protecting vital interests
GSPP and National Security Policy
Dean's Message

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

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

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

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

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

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Editor's Note

WHAT KEEPS YOU UP AT NIGHT?

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

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

I’ve also been struck by the passion with which GSPP alumni, faculty and students approach their work. Characteristic of so much that happens among the Goldman School community, they are rising to the challenges of this difficult topic with intellectual acuity and unfailing energy. Here’s to a better night’s sleep. bora@berkeley.edu

Editor

Bora Reed
THE CYBER SECURITY CHALLENGE

BY MICHAEL NACHT

Core Elements

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

But the introduction of this technology has not altered the fundamental structure of world politics which remains an anarchical system of sovereign states marked by complex patterns of competition and cooperation. Not only are there deep animosities between and among states, but there are powerful terrorist groups and criminal elements that neither respect national boundaries. With the ease of use of new technologies, there are individual “hackers” who can cause significant mischief as well as politically motivated “hackers” who can conduct cyber operations in the service of larger political aims.

So the overall challenge is to facilitate the continued use of these technologies for the good of all while protecting against the potential application of these technologies for harmful purposes. The growing significance of cyber technology as a tool of national security policy illustrates the need for effective policies. When the internet was developed, the expectation was that this would be an unambiguous benefit to humankind. It could provide a modern form of espionage. But it is not purely for passive application.

The “mil” network was historically the sole domain of the military. The “gov” network was designed to be a means for government employees to communicate with each other and with their competitors or with the government and by the government’s limitations in providing sensitive or classified information to the private sector. For example, should we define categories of “major cyber attack” that are unacceptable, so-called “red lines,” that would likely trigger a major US retaliatory response?

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

The National Academies have already conducted several major studies looking at the appropriateness of offensive operations, cyber deterrence, and other issues. This is taking place as the executive branch conducts an intensive effort to sort out areas of authority and responsibility so that there is a coherent governmental response. Simultaneously, however, there is a growing chorus of concern that the threat is being “hyped” because the easier budgetary support is at stake. This is especially important at a time of extreme budgetary austerity, where some see cyber security as one of the few growth areas for the national security budget.

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

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

2. DETERRENCE POLICY — Much of the nuclear age has been marked by attempts to diminish the threat of nuclear attack by threatening to use nuclear weapons. Is there a similar concept of “deterrence” that can be applied to cyber threats?

3. AUTHORITIES AND RESPONSIBILITIES — If cyber attacks against US forces or critical infrastructure originate abroad, a response to them would almost surely involve violation of the sovereignty of the state where the attack originated. What is the legal basis for the US to conduct such operations? This is a very thorny problem. Moreover, there is a huge time lag between the threat and the execution of a cyber attack. Is there a need for joint military cyber defenses?

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

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The challenges, Jonathan finds his work at DoD deeply satisfying. “I hope we inspire, and allow ourselves to be inspired, by others around the world who are wrestling with the same economic, security and environmental issues.”

Megan Garcia (MPP ’10) is a fellow in the William and Flora Hewlett Foundation’s Office of the President. Before coming to GSPP, she worked on international trade agreements and foreign policy on Capitol Hill, which segued into a focus on national security, with work on the activities of private security contractors in Iraq and Afghanistan. “I enjoyed the unique combination of theoretical, practical, geopolitical and ethical considerations involved in solving national security problems,” she says. “Those strategic considerations are still the most engaging part of my work.”

At the Hewlett Foundation, Megan manages a portfolio of grants designed to reduce the probability of a state or terrorist nuclear attack. “Our funding aims to spur non-proliferation efforts worldwide and arms reductions by nuclear weapons states, as well as cultivate debate about the role of nuclear weapons in national security,” she says. “I enjoy being in touch with experts, decision makers, scholars and practitioners,” she continues. “It’s both challenging and rewarding to synthesize their work, understand the funding strategies of other foundations and assess where there are gaps that should be filled. In essence, my job is building relationships, asking a lot of the right questions and then using the information to build effective strategies.”

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

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

Kimberly adds that people at DoD are often surprised that she did her graduate work at UC Berkeley. “But the same people credit me for pragmatically assessing an issue’s potential alternatives and providing sound recommendations,” she says. “Those are skills I acquired at the Goldman School.”

