

GOLDMAN SCHOOL  
OF PUBLIC POLICY

UNIVERSITY OF CALIFORNIA  
BERKELEY

# policy notes

## politics & public policy

The Art of  
Leadership



California's Legislative  
Analyst Looks Back

GSPP Alumni in Politics

Public Policy and  
Social Psychology

FALL 2008

[gspp.berkeley.edu](http://gspp.berkeley.edu)

## Dean's Message



**MANY SCHOOLS CONSIDER SUMMER THE “SLOW SEASON,”** but if the last few months were any indication, there's not much “down time” at the Goldman School.

The Executive and International Program (EIP) hosted thirty-two Chinese senior managers from the Yangtze River area for an intensive three week training on energy and environmental policy, water resources management, organizational change and innovation. Concurrently, thirty college juniors from the University of California Public Policy International Affairs (UCPPIA) summer fellowship program were in residence, taking classes in policy analysis, economics and quantitative analysis. Drawn from throughout the United States, the PPIA Fellows were selected for their outstanding commitment to public service and demonstrated interest in policy issues most affecting historically under-served communities.

The GSPP faculty devoted their summer months to intensive research and scholarship, with some early results. Prof. Steven Raphael has a book forthcoming from the Russell Sage Foundation on the cost and benefits of prisons and incarceration. Prof. Rob MacCoun has a number of papers in press, including “Bridging the Gap between Science and Drug Policy,” forthcoming in Behavioral and Brain Sciences. And Prof. Steve Maurer has just been appointed Executive Director of the School's new Center for the Study of Information Technology and Homeland Security.

All in all, the school is healthy and on a steady course — and in very good shape to welcome the new Dean.

John Quigley  
Interim Dean

THE GOLDMAN SCHOOL  
OF PUBLIC POLICY

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## Editor's Note

**THE 30 PUBLIC POLICY INTERNATIONAL AFFAIRS (PPIA) SUMMER FELLOWS** spoke boldly — without irony or self consciousness — of “giving voice to the silenced” and “advancing social, economic and political equality” and “making the world a better place.” At first, I attributed their statements to youthful idealism. After all, these students were born the year the first President Bush took office, when I was reading Milton in my undergraduate English class. Upon further reflection, however, I realized that the Goldman School is just the kind of place that ignites dreams of changing the world, then provides the tools to do it.

A perfect case in point is Elizabeth Hill (MPP '75), California's State Legislative Analyst, who will be retiring at the end of October. It was such a pleasure to speak with her and to realize that, after decades “in the trenches” of the California Legislature, she was still characterized by those on both sides of the Aisle as a person of integrity, with uncompromising analytical standards and a willingness to “speak truth to power.”

The GSPP community begins with students who dream of changing the world and extends to policy leaders and public servants, at every stage of their career. It's a rich and diverse spectrum — from undergraduates to retirees — of those committed to the public good. Something to believe in, indeed.



Bora Reed  
Editor

# politics & public policy

## The Art of Leadership



When Prof. Robert Reich began serving as the Labor Secretary in the Clinton Administration, Democrats controlled Congress. The economy was in trouble and people were anxious and hungry for political change. There was even an outgoing President Bush.



“Public Policy is not just analysis. It’s also implementation, tactics and strategy.” – Prof. Henry Brady

“There are some similarities between now and 1993,” says Prof. Robert Reich. He is a professor of public policy and an expert in economic policy, leadership and social change. “But there are significant differences. The economy is in more serious trouble now. We have the subprime mortgage mess and crises in oil and housing. We have a lot of consumer debt. We are in the midst of the largest ‘bubble burst’ of the last 30 years.”

In the midst of such economic and political upheaval, the need for policy leaders who can combine correct analysis with political acumen is more urgent than ever. But what is the relationship between policy analysis and political leadership? Is there an inherent tension between the two?

“A smart leader has to understand policy implications,” says Prof. Reich. “And a smart analyst has to understand political implications.”

“Public Policy is not just analysis,” adds Prof. Henry Brady. “It’s also implementation, tactics and strategy.” Prof. Brady is a policy professor, political scientist and Director of the Survey Research Center. His current research includes voting systems and the growth of lobbying in American politics. “When we do policy analysis, it’s not enough to say ‘read the report,’” he says. “We need to consider next steps: can a social movement advo-

ating the best policy be started on the internet? would a law-suit help to achieve the policy goal?” But he stresses that political strategy is no substitute for good analysis. “Under girding it all are the solid, defensible answers that come from the rigorous analysis we teach at GSPP.”

