a professor of journalism at the Medill School of Journalism at Northwestern University and a faculty affiliate of the University’s Institute for Policy Research. She spoke with Policy Notes about the impact her GSPP education had on her work as a journalist and educator, and why there's nothing particular new about "fake news."**

You started as a journalist in the late sixties, then went to policy school.

**Why did you decide to come to (what was then) the Graduate School of Public Policy?**

Honestly, I barely knew what a policy school was when I applied in 1976. I had been working as a journalist for 8 years and I knew that I wanted more education and I wanted a career teaching. Someone in the Journalism School at Berkeley thought I'd be a good fit so I applied.

**How has your public policy degree (and outlook) shaped your work as a journalist? Have you seen ways that good journalism has contributed to good public policy?**

GSPP changed my life and it rewired my brain. I took the required econ course first term with Lee Friedman and I was blown away by the analysis we learned. I had been writing about President Nixon's wage and price controls for the past few years, without ever having had a single course in economics.

Once I understood policy analysis — law, economics and political science — I approached journalism differently. I had been a general assignment and investigative reporter and most of my stories were about urban issues, which is what I went on to teach. All of a sudden, I knew how to think about policy, about what works and doesn't work and why.

Very early in my time at Northwestern, as a researcher at what is now the Institute for Policy Research, I was working on a proposal for a world's fair in Chicago, which was to be held on the 100th anniversary of the Columbian Exposition of 1893. I was reading a feasibility study that had a transportation section showing how people would get to the proposed lakefront site for the fair and I followed an asterisk to the solution, which was a people mover. I was reading a feasibility study that had a transportation section showing how people would get to the proposed lakefront site for the fair and I followed an asterisk to the solution, which was a people mover across Chicago's lakefront highways.

The asterisk read, "technology not yet invented." Our task force (and many others) showed the fair organizers that maybe its implementation plan wasn't such a good idea and of course the fair never happened.

You participated in several discussions in 2004 around the Jayson Blair plagiarism incident. And now, fewer than fifteen years later, we are in the era of “fake news.” How do you help your students grapple with the importance of journalistic integrity and fact-based reporting? Do students seem receptive to this?

Fake news did not begin with Jayson Blair and I think that's the wrong lens to understand today's media landscape. I have a very fat hoax file in my office, dating back years before the internet. Several of the pieces involve Janet Cooke, who in 1991 won a Pulitzer for feature writing with the Washington Post for a story about "Jimmy," an 8-year-old heroin addict in Washington DC who lived for a fix. In another context, I cited the story as part of my dissertation proposal and Professor Percy Tannenbaum, a GSPP social psychologist who died in 2009, made the margin note, "How do you know?" when I described her fabricated story as an "aberration." I can only imagine what he'd say now.

I don't really like the term “fake news” and I don't use it much in my teaching because I don't think false stories are some kind of new journalism genre or the result of some broad conspiracy.

One instant result of anyone being able to blog or tweet or post content to a website is a blurring of professionals and amateurs. Some of the “better” fabrications are fairly hard to recognize as unreliable — and my experience teaching science writing is helpful here. Scholarship purporting to prove intelligent design or the falsity of the anthropic principle can appear on an institute website to look like authentic academic work.

That makes it much harder to detect than posts on overly partisan or advocacy websites. The false stories have been around for a long time but their distribution has changed and now can be more efficient and more targeted. Anyone can choose to pass on false information using hospitable social media feeds. And just as scientific falsehoods are difficult to extinguish once they are in the ecosphere (for example, the patently false link between autism and childhood vaccinations), so lies to promote a political cause are similarly intractable once they are in the ecosphere (for example, the patently false link between autism and childhood vaccinations).

Scholarship purporting to prove intelligent design or the falsity of the anthropic principle can appear on an institute website to look like authentic academic work. Everyone can choose to pass on false information using hospitable social media feeds. And just as scientific falsehoods are difficult to extinguish once they are in the ecosphere (for example, the patently false link between autism and childhood vaccinations), so lies to promote a political cause are similarly intractable once they are in the ecosphere (for example, the patently false link between autism and childhood vaccinations).