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

In an organization that is as large as that of the Department of Defense, experiences and impressions from the tactical to the strategic ground level can often be lost or misconstrued as they make their way up the chain, particularly between military and civilian entities in the Department. As such, there is often a lack of understanding at the strategic, policymaking level at DoD about how decisions affect service members in the field on a daily basis. It is my mission every day to understand the tactical and operational levels as much as possible in order to better inform policy that has far-reaching effects. Gain ing the perspective of service members on the ground is often the best way to discover the truth. This rationale is why I

By Kimberly Jackson (MPP/MPH ’08)

As a Military Policy Specialist, I am often asked why I chose to attend graduate school at a traditionally left-leaning university like UC Berkeley. While commanding a stellar status for overall academic rigor, GSPP certainly is not traditionally associated with national security policy. The truth is, I did not attend GSPP so my career path would be easier, or to surround myself with people who think similarly to me. I came to acquire analytic credibility and to further develop a professional confidence that can only be gleaned by holding your ground even when in the minority. In my job as a Presidential Management Fellow in the Office of the Secretary of Defense at the Pentagon, my focus is special operations capabilities, which means I care about the foundations of the U.S. military: how we recruit, retain, train, improve, utilize, equip and take care of our special operations forces, like Navy SEALs, U.S. Army Special Forces, civil affairs teams, and other elements throughout the services that are increasingly relied upon in our current engagements. In an organization that is as large as that of the Department of Defense, experiences and impressions from the tactical to the strategic ground level can often be lost or misconstrued as they make their way up the chain, particularly between military and civilian entities in the Department. As such, there is often a lack of understanding at the strategic, policymaking level at DoD about how decisions affect service members in the field on a daily basis. It is my mission every day to understand the tactical and operational levels as much as possible in order to better inform policy that has far-reaching effects. Gaining the perspective of service members on the ground is often the best way to discover the truth. This rationale is why I
the US government to monitor the cyber communications of US citizens or, if necessary, to degrade or disable these systems? And who and how should these activities be monitored?

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

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

7. CROSS-DOMAIN DETERRENCE AND RESPONSES — If the US experienced a major cyber attack, it is not required that the response be in cyber space. What rules should govern the US response that could take a political, economic, diplomatic or military form? Would such actions be seen by potential adversaries as proportional or escalatory?

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

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

Kimberly Jackson
Cont’d. from page 7

have embedded with Special Forces teams focused on entirely unrelated issues — all for the same reason — we had an understanding of the rules of the road that left to specific executive branch agencies?

I wanted to take a bit of a sabbatical from politics and take some time to reflect, think and write. UC Berkeley does phenomenal work in public policy, law and business. So it’s a place that allows Dan and me to work in the areas of our passion and interest, and it’s a place that leverages confidence, pragmatism, and an ability to deconstruct complex problems into logical courses of action that leverage the opinions and experiences of those actors who will be directly affected. Further, it taught me that truth is not necessarily found in authority, convention, or the loudest voice. While I will always listen to and weigh another’s perspective, I will never apologize for seeking to advocate for practical truth in military policymaking. I steadfastly believe that ensuring the cost of doing business.

I’ve also learned a lot about what businesses are looking for as they make decisions about where they locate. Michigan has gone through a lot but our business-friendly policies have established a platform for growth that is bearing fruit. I’ve talked with a lot of manufacturers who will not come to California, period. These [advanced manufacturing] jobs are good, middle class jobs. California has got to reset the cost of doing business.

What are you most looking forward to as you move from the political to the educational realm? I hope to encourage many to serve, whether to run for office or in some other way. I strongly believe that we have been put on this planet, not just to serve ourselves, but others. It’s a privilege to be able to feed into the idealism and passion of the students. I feel honored to dip my soul and my back into these waters, to be around such great, smart people who want to give back. That, to me, is very exciting.

Kimberly Jackson
Cont’d. from page 7

Government Granholm Comes to GSSP

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

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


What brought you back to California and to Cal?

I wanted to take a bit of a sabbatical from politics and take some time to reflect, think and write. UC Berkeley does phenomenal work in public policy, law and business. So it’s a place that allows Dan and me to work in the areas of our passion and interest, and it’s a place that leverages confidence, pragmatism, and an ability to deconstruct complex problems into logical courses of action that leverage the opinions and experiences of those actors who will be directly affected. Further, it taught me that truth is not necessarily found in authority, convention, or the loudest voice. While I will always listen to and weigh another’s perspective, I will never apologize for seeking to advocate for practical truth in military policymaking. I steadfastly believe that ensuring the cost of doing business.