Prof. John Ellwood agrees that it’s essential to integrate analytic training like GSPP’s quantitative series with classes like political and organizational behavior. He is a budget expert, whose current research interests include how states determine spending for prisons and the economic and political roots of political polarization. He points out that “speaking truth to power” sometimes entails standing up for the right policy, even when it is politically costly.

“When a GSPP graduate is advising people in power, he or she will often be the one to bring up economic efficiency and apply analytic thinking to programs,” he says. “For example, which social welfare program will yield the best return? How will resources be allotted? That kind of message has limited appeal, but someone has to put it out there.”

Prof. Reich finds Goldman students to be up to the task. “Students here are eager to get engaged in real world problems. Our job [as teachers] is to enable students to understand the right policy, but also to fuel their confidence and passion.” **G**





## Investing in Tomorrow's Policy Leaders

**THE THIRTY FELLOWS** in the Public Policy International Affairs (PPIA) Junior Summer Institute arrived at the Goldman School ready to get to work. The program, designed to prepare outstanding college juniors for policy graduate school and careers in public service, takes the fellows through a seven week intensive training in policy analysis, policy and law, economics and quantitative methods.

"There is an intense amount of material thrown at you in a short time," says Maia Sciupac, a UC Berkeley junior majoring in peace and conflict studies. "But I have enjoyed the classes, especially the Law and Policy seminars and guest lectures." Maia's experience includes organizing forums on violence against women and interning for the US Department of Commerce.

Andrew Lomeli, a history and political science major from Stanford spent last summer teaching job and college prep skills at the Latin American Youth Center in Washington, D.C. with PPIA fellows Sergio Rosas and Edgar Chavez. "[Working there] gave me a context for the problems in education that plague society. I felt PPIA would allow me to study, in an academic setting, those



**Right:** Theresa Lo (MPP '04) addresses the PPIA fellows on their visit to the Government Accountability Office



societal factors that I had experienced first hand."

Amanda Gonzalez agrees. She is a social science major from Florida State who has directed student groups to do relief work in New Orleans and has cared for HIV/AIDS patients in Chicago and Aranjuez, Spain. "I wanted to gain a better sense of my future role in public service," she says, "and figure out what all this 'public policy' talk was about."

In the classroom, the PPIA summer fellows learned from GSPP faculty like Profs. Dan Kammen and Steven Raphael, and guest lecturers, including Prof. Goodwin Liu of the UC Berkeley Law School and Prof. Mary Frampton, Director of the Thelton E. Henderson Center for Social Justice. Outside the classroom, the fellows traveled to Sacramento and to the Government Accountability Office (GAO) in San Francisco to see policy leaders at work.

"I was surprised by the diversity of issues and opinions that I was exposed to during the 7 weeks," says Homaira Hosseini, a political science major from UCLA. "The students were all really open minded. The PPIA fellows became a community that was a safe place to express political thought without feeling judged." **G**

## PPIA alum **Jerry Yoon**

**IN 1971, JERRY YOON'S PARENTS** moved to the United States from Korea, with every good hope for a better life. But soon after immigrating, his father passed away, leaving his mother with four children to support. "She didn't speak a word of English," Jerry recalls. "She didn't even know how to drive."

As soon as he was old enough, Jerry began to work to help support his family. With his mother's tireless advocacy, he was accepted to George Washington University, where he majored in International Affairs (PPIA) Summer Institute at the Goldman School. He didn't know what to expect, but he applied and was accepted.

"It was a great experience for me," he says. "I met bright and ambitious students who knew their issues inside out. They were humble, but also eloquent and passionate." He still recalls the exceptional camaraderie among the PPIA fellows. "Everyone brought something different to the table," he says. "Some people were strong public speakers. Others were really good at math. We learned to help one another."



After graduating, Jerry went on to a master's degree in International Affairs and found himself, somewhat unexpectedly, in international banking. He is now an executive director in the Equity Derivatives Group for Asia ex-Japan at JP Morgan. Even there, he finds himself drawing on the things that he first learned through PPIA.

"PPIA taught me how to think outside the box," he says. "It made me determined to understand an issue from the inside out and taught me how to approach problems in an analytic, coherent way, using a consistent methodology." **G**



**IT'S THE HEIGHT OF ELECTION SEASON,** when commercials, sound bites, and op-eds, designed to convince and cajole, barrage the would-be voter. Persuasion, bias and emotions are at the heart of politics. But does it have anything to do with public policy?