Anyone can choose to pass on false information using hospitable social media feeds. And just as scientific falsehoods are difficult to extinguish once they are in the ecosphere (for example, the patently false link between autism and childhood vaccinations), so lies to promote a political cause are similarly intractable once they are in the ecosphere (for example, the patently false link between autism and childhood vaccinations).

And when it comes time to turn to voters for more money, the tax consequences of bond issues, for example, are usually conveniently omitted from the ballot language. Or the true purpose for the new money is kept hidden until after the election.

I'm a journalist. I can inject opinion into my writing. But, still, the opinion starts with the analysis, not the other way around. G

---

**What do you think is the most important thing you learned at GSPP?**

"Integration" is helpful here. Scholarship purporting to prove intelligent design or the falsity of the anthropic principle can appear on an institute website to look like authentic academic work.

That makes it much harder to detect than posts on overly partisan or advocacy websites. The false stories have been around for a long time but their distribution has changed and now can be more efficient and more targeted. Anyone can choose to pass on false information using hospitable social media feeds. And just as scientific falsehoods are difficult to extinguish once they are in the ecosphere (for example, the patently false link between autism and childhood vaccinations), so lies to promote a political cause are similarly intractable once they are in the ecosphere (for example, the patently false link between autism and childhood vaccinations).

And when it comes time to turn to voters for more money, the tax consequences of bond issues, for example, are usually conveniently omitted from the ballot language. Or the true purpose for the new money is kept hidden until after the election.

I'm a journalist. I can inject opinion into my writing. But, still, the opinion starts with the analysis, not the other way around. G

---

**What would you most like to pass on to the next generation of journalists?**

I'd like to think that my students know how to think clearly, to write well, to find the information they are seeking and to tell their stories with integrity. In some respects, I'd like the next generation of journalists to share the values of all the generations that preceded them, being fearless in speaking truth to power. G

---

Daniel Borenstein is a columnist and editorial writer for the Bay Area News Group. He has been a journalist for 37 years, with previous assignments as political editor, Sacramento bureau editor, projects editor, and assistant metro editor.
event highlights Alumni Dinner

A TRADITION SINCE 1999, the 2016 Alumni Dinner gathered Goldman School alumni from across the country and the world. US Ambassador to Uzbekistan Pamela Spratlen (MPP ’81, pictured above with Dean Henry E. Brady) was honored as the Alumna of the Year and Joy Bonaguro (MPP ’11, pictured below with Professor Sarah Anzia) received the 2016 Innovation Award for her work as the Chief Data Officer for the City and County of San Francisco.

Friends and Classmates of Pamela Spratlen: Marilyn Katz MPP ’81, Lesley Cummings, Sam Rada, Phil Kipper, Peter Goldstein MPP ’81, Paula Mishima, Jocelyn Burton. Standing: Greg Tong MPP ’81, Sally Kipper, Don Falk MPP ’81

Karen Huynh MPP ’17, Adile Quennarouch MPP ’16, Joed Hun Seong MPP ’18

Christine Fry MPP ’07, David Jacobowitz MPP ’07, Martha Chavez, Greg Kato MPP ’06, Gan Bai MPP ’06, Ben Lum MPP ’06, Betsy Block MPP ’06, Amanda Johnson MPP ’07, Michael Colvin MPP ’07

Class of 95: Jenny Wodinsky MPP ’95, Marty Johnson, Julia Veghte MPP ’95, John Hunter, Debbie Leland MPP ’95, Jaimy Chaddam MPP ’95, Espie Greenwood, Alex Greenwood MPP ’93, Andrew Wilda MPP ’95/PhD ’01, Professor Alex Gelber

Pamela Spratlen MPP ’81 and Family: Linda Strack, Dr. Thaddeus Spratlen, Mount Allen Sr., Pamela Spratlen MPP ’81, Patricia Etem, Mount Allen