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leadership, to UC Berkeley. Among other things, she will also be teaching our MPP students and providing them with the wisdom gleaned from an extraordinary career in public service.

Dean’s Message Cont’d. from page 2

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

Along with former graduate student John McNulty, Dean Henry Brady published a paper in the flagship journal of the American Political Science Association, The American Political Science Review, on “Turning to the Right: Finking and Gating to the Polling Place.” The paper shows that changes in polling place locations can significantly reduce voting turnout. In February, Prof. Brady also spoke at the Russell Sage Foundation, the Social Science Research Council, on “The middle class with increasing income inequality. Would you endure greater risk of attack due to intelligence failures, rather than allow the government’s greater surveillance authorities over your phone data. The oversimplified extremes do not represent actual policy choices, but the casual observer of this debate might be forgiven for thinking otherwise.

The balance between civil liberties and security, particularly with regards to Fourth Amendment protections against unreasonable search and seizure and the government’s need for surveillance authorities, has been a contentious issue since the founding of this country. At that time, the focus was on protecting personal letters kept in a desk drawer. With each new development in communication technology, this balance has required significant recalculation. Telephone calls made via equipment owned and operated by third parties carried different expectations. One’s correspondence is rarely made available behind closed doors, let alone to the general public. Nevertheless, some of the data that has been made public has documented how the NSA has monitored telephone calls between surveillance conducted for the purpose of law enforcement and surveillance conducted for the purpose of national security letters.

By Zev Winkelman, JD Candidate

WOULD YOU TRADE ALL EXPECTATIONS of privacy in exchange for a complete guarantee of act, have been temporarily extended several times, in lieu of either permanent extension or more significant reform. Each time an expiration dead-

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

Given the sensitive nature of the data involved with issues of national security, confidentiality of the data is rarely made available behind closed doors, let alone to the general public. Nevertheless, some of the data that has been made public has documented how the NSA has monitored telephone calls between surveillance conducted for the purpose of law enforcement and surveillance conducted for the purpose of national security.

The lack of data due to issues of secular surveillance is unique to problems of national security. However, the need to evidence, alternatives, criteria, projected outcomes, tradeoffs, decisions, and stor-}

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By Joachim Seel

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

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

I joined the Renewable and Appropriate Energy Lab (RAEL) of Professor Dan Kammen, and consulted with the amazing student club, Berkeley Energy and Resource Collaborative (BERC), as well as with political advocates of the biogas industry. One key contact gave me the chance to join 40 environmenal and political officers and departments to change how they behave: they must help people find personal motivation for change rather than thinking merely in terms of regulations. Appropriate and proportionate incentives must be put in place, along with tools for successful change.

The Goldman School is an inspiring place which has opened up new worlds and has been a source of invaluable connections. One key contact gave me the chance to join 40 environmental ministers from around the world in a debate about a more sustainable future at the inter-ministerial conference on clean energy in California which will, in turn, help probation departments and officers create an environment that will help probationers change — I found an almost identical list in the organizational change literature. When I linked all this research to what we learned in Econ (real: incentives), I realized that the principles of change are the same, no matter what the context.

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

Now to apply these lessons — and my new love of numbers — to the rest of the state. G

joachim.seel@berkeley.edu

By Felicity Rose

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

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

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

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

The above list can be found in the literature on behavior change for individuals who have committed a crime. But in researching how to do my job better — how to create an environment in California which will, in turn, help probation departments and officers create an environment that will help probationers improve performance — I found an almost identical list in the organizational change literature. When I linked all this research to what we learned in Econ (real: incentives), I realized that the principles of change are the same, no matter what the context.

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

Now to apply these lessons — and my new love of numbers — to the rest of the state.

felicity.r@gmail.com

From the Desk of Martha Chavez

We have much to be proud of in 2011, particularly since this year marks both the 40th year anniversary of the Goldman School and the 30th year anniversary of the Public Policy and International Affairs (PPIA) Junior Summer Institutes Program. As a PPIA alumna and current Co-Chair of the National Board of Directors, I am proud that GSPP has hosted the longest program in the nation. PPIA is one of the largest diversity initiatives at the level of post-graduate education in the history of the United States, and is the largest such initiative in professional public service to support Master’s and PhD degrees for students from diverse backgrounds. Founded in 1981, and funded in the past through major grants from the Alfred P. Sloan Foundation, the Ford Foundation and the Kellogg Foundation, PPIA fosters diversity in public leadership by encouraging college students, who are committed to serving historically underrepresented communities, to pursue graduate school at some of the most prestigious US graduate schools of public policy and international affairs and then launch rewarding careers in public service. Over 100 students per year are inducted as new PPIA Fellows, and the program currently has more than 3,500 total alumni located across the US.