"It's critical for policy analysts to understand how people think and react as they evaluate, design and implement policies," says Prof. Jack Glaser. "Much of public policy is about the distribution of resources. Decision makers bring their own attitudes to what they do, so it is important to understand bias. After a decision is made, there is often a need to get public compliance, so persuasion expertise is helpful."

Prof. Glaser is an associate professor of public policy and a social psychologist with expertise in intergroup bias, stereotyping, prejudice and discrimination. He notes that the methodological and statis-

tical rigor that goes into social psychology research also strengthens policy analysis.

"Social psychologists tend to be hard-core empiricists, due to the highly variable nature of human social behavior," he says. "That kind of rigor, and the experimental approach, allows for clear conclusions about causality, and building theory based on many distinct studies promotes a way of thinking that benefits policy training."

The National Science Foundation recently awarded Prof. Glaser a five year grant to study Implicit Motivation to Control Prejudice (IMCP), a psychological construct he developed to study how unconscious — implicit — thoughts and feelings guide behavior. As an example, he cites research that shows that people implicitly associate Blacks (relative to Whites) with weapons.

"The strength of this stereotype predicts the speed with which they shoot armed Black men (relative to armed

White men) in a computer simulation," he says. "But my research also shows that people who are high in IMCP are able to short-circuit this connection. This holds promise for identifying the conditions under which people will be able to prevent spontaneous, unintended discriminatory behavior."

In addition to his IMCP study, Prof. Glaser is writing a book on racial profiling for Oxford University Press.

"The goal of the book is to bring the vast body of social psychological knowledge about how stereotypes work to bear on law enforcement," he says. "The primary target audience is the law enforcement community. I hope to explain that stereotyping is a normal human cognitive process, and in that way to "destigmatize" it enough to open up law enforcers' minds to consider recognizing that racial profiling is real."

When asked to evaluate the two presidential candidates from a social psychology perspective, Prof. Glaser, who has published on the subject of emotion and politics, is characteristically circumspect.

"Obama appears to be, naturally, a very positive person," he observes. "He smiles easily. In contrast, McCain is visibly stiff, expresses anger more frequently and doesn't do so very graciously. On the other hand, Obama has a greater challenge because of his unprecedented identity as the first non-White major party nominee for president. Being a Black man, and given the stereotypes about Blacks and aggression, Obama is probably more constrained in the range of emotions he can get away with." **G**

FACULTY NOTES

In May, the *Wall Street Journal* named **Robert Reich** as one of America's ten most influential business thinkers. Prof. Reich is writing an introductory textbook on economics and public policy with Professor Laura Tyson of the Haas School. He is also advising Senator Barack Obama on economic policy.

**Steven Raphael's** book *Do Prisons Make Us Safer? The costs and benefits of the US Prison Boom* will be published by the Russell Sage Foundation this fall. The book dissects the sources of the quadrupling of the U.S. incarceration rate over the last thirty years, the effects on crime, the impacts on offenders and the family of former inmates and assesses whether the social benefits outweighs the costs.

During spring 2008, **Suzanne Scotchmer** was Visiting Professor at New York University. She also gave the Frey lecture at Duke University, and lectures at Hitotsubashi University (digital rights management), Tilburg University (competition policy and patents), a conference of the European Patent Office in Slovenia (patents and climate change), the National Bureau of Economic Research (nonobviousness), the annual conference of the American Law and Economics Association (on gender and risk taking), and a conference on entrepreneurship sponsored by the Kaufmann Foundation. She served on the program committee for the summer 2008 meeting of the Econometric Society. Her book, *Innovation and Incentives*, was published in Japanese, and she received a 3-year grant from the National Science Foundation to study "Funding R&D when Ideas are Scarce."

In July, **Rob MacCoun** had working papers in three of the Social Science Research Network's (SSRN) Top Ten download lists: Law & Positive Political Theory, Health Law, and Education Law. The respective papers are "Multiple Constraint Satisfaction in Judging," "Drug Use and Drug Policy in a Prohibition Regime," and "Distinguishing Spurious and Real Peer Effects: Evidence from Artificial Societies, Small-Group Experiments, and Real Schoolyards." His recent JPPAM study

was reviewed by the What Works Clearinghouse. <http://ies.ed.gov/ncee/wwc/quickreviews/sixthgrademiddle/index.asp>

In the past year **Henry Brady** traveled for two weeks in China (Beijing, Shanghai, Guilin, and Lhasa, Tibet) with a delegation of political scientists and to Finland, Estonia, and Russia to give presentations on and to continue his research on Russia. He served as a member of the American Enterprise Institute-Brookings Institution task force on voting system reform that completed a report submitted to the U.S. Election Assistance Commission. He also served as a member of a National Science Foundation sponsored committee (that met in Beijing and New York City) to create an "International Data Forum" to make social science and other data from around the world more accessible and available.