Mathias Gibson MPP ’18, Zineb Bousoubaa MPP ’18, Daniel Blaustein-Rajto MPP ’17, Christina Baumgardner MPP ’16, Ahmad Sultan MPP ’18, Carrie Rosenzweig MPP ’16, Adile Quennarouch MPP ’16, Sonja Petek MPP ’16, Cybele Kotonias MPP ’18

Class of 2011 and Friends: 1st Row: Bobby Rullo, Jessie Oettinger MPP ’11, Jay Liao MPP ’11, Danielle Love MPP ’11, Joy Bonaguro MPP ’11, Noor Dawood MPP ’11, Jula Nagle MPP ’11, Deirdre Parsons MPP/MPH ’11, Justin Ellsworth. 2nd Row: Sarah Swanback MPP ’11, Peter Masia MPP ’11, Jonathan Stein MPP/PhD ’11, Jacob Dumes MPP ’11, John Minot MPP ’11

Larry Hill, Elisabeth Kersten MPP ’71, Carolyn Lane, Ron Hunt ’76, Sheila Landsverk, Barry Murphy ’76, Professor Michael Nacht, Liz Hill ’75, Professor Bob Reisch
alumni

Corey Ponder

Corey Ponder (MPP ’09) is a privacy program manager at Facebook. Policy Notes spoke to him about what the transition from DC to Silicon Valley and which parts of the GSPP toolkit have been most useful for his tech job.

After graduation, you went to DC to work in national security. What brought you back to California and into the tech sector?

I came to Goldman very interested in the tech sector. I enjoy most were entrepreneurial in spirit — creative problem solving, developing new analytic methods, advocating for solutions with cross-functional stakeholders — and running analytic and operational programs. The tech sector had a culture and reputation of cultivating this creativity as the default mode for its employees, which was certainly alluring to me. Tech companies were also confronting interesting and complex policy challenges on a global scale due to the popularity and expansion of these brands.

What do you do at Facebook?

I work with cross-functional teams to ensure privacy protection for Facebook users when we introduce new features and products related to Facebook Groups and Messages. I spend most of my days communicating with teams across Facebook — lawyers, policy experts, designers, product marketers, engineers, managers, and communications professionals — to drive the company toward a product direction that works for every stakeholder and prioritizes the interests of people on Facebook.

How does your GSPP training impact your work?

The two biggest influences that GSPP has had on my current work and my time in DC can be traced to the Eightfold Path and ... quant. The Eightfold Path is my holy grail for structuring my analysis or even my approach to general problem solving. I have used this countless times to help teams I am on identify potential pieces of the puzzle they may be missing during a conversation and also for effectively crafting a communication and recommendations. I spend a great deal of time multitasking and managing many different projects at various points of progress and with their own sets of challenges. The Eightfold Path helps me quickly identify next steps by identifying where I am in that process and what I need to move forward.

Quaint was one of the areas of the curriculum that I thought would be least useful to me as I moved forward professionally after graduation; however, having this unique skillset actually was a key factor in helping me land my first role out of Goldman as an analytical methodologist. Over time, I found this skill to be useful for opening new doors and opportunities. Currently, being able to communicate in terms of data analysis, measurable outcomes, and querying language helps me relate to my technical stakeholders as I advocate for changes and product improvements.

What are some of the most relevant policy questions you engage with at Facebook?

At a high level, privacy policy often includes conversations on the storage, update, and collection of data, and how people can control and access the information they share online. These conversations — industry norms and expectations, regulations and laws, and people’s perception and trust — are ever-evolving. The changing nature of the discussion means that I can always look forward to a new challenge.

What advice and perspective would you offer to GSPP students interested in working in tech?

My first piece of advice is to think about the difference between skills versus experiences, then sell the skill. When I first began applying to roles in the tech space, I highlighted several professional experiences that I thought most closely aligned with the job description or job title — for example, highlighting project manager experiences because the company asked for a project manager. Over time, I focused less on shaping my narrative around prior experiences and began shaping it around learned skills. This helped me communicate more clearly about the actual problem solving, execution, prioritization, communication, and relationship building. It also helped me parse out common themes across my experiences and tell a better story about how I could benefit the company.