On July 15, 2011, the PPIA National Office will host all alumni who attended Junior Summer Institutes throughout the years, including Sloan Fellows, Woodrow Wilson Fellows, PPIA Fellows, as well as friends and supporters, to come together to celebrate 30 years of a fantastic organization that many credit with helping launch their careers in public policy and international affairs. The 30th Year Anniversary celebration, which includes a cocktail reception and dinner, will take place at the Liaison Hotel in Washington, DC. To purchase tickets or sponsor the DC event, visit: http://ppia.sloanuniversity.edu/events/30. In addition to the celebration, PPIA will also host a PPIA Public Service Expo, a graduate school and employer fair, on July 15th, 2011 at American University in Washington, DC. All registration and sponsorship information for the PPIA Public Service Expo can be found on the PPIA website: http://www.ppiaprogram.org/expo/

We are also excited about the collaboration between the PPIA National Office and Princeton University’s Survey Research Center to launch a survey of all PPIA, Sloan, and Woodrow Wilson alumni. The purpose of the survey is to learn more about the role of PPIA in DC 30 years later, the value of the JSI experience, and evaluate the role of PPIA in shaping the educational choices of participants. The survey will be launched this Spring 2011, and we will ask alumni, friends and consortium members to distribute the survey to as many PPIA, Sloan, and Woodrow Wilson alumni as possible. For more information about PPIA and how to get involved, join us on PPIA Facebook and LinkedIn sites or contact me directly.

martha_chavez@berkeley.edu

Students Joachim Seel

By Joachim Seel, MPP/ERG Candidate ’12

Students Felicity Rose

By Felicity Rose, MPP Candidate ’11

GOLDMAN SCHOOL OF PUBLIC POLICY | UNIVERSITY OF CALIFORNIA - BERKELEY
Cracking the Code

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

Kids First

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

From left: Rob Letzler (MPP '03, PhD '07), Professor David Kirp, Nick Ng do (MPP '09), Jameel Alshlam (MPP '06), Bethany Robertson (MPP '05), and Jassiah Foulk (MPP '08)

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

From left: Reid Harvey (MPP ’86 Acting Director, US EPA, Climate Change Division), Ned Helme, (MPP ’77, Founder & President, Center for Clean Air Policy), Lee Friedman (Professor of Public Policy), Chuck Shulock (MPP ’78, Environmental and Climate Policy Consultant, Former Assistant Executive Officer and Director of Climate Programs, California Air Resources Board) and Karl Hausker (MPP ’81 / PhD ’86, Vice President, ICF Consulting).

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

From left: Richard J. Gordon (MPP ’57), John A. Pritzker (MPP ’52), Richard F. Nunnally (MPP ’53), M. Kenton Cooley (MPP ’56), Robert B. Lewis (MPP ’58), and Robert E. Scott (MPP ’54)

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

From left: Robin Utah (MPP ’11), Richard J. Gordon (MPP ’57), John A. Pritzker (MPP ’52), Richard F. Nunnally (MPP ’53), M. Kenton Cooley (MPP ’56), Robert B. Lewis (MPP ’58), and Robert E. Scott (MPP ’54)

“The Economy” alumni panelists: (from left) Elizabeth Hill (MPP ’75, Former Legislative Analyst, State of California), Robert Reich (Chancellor’s Professor of Public Policy), Mickey Levy (MPP ’74, Chief Economist, Bank of America) and Jesse Rothstein (MPP ’03, Associate Professor of Public Policy).
The Alumni Association's purpose has remained constant: to strengthen the connection between students and alumni of GSPP Classes 2006-10 (and those graduating in spring 2011) to participate in a 1:1 match for all contributions up to $1,000 per donor. For example, a gift of $100 to GSPP becomes $200 due to a match by the UC Berkeley Foundation Trustees.

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

Due to rounding, numbers may not exactly sum to 100%.

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<thead>
<tr>
<th>Region</th>
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<tr>
<td>Bay Area</td>
<td>43%</td>
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<td>Other US locations</td>
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According to a recent regulation, and transportation policy. He is a leading expert on climate and air policies and has advised members of governments around the world. He is the author of more than 50 key studies on climate change, air quality, electricity regulation, and transportation policy.