Prof. Brady completed the editing (with Janet Box-Steffensmeier and David Collier) of the *Oxford Handbook of Political Methodology* (2008). In addition to co-editing the volume, he wrote a chapter on "Causation and Explanation in Social Science" and co-wrote the introductory chapter, "Political Science Methodology" (2008). He has also published an article on "Accuracy and Security in Voting Systems" (2008) (with graduate student Iris Hui) which will appear in *Mobilizing Democracy: A Comparative Perspective on Institutional Barriers and Political Obstacles* (Russell Sage Publications, New York.) His 1995 book, *Voice and Equality: Civic Voluntarism in American Politics*, won the Converse Prize of the American Political Science Association for work that has made a lasting contribution to political science. In May, he gave a talk to 250 bankers at the annual Federal Home Loan Bank of Seattle Management meeting. Throughout the political season, he has provided scores of interviews on politics, primaries, and presidential candidates, and has appeared regularly in the press, radio, and television.

**Steve Maurer** completed the manuscript for his forthcoming MIT Press book, *WMD Terrorism: Science and Policy Choices*. The book contains multiple contributions from

multiple Goldman School faculty. He is currently studying how recent trends toward standardization in biology — most notably in stem cells and synthetic biology—have created the potential for Microsoft-style monopolies and what policymakers can do to manage the problem. He was recently named the Executive Director of the School's new Center for the Study of Information Technology and Homeland Security.

**Richard Scheffler's** latest literary contribution, "Is There a Doctor in the House? Market Signals and the 'Right' Supply of Physicians," was published September 10 by the Stanford University Press. The book draws commentary from numerous experts in health policy, medical education, health economics, as well as Prof. Scheffler himself in an analysis of the adequacy of America's future supply of physicians. Additionally, his center, The Global Center for Health Economics and Public Policy, will be hosting Mario Dal Poz, 2008 Regents' Lecturer, who will be in Berkeley from October 13 to October 23, 2008. Dr. Dal Poz will be meeting with academics and students, giving several talks on campus, as well as speaking on the "Health Workforce: Global Crisis and How the World Is Addressing It" at the annual Regents' Lecture.

**Jack Glaser** was recently promoted to Associate Professor. The National Science Foundation has granted him a Faculty Early Career Development (CAREER) Award to fund his research on Implicit Motivation to Control Prejudice over the next five years (see Faculty Profile). Two of his articles on that research have recently appeared in *Social Cognition* and the *Journal of Experimental Social Psychology*. Professor Glaser has also been selected, along with doctoral student Karin Martin (MPP '06, current PhD candidate), to have their research included in the nationally representative, Web-based program Time-sharing Experiments for the Social Sciences (TESS). Their experiment investigating the effects of the possibility of a death sentence on jurors' decisions will be carried out on a large sample through TESS.

## students **Ary Spatig-Amerikaner**



**CITING HER POLITICAL LEADERSHIP EXPERIENCE AND PUBLIC SERVICE ASPIRATIONS,** the Jacob K. Javits Political Leadership Scholarship committee named Ary Spatig-Amerikaner as its inaugural scholarship recipient. A native of Huntington, West Virginia and a graduate of Oberlin College, Ary worked on Capitol Hill as a Legislative Assistant for Congresswoman Mazie Hirono (HI) before coming to the Goldman School. This fall, Ary will help launch GSPP's Political Leadership Policy Club. When not in the classroom or with friends, she may be found with a racquet in hand. She was an avid — and competitive — tennis player for years, and hopes to find time to play in Berkeley.

### **Why do you want to be involved in politics?**

I'm involved in politics because I want to better people's lives. Well crafted and implemented public policy is one way to get there, and you can't do policy without politics. Politics is the "how" and sometimes the "why" of policy making.

### **What insights did you gain during your time in Congresswoman Hirono's office?**

I learned that it is simplistic to assume that politics and policy are separate entities, that politics is campaigning and policy making is what you do after you win. In reality, every policy decision is shaped by politics. And that isn't necessarily a bad thing.

### **What drew you to the Goldman School?**

I was drawn by GSPP's philosophy that students are here to acquire a specific skill set that can be applied to a multitude of future jobs and projects. I visited the campus twice and had good interactions with students and faculty. And I loved the idea of living in Berkeley.