My second piece of advice may be obvious: leverage technology and social media to get your foot in the door. I learned pretty quickly that I needed to be thinking about my digital presence as I began applying for roles at these companies. For instance, I hadn’t updated my LinkedIn profile in years, and I soon realized, not only do these companies use these for reference, but recruiters are often actively looking for talent there. Beyond just marketing yourself well, it helps build industry knowledge and projects a curiosity that I believe most of these companies look for. In addition to LinkedIn, I invested more time and energy into my community such as managing a blog and some social media platforms, apps, and emerging technologies. G

ANDREW LOMELI (MPP ’13) is a policy associate with the National Hispanic Media Coalition (NHMC) in Washington, DC. He spoke with Policy Notes about net neutrality, media policy and the importance of empowering diverse stories.

What is your role at the NHMC and what is its mission?

NHMC is a media advocacy and civil rights non-profit working for the advancement of Latinos and ensuring a media environment that is fair and inclusive of Latinos. We are based in Los Angeles and work closely with networks and production companies to ensure that Latinos are represented both behind and in front of cameras. We hold several events each year that honor outstanding contributions to the portrayal of Latinos in the media. Just last week, we hosted our 20th annual Impact Awards Gala in Beverly Hills, where we honored actress Karla Souza (How to Get Away With Murder), the animated series Elena of Avalor, the Netflix series One Day at a Time, and writer/producer Roberto Orci, among others.

As a Policy Associate at NHMC, I help conduct research and draft comments on media and telecommunications policy. I also help manage strategic partnerships with ally organizations as well as elected officials and their staff in Washington, DC. The NHMC also combating hate speech in the media and works to ensure that media outlets understand exactly what hate speech is and how it can create negative perceptions of certain communities and even incite violence. Part of ensuring that Latinos are empowered to tell their stories means that Latinos must have access to telecommunications services — the internet has provided a great platform for Latino content creators to reach new audiences, especially after a history of traditional media outlets mostly stereotyping our community.

A fervent defender of Net Neutrality, NHMC is devoted to ensuring the internet remains democratic and open, maintaining the changing nature of the discussion means that I can always look forward to a new challenge.

How did you go from GSPP to your policy role at NHMC? Did you have an interest in media issues while you were at GSPP?

I’ve always been interested in media policy. Growing up, I didn’t see very many brown faces on TV or in movies, and when I did, they were mostly cast in a negative light, such as being gang members or criminals. It’s important that children see positive portrayals of people who look like them so that they are empowered to truly chase their dreams with the knowledge that their skin color or upbringing doesn’t automatically assign them to certain roles in society. Just as important, in many areas throughout the US, the only exposure some communities have to people of color is through the media, and negative portrayals of specific groups in these cases play a significant role in shaping attitudes and perspectives.

Throughout the past few years, we helped put together several studies demonstrating that subjecting to specific portrayals of Latinos in the media will influence whether viewers perceive the Latino community positively or negatively.

As you consider the media landscape, what are some of the most critical policy issues that need to be addressed?

I am very much concerned with the way the media continues to portray people of color as well as how it processes hate speech. We hope to keep the media accountable for calling out hate speech when they see it and not referring to it by other, more palatable terms.

How has GSPP been particularly helpful to you?

Well the biggest thing I got from GSPP was my future employer, as NHMC was actually my APA client! G

Andrew addresses the Congressional Hispanic Caucus Institute. Left: Andrew addresses the Congressional Hispanic Caucus Institute.
but continues to be used in children's vaccines, and remains controversial because several large studies in the 1990s such vaccines were administered ear-

ters attend American colleges.

Garrette Clark (MPP ’94) currently leads UN Environment’s Sustainable Lifestyle work. She

Kristin continues to work for a ban on the use of mercury in medicine and dentistry and

Jeff Scott (MPP ’84) continues to enjoy serv-

Marlalena Rivera’s (MPP ’11) dissertation, Inequality and Privatization in School District Facilities Financing: A Mixed Methods Study, was awarded the AERA Division L Outstanding Dissertation Award.