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

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

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

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

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

The training in economics from Professor Lee Friedman and public policy analysis from then-dean Aaron Wildavsky proved more than 50 years later, in the 1990s, at a time when the SOX emissions trading program, which I worked on, was implemented. 

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

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

To start a nonprofit, you need to have a sound policy goal in mind. It is critical to be highly focused in your approach — you need to make a mark early to be successful. It’s also very important to build a diverse funding base that includes governments, foundations, corporate donors, individuals, and international donors.

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

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

We have worked for the last five years in the big developing countries — China, Brazil, India, Mexico, and Indonesia — and they are moving actively in climate policy. While the U.S. sorts out our domestic policy gridlock, we need to build concrete examples of policy actions in this next tier of countries whose leaders make real contributions to climate research.

The developing countries are key to the next stage of climate policy progress, and we must remember that climate policy is not a sprint, it’s a marathon.

The Alumini Association Board of Directors is seeking additional alumni to fill five available board positions, to be elected for a 3-year term beginning in September 2011 (there are a total of 15 board members). Elections will take place in June 2011. The Alumni Services committee is working to increase the number of GSPP alumni that utilize the alumni directory. We strongly encourage all GSPP alumni to login to the Alumni Directory and update their contact information.

The committee will continue to work with both mentors and mentees about program expectations and available resources. This March, the committee was also involved in matching GSPP alumni volunteers with newly admitted students who were making the very important decision of where to attend graduate school.

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

Contact Us

Contact the GSPP Alumni Board of Directors with comments, questions, or to discuss the work of the Alumni Association at gppaa_chair@lists.berkeley.edu.
Kevin Gurney (MPP ’96, PhD ’04, CO State) was named Sigma XI’s (national science association) 2010 Young Investigator of the Year. His first child, Hayden, Sea Gurney-Rowe, was born in August of 2009.

Valerie Knepper (MPP ’82) was honored to receive an award for the National Transportation Research Board’s 4th Competition on Sustainability and Livability. See the winning documentation and hear the “TOO”-cast at http://www.mtc.ca.gov/planning/smart_growth/too/. 

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

Carla Javits (MPP ’89) is empty-nesting now that her two kids have left for college – son Justin, a British Columbia in Vancouver, daughter Claire at Colorado College. Her work at the nonprofit BREDIF expands in 2010 from the Bay Area to Los Angeles to create more jobs for people long frozen out of the workforce.

Karathine Greenbaum (MPP ’05, IEOR ’95) recently celebrated five years in development at the California Academy of Sciences. She is currently Director of Foundation and Government Support. She’s also happy to announce that her husband, David, and son, Cam have two sons, Ian (11) and Colin (5).

Claudia Collindres Johnson (MPP/MH ’92) is presenting at the Canadian National ‘Just Click Away’ Public Education and Information Conference. She is also presenting on the 30th Edward Sparer Conference at the Pennsylvania Law School on technology that increases access to justice.

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

Martha Tura (MPP ’04) and Jim Hill celebrated one year of marriage with 160 of their closest personal friends at Stafford Lake this past summer. No gossips were harmed in the filming of this event.

In October, thanks to Lori Cook (MPP ’05) brilliant matchmaking, Corie Calfee (MPP ’05, JD ’07) married Mark Sloan, then debuted to cigarette with GSPPer from near and far. Last year, Corie joined SSL Law Firm, a San Francisco real estate boutique, as a land use attorney.

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

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

Jill Solkgrasret (MPP ’90) has been appointed to be on the transition team of newly elected State Superintendent of Pub- lic Instruction, Tom Torlakson.

Mitali Perkins (MPP ’87) novel about con- tinued to be a 2011 top ten fiction pick for young adults by the American Library Association.

Michelle Panner Silver (MPP ’02, PhD ’10, U of Chicago) welcomed a lovely baby boy, to her sister’s delight, and is living in Toronto where she and her husband work as Assis- tant Professors for the University of Toronto.

Alex Matthews (MPP ’03) is running a rapidly-expanding nonprofit, Growth Through Learning, which funds girls’ education in East Africa. His daughters, Elizabeth and Cordelia, have now turned three. His wife, Catherine is now an Associate Professor at MIT Sloan.

Sandra O. Archibald (MPP '08) and her boy on December 13, 2010. His name is Gregory Gabriel (MPP ’08) and her daughter, Camila, was born this summer.