### **What are your hopes for your time here?**

I've focused on education policy and electoral politics during the last 4 years. While I expect these to remain my core areas, I am particularly interested in learning more about federal budgeting, tax and monetary policy, and the economic tools of policy analysis. I hope to keep my work grounded in reality — to think about how policy interventions work (or don't work) for different people. **G**

## from the desk of **Martha Chavez**



Martha Chavez is the Assistant Dean for Academic Affairs

**AS WE BEGIN THE FALL 2008 SEMESTER,** we are thrilled to welcome our amazing continuing and new graduate students. Approximately 75 new MPP students joined us this Fall, and over 30 percent of the class are from outside of the United States, representing 14 countries and spanning more than 40 academic majors and universities worldwide. Our incoming PhD students are Natasha Avendaño Garcia (MPP '08), Sara Martin-Anderson

(MPP '08), and Aaron Chalfin, bringing us to a total of 21 PhD students, one of the largest doctoral classes in GSPP's history.

We have great Student Services activities planned for the 2008-09 academic year. As part of our goal to increase our strategic outreach and networks, the Student Services team will be traveling around the country to recruit prospective students throughout the United States and establish partnerships to



## students **Doug Spencer & Zach Markovits**

The IPA foursome: Zach Markovits, Morgan Hanger, Jonny Morris and Doug Spencer (all MPP '08)

**WHEN DOUG SPENCER AND ZACH MARKOVITS SIGNED UP** for an Introduction to Policy Analysis (IPA) project with two of their fellow first year students, they had little idea that the initial three month project would evolve into an Advanced Policy Analysis (APA) project, a published report, and even a job.

"The initial project was to examine the causes of long lines at polling places," says Doug. He and fellow IPA team members, Jonny Morris, Zach Markovits and Morgan Hanger dove in, only to discover that the data they needed didn't exist. So they did the next best thing. They came up with a data collection plan then, with the support of Prof. Henry Brady, implemented it.

On Feb. 5, 2007, they sent out 120 observers to 30 polling places in three counties to collect twelve hours of data.

The following year, Doug and Zach used the collected data for their respective APA projects: Doug examined the use of various types of voting machines, while Zach focused his research on poll workers.

"The data collection proved to be both extremely logistically difficult and extremely rewarding," says Zach. "Doug and

I spent hours coding data that had never been collected before and used it to analyze a host of election policies.

"It was great to have a unique data set," says Doug. "We used our quant skills and ran regressions. But we also researched the legal, political, and economic implications. That's a key things they teach you at GSPP — to look at a problem from many different angles."

"I believe our project — in its origins, design, and implementation — utilized all the skills and techniques that GSPP attempts to impart," says Zach. "At the same time, the project pushed Doug and I to deal with the real-life complexity of policy research."

Doug and Zach combined their APAs and submitted it to the Pew Charitable Trust. They expect their report to be published next spring. As a result of this project, Zach secured a position with the Pew Charitable Trust, as an associate at Make Voting Work. Doug will continue his studies at Boalt, undertaking a PhD in Jurisprudence and Social Policy.

"The project was extremely rewarding," says Zach. "Doug and I will hopefully be working together on these issues for many years to come." **G**

enrich the academic experience of our students. Please visit our website for our travel schedule, and we would welcome connecting with you if we are in a city near you. In addition, for the second year in a row, we will launch networking events in Washington, DC in the Fall 2008 and continue our Network San Francisco event in January 2009. Finally, please mark your calendars for our upcoming 2009 GSPP Alumni Dinner,

which will take place on Friday, October 24, 2008 in Berkeley.

As alumni and friends of the Goldman School, we invite you to take part in engaging with the school and our students through our activities, organizations and events. To read about what our students are actively engaged in, visit: <http://gspp.berkeley.edu/students/index.html>

I want to recognize the important work of our GSPP Alumni Board and

encourage you to share ideas and suggestions with them on how we can continue to strengthen the GSPP community and opportunities for our students and alumni.

Please contact me or any member of the Student Services team if you want to learn more about our work and how you can get involved with our students and alumni. We look forward to hearing from you. [martha\\_chavez@berkeley.edu](mailto:martha_chavez@berkeley.edu) **G**

students **Mariko Katsura**



**WHEN SHE WAS FOUR YEARS OLD**, Mariko Katsura saw something that changed her life. She was living in Pakistan at the time and on her way to an exclusive preschool for the children of diplomats and high caste families. Along the way, she saw dozens of Pakistan's poorest children, running barefoot in the streets. That first shock of awareness of vast gap between rich and poor remained with her and established her career trajectory to work in international development.