Stephen Rosenbaum (MP ’78) and Leslie Hall (MP ’77), Shelly Gehshan (MP ’85), Ashley Blais Lima (MP ’14), and Sulling Homay (MP ’08) at a recent meet up in Austin, TX. Photo courtesy of Alina Huber.

Our early class cohorts are a mainstay of our alumni giving. They are far enough along in their careers to have fully expe-

The numbers detailing GSP alumni giving tell a story of commitment to the increasingly important principle of alumni giving back. Over the long term, our alumni give back what they can, when they can, to the Goldman School.

Compared to peer professional schools at UC Berkeley, our alumni are over-

Previously, he had been a professor of political economy and a fellow at the Na-

Continued on the back page

from the desk of Annette Doornbos

Giving Back: GSPP’s Alumni Set the Standard

NUMBERS CAN TELL SOME OF THE BEST STORIES and the data for Goldman School alumni giving offers a very good one. The numbers detailing GSP alumni giving tell a story of commitment to the increasingly important principle of alumni giving back. Over the long term, our alumni give back what they can, when they can, to the Goldman School. Compared to peer professional schools at UC Berkeley, our alumni are overwhelmingly willing to invest in today’s students and in GSP’s future.

Both historically and over the last five years, our alumni take the lead in par-

ty patients to the South Bay to work on her new book, and she is engaged with multiple aspects of the field.

Charles Parsons (MPP ’16) worked with policymakers on a bill to ban practices by restaurants and retailers that use "chips" to discourage and dislodge homeless individuals and families, and settle a lawsuit filed by California Rural Legal Assistance from the desk of Annette Doornbos

Giving Back: GSPP’s Alumni Set the Standard

Our early class cohorts are a mainstay of our alumni giving. They are far enough along in their careers to have fully expe-

The numbers detailing GSP alumni giving tell a story of commitment to the increasingly important principle of alumni giving back. Over the long term, our alumni give back what they can, when they can, to the Goldman School.

Compared to peer professional schools at UC Berkeley, our alumni are over-

Previously, he had been a professor of political economy and a fellow at the Na-

Continued on the back page

from the desk of Annette Doornbos

Giving Back: GSPP’s Alumni Set the Standard

NUMBERS CAN TELL SOME OF THE BEST STORIES and the data for Goldman School alumni giving offers a very good one. The numbers detailing GSP alumni giving tell a story of commitment to the increasingly important principle of alumni giving back. Over the long term, our alumni give back what they can, when they can, to the Goldman School. Compared to peer professional schools at UC Berkeley, our alumni are overwhelmingly willing to invest in today’s students and in GSP’s future.

Both historically and over the last five years, our alumni take the lead in par-

ty patients to the South Bay to work on her new book, and she is engaged with multiple aspects of the field.

Charles Parsons (MPP ’16) worked with policymakers on a bill to ban practices by restaurants and retailers that use "chips" to discourage and dislodge homeless individuals and families, and settle a lawsuit filed by California Rural Legal Assistance
Center on Civility & Democratic Engagement

Mission
Public dialogue lacks civility and the current heightened political divisions threaten both meaningful democratic engagement and broad participation in efforts to address social problems.

The Center on Civility & Democratic Engagement (CCDE), focuses on preparing current and future leaders to successfully engage people of diverse backgrounds and viewpoints in the resolution of public policy issues by supporting:

- Research into understanding the political, ideological and cultural factors that generate conflict
- Teaching based on the research that equips students with skills in collaborative leadership and consensus building
- Fellowships and Internships for Goldman School graduate students' and Berkeley undergraduates interning in Washington DC
- Public Events featuring topical speakers

Leadership
Faculty Director: Dan Lindheim, Professor of Practice
Program Director: Larry Rosenthal, Senior Lecturer of Public Policy

Mission
The Berkeley Institute for the Future of Young Americans seeks to make national, state, and local policy sustainable and fair across generations. The Institute’s mission is to promote high-quality, non-partisan research with the aim of advancing the following broader goals:

- Generate a fact-based, nonpartisan discussion at a national level regarding current budget issues facing our country and how best to invest in future generations.
- Develop sensible, research-driven policy proposals to equip stakeholders with the solutions needed to address these challenges.
- Promote bold leadership among Millennials in order to encourage civic engagement and ensure their generation’s long-term security and success.