Alex Marthews (MPP/MPH ’92) was honored at “A Click Away” Public Education and Information Conference. She continues working at the World Economic Forum, now based in New York, mobilizing public-private partnerships to improve global food security through sustainable agriculture.” (see www.weforum.org/agriculture).

Elaine Tenn Mussey (MPP ’70) is looking forward to retirement later this Spring. One of her last responsibilities was to coordi- nate and moderate a panel on “Keeping it Fresh: What Works for Rural Communities” at “Changing Gears: Staying on Track for the Future” the Used Oil/Hazardous Waste Conference put on by CalRecycle for their members about the benefits of asphalt recycling.

After she retires, she expects to continue speaking and teaching about the Holocaust, as well as general topics. Her involvement with the Cal 18B Center for Civility and Democratic Engagement at the Goldman School of Pub- lic Policy also hopes that more travel is in her future.

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

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

Trelce Gleason (MPP ’00) and Arc Wright adopted their daughter, Cordelia, in late October, in 2010. On August 26th, 2010, Veronica Gleason Wright was born. Last November, they celebrated the new position of the Director of Communications and Public Engagement for the Missouri Budget Project.

Both Leah Wilson (MPP ’97) and Joshua R. Daniels (MPP/JD ’08) won their respective races for the Berkeley School Board. They are utilizing an Introduction to Policy Analy- sis (IAPA) group to look at adult education and an Advanced Policy Analysis (APAPA) student to look into the two-way immigration problem. Joshua R. Daniels also won his election to the Peralta Community Col- lege District Board.

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

Sarah Marace (MPP ’04) started a new posi- tion as a research associate at Urban Stratagies Council in Oakland, where she is working on the African American Male Achievement Initiative Partnership (AAMAI). Michael Nussbaum and Oakland Unified School District formed to address the educational and social dis- parities facing African American boys. She and her spouse, Lisa, live in San Leandro with their daughter, who is now in middle school.

Ashby Wolfe (MPP/MH ’08) is currently completing a year as Chief Resident in the Department of Family Medicine at the U of Chicago Medical Center in Sacramento. She was appointed by the Governor to the Cali- fornia Healthcare Workforce Policy Com- mission. She is excited to be moving back to the Bay Area in August, where she will begin her fellowship as a family physician with Kaiser Oakland.

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

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

PROSPERA, the social venture founded by Gabriela Enrique (MPP ’08), is now three years old. PROSPERA’s mission is to foster dial-out by back cover
Instructors were excellent and prepared students to graduate. It was a privilege to be a part of the universities from which we graduated. The Goldman School of Public Policy was then known. Back in the day, alumni and friends — the Goldman School's renewable and sustainable energy source. Nearly 2,000 “friends” are involved up to now, consider stepping up your gift and showing your support for the external relations enterprise. In contrast to previous eras, friends and alumni are now at jujernaut-levels and have proven to be a highly renewable energy source. Nearly 2,000 “friends” are in regular contact with the School and add to its donor and programmatic base. Incoming masters classes of ca. 80 students, 26 doctoral candidates, (a quadrupled) undergraduate minor program with over 300 declared minors, and a total of 1,000 undergrads enrolled in public policy classes add up to a robust policy community with an ever-richer mix of interests and connections.

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

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

These days, GSPP augments those informal and one-to-one relationships with internal structures that serve as powerful, high capacity transmission lines for interactions between the School and its external constituencies. The Alumni Association and its Alumni Board, a full calendar of alumni and public events in the Bay Area, Los Angeles, Washington DC and New York, expanded issues of Policy Notes, the monthly, sought Facebook, LinkedIn and Twitter accounts and our online, searchable Alumni Directory offer comprehensive, interactive ways to keep energy moving between the School and its alumni, mentors and friends and the public.

In contrast to previous eras, friends and alumni are now at jujernaut-levels and have proven to be a highly renewable energy source. Nearly 2,000 “friends” are in regular contact with the School and add to its donor and programmatic base. Incoming masters classes of ca. 80 students, 26 doctoral candidates, (a quadrupled) undergraduate minor program with over 300 declared minors, and a total of 1,000 undergrads enrolled in public policy classes add up to a robust policy community with an ever-richer mix of interests and connections.