Mariko was recently chosen — from among hundreds of applicants — as a recipient of the prestigious Joint Japan/World Bank Graduate Scholarship Pro-

gram (JJ/WBGSP) award. She is just the twelfth UC Berkeley student to win the award, and the second GSPP student. (The first was Thuy Hang To (MPP '95) who is currently an Operations Specialist for the United Nations Development Programme Evaluation Office.) The award will cover tuition, travel and living expenses for Mariko to complete her MPP at the Goldman School.

“By studying economic development policy [at GSPP],” Mariko says, “I want to learn how to use a quantitative approach to evaluate how developing countries can establish education and policy business initiatives that will serve women and the

poor, as well as correspond to international policy standards.”

After graduating, Mariko plans to work in microfinance in South Asia. In ten years, she envisions herself as an advisor to the Japanese International Cooperation Agency/ Japan Bank for International Cooperation.

“As the top donor country, Japan needs to have an official advisor who has extensive knowledge of private-public partnerships and partnership among international organizations and donor countries,” she says. “I want to become someone who can advise Japan on how to be an effective donor in improving lives in developing countries.” **G**

students **Students of Color in Public Policy**

**By Maylin Jue** *MPP Candidate '09*  
**OVER 300 COUNTIES** in the United States have populations where the majority of the population consists of ethnic and racial minorities. The US Census projects that Hispanic and Asian populations will triple in the next 50 years. With the nation's growing diversity, it has become increasingly important for top schools to train a diverse group of policymakers and public leaders who are equipped to grapple with policy implications for different racial and ethnic groups.

The Students of Color in Public Policy (SCiPP) provides a support network for students of color at GSPP and a forum for discussion of ethnicity- and race-related issues in public policy. Each year, SCiPP provides assistance to prospective students through the Graduate Peer Advisors Program, as well as facilitating conferences and guest speakers. To welcome new students and to build relationships with alumni, SCiPP holds a Wine and Cheese event in the fall. At the annual Alumni and Friends Dinner, SCiPP celebrates diversity at GSPP and the achievements of GSPP alumni of color.

SCiPP's events are open to everyone in the GSPP community. We hope that you will join us in our efforts to build a diverse, supportive environment. For more information, contact [mjue@berkeley.edu](mailto:mjue@berkeley.edu). **G**



**Right, top:**  
At the annual SCiPP Alumni & Friends Dinner: T. Adam Nguyen (MPP '07), Laura Henry (MPP Candidate '09), Dimple Pajwani (MPP '08), Farhat Popal (MPP Candidate '09)

**Right, middle:**  
Maylin Jue (MPP Candidate '09)  
Corey Ponder (MPP Candidate '09)

**Right, bottom:**  
Alexandra Bidot-Cruz (MPP '03)  
Elizabeth Halimah (MPP '89)

# event highlights

## Aaron Wildavsky Forum

Prof. Arie Kruglanski drew on the latest research in social psychology to address “Suicide Bombers’ Motivation as the Quest for Personal Significance,” as part of the Aaron Wildavsky Forum for Public Policy.

Prof. Kruglanski is a Distinguished University Professor at the University of Maryland, College Park. The Wildavsky Forum honors Aaron Wildavsky, Professor of Public Policy and founding dean of the Goldman School. The forum is available as web- and podcast at <http://gspp.berkeley.edu/news-events/archive.html>



## Thomas C. Schelling Symposium

The Thomas C. Schelling Symposium honored the work of Nobel Prize winning economist, Thomas C. Schelling with discussions of Dr. Schelling’s work in international relations, industrial organization and game theory. Panelists included Nobel laureates George Akerlof, Daniel McFadden, and Kenneth Arrow. The University honored Dr. Schelling with a Chancellor’s Citation. He is pictured here (center) with Dean Michael Nacht, Prof. Robert MacCoun, Prof. Robert Powell (Political Science) and Prof. John Quigley.

## The Goldman School and the Class of 1968 present

### Political Rhetoric and Civility in the 2008 Presidential Election

October 4 • 10-11:30 a.m.  
155 Dwinelle Hall

*What constitutes civil discourse in a competitive presidential campaign? Three Cal professors known for their political expertise will discuss who has benefited and who has been hurt by the tenor of the candidates’ rhetoric and the story-mongering of media trying to meet a 24-hour demand for news.*

**Speakers:** Henry Brady, Professor of Public Policy, Co-Director of the Class of '68 Center on Civility & Democratic Engagement at the Goldman School of Public Policy; Bruce Cain, Heller Professor of Political Science, Co-Director of the Class of '68 Center on Civility & Democratic Engagement; Robert Reich, Professor at the Goldman School of Public Policy.