Leadership
Executive Director: Sarah Swanbeck

Center for Studies in Higher Education

Mission
The Center for Studies in Higher Education (CSHE) is devoted to the study of systems, institutions, and processes of higher education. The Center’s mission is to produce and support multi-disciplinary scholarly perspectives on strategic issues in higher education, to conduct relevant policy research, to promote the development of a community of scholars and policymakers engaged in policy-oriented discussion, and to serve the public as a resource on higher education. CSHE brings to this discussion several distinct perspectives:

- A national and international and comparative focus
- A focus on higher education policy issues unique to California and its different tiers of education
- A focus on the specific strategic issues important to the University of California

Leadership
Interim Director: Michael Nacht, Thomas and Alison Schneider Professor of Public Policy
Carol Christ, Chancellor-Designate
John Aubrey Douglass, Senior Research Fellow
James A. Hyatt, Associate Director

Mission
The Center for Environmental Public Policy (CEPP) takes an integrated approach to solving environmental problems. By synthesizing scientific, economic, technical, social, financial and political understanding, CEPP collaborates to support the creation and implementation of public policies based on exacting analytical standards that carefully define problems and match them with the most impactful solutions. CEPP’s primary focus is on climate change, the key environmental challenge of our time.

Leadership
Executive Director: Ned Helme
Faculty Director: Solomon Hsiang, Chancellor’s Associate Professor of Public Policy
Faculty Director: Daniel Kammen, Class of 1935 Distinguished Professor of Energy in the Energy and Resources Group, the Goldman School of Public Policy, and the department of Nuclear Engineering; Director of the Renewable and Appropriate Energy Lab (RAEL)
The Center for Studies in Higher Education (CSHE) provides a scholarly forum for policy analysis in higher education and is engaged in a growing program of research on higher education policy development and implementation. Founded sixty years ago and reporting to the Executive Vice Chancellor and Provost, it was incorporated as a Goldman School research center on July 1, 2016. Professor Michael Nacht, former Goldman School dean, currently serves as the Center’s Interim Director.

The Center has a distinguished history. It was founded with a major grant from the Carnegie Corporation and its charter was developed by UC Berkeley Chancellor Clark Kerr, Carnegie President John Gardner, and Professor T.E. McKinnon (former Chancellor of the University of Buffalo), the Center’s first director. The CSHE had five initial purposes:

- Be constituted as a University-wide, rather than a Department of Education, organization.
- Develop a research program involving a multi-disciplinary staff.
- Provide for progressively widening inclusion of faculty members in the continuing research.
- Conduct special conferences under the auspices of an all-University agency.
- Support research fellowships of various levels of seniority and from a variety of fields.

In the early 1960s and 70s the Center grew into a major R&D center for higher education research. Following the decline in federal funding for the work, however, the Center shifted to an international comparative perspective. Over the next several decades, under the directorships of Professors Martin Trow, Neel Smelser, and Sheldon Rothblatt, the Center supported a growing number of international visitors and delegations interested in US and California’s pioneering higher education system.

In the late 1990s and into the 21st century, under directors Michael Heyman, Karl Pister, Jud King and Carol Christ, CSHE has provided a forum for significant discussions on UC system-wide and campus policy, in part because of its close ties with Presidents Emeriti Clark Kerr, David Gardner, and Richard Atkinson. CSHE is a unique campus setting where faculty, administrators, research fellows and policymakers can openly discuss complex problems, long-range strategies and future visions outside the immediate sphere of current decision-making priorities.