Inasmuch as the continuous life cycle of the School-alum-friends connection benefits all involved, it calls out for concrete contributions on the part of all to sustain it. The School invests financially in these internal structures and the human capital to keep them humming. In return, the annual gifts of alumni and friends, particularly those who benefit from the opportunities the network provides — whether it is to keep up with their classmates, to be among the first to know of important research findings or recently-published books, to attend events (or view them on web- or cablecasts) with world-class speakers, to connect with a prospective employer — are the sustaining resource for the external relations enterprise.

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

from the desk of Annette Doornbos
Alumni and Friends — the Goldman School’s Renewable and Sustainable Energy Source
Environmental and Other Co-benefits of Developing a High Speed Rail System in California: A Prospective Vision 2010–2050

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

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

As a result, the symposium produced four valuable working papers informing key questions in the HSR debate. Elizabeth Deakin (UC Berkeley), analyzed the potential environmental impacts, highlighted the gaps and uncertainties in the environmental review process and discussed technological, policy and planning interventions that could influence the environmental effects of HSR. In his paper, Chris Nash (Leeds University) assessed the costs and benefits of HSR. In his paper, Chris Nash (Leeds University) assessed the costs and benefits of HSR. Michael O’Hare (Deakin (UC Berkeley), analyzed the potential environmental impacts, highlighted the gaps and uncertainties in the environmental review process and discussed technological, policy and planning interventions that could influence the environmental effects of HSR.

The Decemember symposium was the first of two planned events designed to discuss the merits and drawbacks of HSR in California. CEPP will host a subsequent conference on May 2-3, 2011 at the Clark Kerr Conference Center, UC Berkeley. This conference will focus on how HSR can accommodate California’s future population growth and mobility needs, transform urban centers into more compact, more sustainable and less automobile-centric environments and expand California’s global competitiveness. It will also explore the HSR’s financial viability and examine lessons from international best practices. Again, expert participants in this conference will produce several papers on relevant aspects of HSR and its impact on the State’s growth and land use planning. CEPP will be compiling the papers from both conferences into a book slated for release this year.

The upcoming conference is open to the public. Information and registration can be found on the CEPP website at http://gcpp.berkeley.edu/programs/cepp.html.

Environmental Public Policy Seminar Series

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

2010 Fall CEPP Seminars

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

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

Policy notes

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.

Assist. Dean for External Relations and Development: Annette Doornbos
Editor: Bora Reed
Photos: Peg Skorpinski and Gan, Bai
Design and Layout: Matt Vanderzalm, Design Site

Executive and International Programs

By Blas Pérez Henríquez and Gan, Bai

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

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

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

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

The success of the Hong Kong program would not have been possible without the gracious support of GSPP faculty members who accommodated the Hong Kong officials in their classes, as well as GSPP students who hospitably hosted the visitors every day. During a mixer event in honor of the visitors, Dean Henry Brady aptly concluded that the Hong Kong program has become an important GSPP program that promotes excellence in government in other parts of the world and brings GSPP students closer to government practitioners with real world experience.

For more information, please contact Blas Perez-Henriquez, Assistant Dean for Executive and International Programs and Executive Director, Center for Environmental Public Policy, at (510) 643-5700 or via email at bph@berkeley.edu.

Join us for the

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

This celebration gives PPIA, Sloan, and Woodrow Wilson alumni, Junior Summer Institute staff, JSI faculty, PPIA Consortium member schools and friends of PPIA (employers in the region and other supporters of the PPIA mission) the chance to reconnect or meet for the first time!

Cocktail reception and dinner
Friday, July 15, 2011
415 New Jersey Avenue, NW
6:00–9:00 PM
Washington, DC 20001

RSVP now: http://ppia30anniversary.eventbrite.com
the sustainable development of Mexican microenterprises through cost-effective materials sourcing, product development, marketing, distribution, and consulting/coaching. PROSPERA goes beyond microfinance by fundamentally transforming the way microenterprises do business. By improving materials sourcing, marketing, distribution and incorporating mobile technologies to the day-to-day work of microenterprises, PROSPERA democratizes supply chain management solutions and provides a positive and fresh meaning to collective action.

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

GET INVOLVED WITH GSPP

HIRE Students
Post jobs, internships, or policy projects on goldJOBS, GSPP’s on-line job posting system. http://gsppgoldjobs.net

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

ENGAGE with GSPP Student Groups
Student groups range in substance including Students of Color, Environment, International, Women, LGBT, and Youth. http://gspp.berkeley.edu/students/index.html

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

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

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