For more information, contact Lynn Cerda Price at (510) 643-1674 or [lcerdaprice@berkeley.edu](mailto:lcerdaprice@berkeley.edu).

**Learn more about the Class of '68**

<http://gspp.berkeley.edu/giving/classof68.html>



## Dean Tribute Dinner

The GSPP Advisory Board honored outgoing Dean Michael Nacht with a dinner tribute that celebrate his decade of service to the School. He is pictured here with Sid Ganis, President of the Academy of Motion Picture Arts and GSPP Advisory Board member Nancy Hult Ganis, a producer at Out of the Blue Entertainment.



## Graduation

Ann Veneman (MPP '71), Executive Director, UNICEF, spoke to the GSPP class of 2008 about her mission to address the most egregious safety, poverty, education and health problems facing the children of the world.

Class of 2008 lines up, led by Rob Letzler (MPP '03, PhD '08)

PHOTOS BY GRADTRAX

## alumni **Bob Gordon**

### How did you get from GSPP to the NJ Senate?

I went to Washington immediately from GSPP to join the then newly-created Congressional Budget Office as an analyst. While at the CBO, I realized I wanted to shape policy directly as a decision-maker, ideally as a Member of Congress.

After ten years on the Fair Lawn Borough Council and after several years in the private sector, I was elected to a seat in the New Jersey State Assembly. Last year, the county organization nominated me for the Senate. I was elected by a large margin, and assumed my seat in January 2008.

### What things have you learned along the way about navigating the (sometimes) tension between policy analysis and political leadership?

Good policy analysis often yields a prescription that is a non-starter politically. For example, a carbon tax would probably promote energy conservation and the development of renewable forms of energy, but such a proposal in my state would never advance. A good political leader will use his or her consensus-building skills to expand the range of political feasibility and employ good policy analysis within those parameters to advance arguments for a particular solution.

### What is the most satisfying part of being in politics? The most challenging?

Local government provides the greatest opportunities for having such a personal impact, and for that reason I enjoyed my

service at the municipal level. The most challenging part are those situations in which one must make difficult choices — between political needs and good policy, between the needs of one's legislative leaders and those of other constituencies.

### What are your hopes for your term in the Senate? Any longer term plans?

I hope to be very involved in the development of New Jersey's version of universal health coverage, initiatives to further advance the state's innovative energy policies and a major effort to reform the process of cleaning up contaminated sites. I have learned that in politics, it is best to focus on the job at hand rather than target some higher office. The good news is that I love being a New Jersey Senator. **G**



Robert Gordon (MPP '75; MBA '78 Wharton) is a Democratic Senator in the NJ Senate. You can reach him at [SenGordon@njleg.org](mailto:SenGordon@njleg.org).

## alumni **Todd Spitzer**



### How did you get from GSPP to the CA Assembly?

Before coming to UC Berkeley, I worked as a Los Angeles Police Department reserve officer and as a high school English teacher, both in East Los Angeles. After obtaining my law degree from Hastings and my MPP from the Goldman School, I served as a Deputy District Attorney for Orange County. My first elected position was as a school board Trustee for the Brea-Olinda Unified School District. Later, I served on the Orange County Board of Supervisors before running for the State Assembly.

### What part of your GSPP experience has been the most useful in your political career?

I still remember Prof. Eugene Bardach's mantra: "Stop and think." Those words have resonated with me throughout my entire career. GSPP taught me how to think critically and how to consider all

different aspects that come into play with every decision I make, whether it pertains to policy or politics — or their interplay.

### What advice would you have for current students who are thinking about pursuing public office?

The best thing I did for myself was study public policy and law before I embarked on a career to change it. While my formal education has been invaluable, it has been my informal "on-the-job training" that's helped me most in my elected positions.

### What is the most satisfying part of being in politics? The most challenging?

It's rewarding to work hard on a piece of legislation and then watch it pass off the floors of each house and get signed by the Governor into law.

The most challenging part comes when that same legislation gets held up in red tape and doesn't get implemented the way it was intended. My advice: understand that public policy making is a "long-haul" proposition and that all change takes time.

Cont'd. on back cover

## alumni **Liz Hill**

**JUST TEN YEARS AFTER GSPP ADVISORY BOARD MEMBER** Liz Hill (MPP '75) began her work as a program analyst with the Legislative Analysts Office (LAO) for the State of California, she was appointed the State's fourth Legislative Analyst. As the head of the LAO, she has applied her analytic rigor and no-nonsense style to provide fiscal and policy advice to the California Legislature.