Most recently, CSHE scholarly activity has focused on student engagement and institutional improvement: the Student Experience in the Research University (SERU), directed by Senior Administrators, research fellows and policymakers can openly discuss complex problems, long-range strategies and future visions outside the immediate sphere of current decision-making priorities. The Center currently hosts several visiting scholars, most from abroad. It also sponsors the CSHE colloquia series about eight times each semester that has addressed topics ranging from distance learning to the need for a regional approach to Bay Area higher education. Goldman School faculty Henry Brady, Jesse Rothstein, Michael O’Hare and David Kirp have presented their research during the 2016–17 academic year.

Recent Center publications include John Aubrey Douglass, “The New Flagship University: Changing the Paradigm from Global Ranking to National Relevance” (London: Palgrave Macmillan, 2016), and Simon Marginson, “The Dream Is Over: The Crisis of Clark Kerr’s California Idea of Higher Education” (Berkeley: University of California Press, 2016). For a more extensive history of CSHE, including a list of publications past and present, and an extensive list of past affiliated faculty, research staff, and visiting scholars and policymakers, see the Center’s website: http://cshe.berkeley.edu/
Berkeley Global Programs

Spring Semester Fellows from the Government of India and Universiti Brunei Darussalam with Dean Henry E. Brady of the Goldman School and Dean Jeff Edleson of the School of Social Welfare.

Semester Fellows
It was another successful semester as Global & Executive Programs (GEP) graduated 14 outstanding fellows in Fall 2016: three civil servants from the Government of India, one student from New Zealand through our partnership with Tuaropaki Trust, and 10 fellows from the Hong Kong Civil Service. Two of our Government of India fellows left a permanent mark on public safety in Berkeley — after being hit by a car while crossing Oxford Street after class, Bharati and Deepu were not able to complete the semester. However, their courage and resilience paved the way for the City of Berkeley to install a pedestrian crossing with lighted signs and roadway markers, lighting the crosswalks for future students and pedestrians to decrease the risk of accidents. We are thankful for their smiling faces in spite of this accident, and glad to say that they have successfully recovered and are back at home with their families.

In January 2017, we welcomed nine new fellows to GSSP for the spring semester: five civil servants from the Government of India as well as four civil servants from the Universiti Brunei Darussalam. Our current five Government of India fellows come from a diverse array of postings, including the Federal Election Commission, Department of Sports, Ministry of Information and Broadcasting, and Central Vigilance Committee. The Brunei cohort of Concurrent Enrollment fellows includes civil and military service officers posted in the Office of the Prime Minister, Ministry of Tourism, and the Defense Attaché of Brunei to the United States. One Brunei fellow is jointly hosted by the School of Social Welfare, where he is studying social welfare programs and best nonprofit practices for implementation in Brunei and Cambodia.

The semester program provides our students with the opportunity to learn directly from young emerging leaders and build international partnerships. We are delighted to host them at GSPP this semester and further the mission of our global programs to develop Thought Leaders for a Just Society.

Executive Education Programs
GEP hosted two custom trainings in late fall. Ethics & Governance and Negotiations for Public Leaders. These two programs graduated a total of 40 top-tier Government of India civil servants, all whom serve under ministers, and have the tremendous power and resources to develop and implement new policies. Given the power and status of our program participants, GEP strives to build thought leadership for a just society, using cutting edge teaching methodologies, research pedagogies and experiential learning vis-a-vis site visits.

Our Executive Education Program continues its strong relationship with the Government of India. The November 2016 Ethics & Governance program was the third program of its kind and will continue for the next three years. India’s senior civil servants spent two weeks examining issues of values and power, anti-corruption, effective leadership, and strategic public management through classroom modules and site visits to the Oakland Police Department.

Negotiations for Public Leaders was hosted for the third time at the Goldman School and featured prominent site visits to the Port of Oakland and San Francisco, the Metropolitan Transportation Commission, and the Asian Art Museum’s Rama Exhibit. Leading the cohort of fellows was the Secretary of India’s Ministry of Culture. The program is designed to relay the essential skill of negotiation through international case studies, experiential learning modules, and applied theory, leaving fellows with a strong tool kit of tactics and techniques for use in their home country.

New MOU Initiative: Philippines
In December 2016, the Goldman School of Public Policy and the Development Academy of the Philippines signed a Memorandum of Understanding to establish an academic partnership for collaboration on future exchange programs for faculty and students. Led by Dean Henry E. Brady and President Antonio Kalaw, Jr., this exciting new venture also includes the possibility of joint research initiatives and the exchange of publications. The Development Academy of the Philippines is a government-owned and controlled corporation under the Office of the President of the Philippines.

The Hague Domestic Violence Project
The Hague Domestic Violence Project is pleased to announce the release of its fifth Judicial Bench Guide: The Hague Convention on the Civil Aspects of International Child Abduction in Cases Involving Battered Respondents: A Texas Bench Guide for State and Federal Court Judges. This Bench Guide was developed by the Texas Hague Convention Domestic Violence Bench Guide Consult Committee, which included two justices from the Supreme Court of Texas, a Texas federal district court judge, and practitioner’s from both the private and public sector. Assistant Dean Sudha Shetty has been invited to attend the Experts’ Meeting on Issues of Domestic/Family Violence and the 1980 Hague Child Abduction Convention, June 2017 at The University of Westminster, London.

The Hague Domestic Violence Project has been asked to consult on the development of a Judicial Bench Guide for Judges in Singapore.

Policy Notes is published twice a year by UC Berkeley’s Goldman School of Public Policy. Send questions or comments to Bora Reed, (510) 642-7591, borareed@berkeley.edu

Assistant Dean for External Relations and Development: Annette Doombos
Editor: Bora Reed
Editorial Assistant: Jessica Ying Fu
Design and Layout: Matt Vanderzalm, Design Site

Spring Semester Fellows from the Government of India at the MOU signing between GSPP and the Development Academy of the Philippines

Dean Henry E. Brady and President Antonio Kalaw, Jr. at the MOU signing between GSPP and the Development Academy of the Philippines
Class Notes
Continued from page 20

**Evan White** (MPP/JD ’12) left his job at the Consumer Financial Protection Bureau in January to be the first Executive Director for the California Policy Lab (CPL) at UC Berkeley. CPL was recently launched by a group of GSPP professors to create close working partnerships between researchers and government policymakers to help evaluate and improve public programs through rigorous scientific research and technical assistance. CPL aims to establish the infrastructure necessary to safely and securely merge large sets of administrative data. Evan cannot wait to catch up with GSPP folks in the Bay and is looking forward to the prospect of partnering with Goldman alums in state and local government in California.

**Kitty Williamson** (MPP ’75) joined the Resistance and is currently active in two groups in the Sacramento area: Indivisible Arden Park and #Resist: Carmichael. Actions to date include keeping abreast on several issue areas, writing and calling Members of Congress, meeting with legislators and making financial contributions.

---

**GET INVOLVED WITH GSPP**

**HIRE Students**
Post jobs, internships, or policy projects on GSPPjobs, GSPP’s on-line job posting system. [http://gsppjobs.net](http://gsppjobs.net)

**ENGAGE with GSPP Student Groups**
Student groups range in substance including Students of Color, Environment, International, Women, LGBT, and Youth. [http://gspp.berkeley.edu/student-life](http://gspp.berkeley.edu/student-life)

**CONTRIBUTE to Berkeley Public Policy Journal**
To achieve its full potential, BPPJ needs alumni input. Visit [http://berkeleypublicpolicyjournal.org](http://berkeleypublicpolicyjournal.org) for submission info.

**UPDATE Contact Information**
Visit GSPP’s website to update your alumni directory information and reconnect with fellow alumni. [http://gspp.berkeley.edu/directories/alumni](http://gspp.berkeley.edu/directories/alumni)

**FIND US on Facebook, Twitter and LinkedIn!**
Facebook — [http://facebook.com/GoldmanSchool](http://facebook.com/GoldmanSchool)
Twitter (@GoldmanSchool) — [http://twitter.com/GoldmanSchool](http://twitter.com/GoldmanSchool)

**WATCH the UCTV Public Policy Channel**