At the end of October, Liz Hill will retire, after thirty two years of service to the Legislature. *Policy Notes* asked her to reflect on her years as the Legislative Analyst, her time at GSPP and the future of the State.

### When you were a student at the Goldman School, did you ever imagine that you would "grow up" to become California's Legislative Analyst?

No. The LAO was a great fit for me after GSPP but I had no idea that I would become the Legislative Analyst. I applied for the position at the urging of a colleague. I was 8 months pregnant with our 2nd child when I was appointed the head of the office in 1986.

### As you look back on your years as the Legislative Analyst, what are you most proud of?

I take the most pride in how our office has made a difference in fiscal and public policy in California. Our focus on non-partisan, quality analysis has won us trust on both sides of the aisle.

### What have been your greatest challenges?

The toughest moments were the downsizing of the office by 60 percent after the passage of Proposition 140 in 1990 (the term limits measure). But even in those dark days, we put a premium on delivering a quality product for the Legislature and the public. By keeping our eye on the office's mission, we were able to reinvent ourselves.

Doing policy analysis in a political world requires taking a long range view — short term set backs can turn into significant accomplishments benefiting the public. There is strong inertia to maintain the status quo but our business is to recommend program changes and convince policy makers that the case is there to support a new direction.



### What is your best memory of your time at GSPP?

At GSPP, I developed relationships with faculty, staff, and classmates that endure to this day. I think this comes from the intensity of the program. I remember the Blue Room, of course, and the heated disagreements between Gene Bardach and Bill Niskanen who taught the IPA class.

My favorite class at GSPP was Pol Org. It taught me how to write for a client and gave me the analytical framework that I have applied in my work. The 48 hour, 72 hour and week-long projects were incredibly valuable. From the entire curriculum, I came to appreciate that you could turn your weaknesses into strengths. In my case, statistics and economics were my weaknesses but I went on to a career in budgeting. GSPP made that possible.

### California is undergoing some pretty tough times right now. What's your sense of the big picture of how the State is doing?

I'm concerned that during my watch the state has not put its fiscal house in order, nor articulated a vision for the future. But I do believe that the people of California are very resilient, innovative and have the "can do" spirit. At heart, I'm an optimist when it comes to California.

### So you would still encourage GSPP alumni to go into government service?

Absolutely! GSPP graduates have so much to offer the public sector and can really make a difference. I would like to see more graduates be change agents and choose to make their contributions in government service. **G**

### 2008-09 GSPP Alumni Association Board of Directors

Jeffrey Abramson ('03)  
Meghana Acharya ('05)  
Robert Black ('73)  
Edgar Cabral ('05)  
Hector Cardenas ('96/PHD '03)

Stuart Drown ('86)  
Beth Faraguna ('06)  
Bill Hederman ('74)  
Dennis Houlihan ('77)  
Eric Hsieh ('04)

Christine Koronides ('07)  
Sabrina Landreth ('04)  
James Lerager ('98)  
Rob Letzler ('03/PhD '08)  
Jan Rus ('05/Current PhD Student)

By the time you read this, **Amy Rader Olson** ('95) will have successfully defended her PhD in regional planning at the Royal Institute of Technology, Stockholm, "Planning Metropolitan Regions: Institutional Perspectives and the Case for Space." Drop by if you are ever in Sweden!

**Claudia Johnson** (MPP '92, MPH/JD '97) relocated to Westport CT. She is now working with Pro Bono Net, a group that works with technology to support pro bono efforts and access to justice. Claudia will be working with court systems nationwide and legal nonprofits interested in using automated document assembly for self represented litigants. Her new email is [cjohnson@probono.net](mailto:cjohnson@probono.net)

In May 2008, **Roger Louis Martinez** ('94) finished a six year stint at the University of Texas at Austin and earned his PhD in medieval/early modern Spanish history. He'll be a postdoctoral fellow at St. Joseph's University in Philadelphia starting in the fall. He and Libby send their best to all.

**Eric Patashnik** ('89) published a new book, *Reforms at Risk: What Happens After Major Policy Changes Are Enacted* (Princeton University Press, 2008).

**Renske van Staveren** ('05) is developing a business plan with her sister-in-law to integrate sustainable food production & Oakland's redevelopment/food security efforts. She's also consulting for non-profits and foundations working on sustainable agriculture issues. She just can't get away from food! Her two girls Myla (2/05) and Ani (2/07) are growing like weeds (organic ones of course...). She's planning on completing her first triathlon this fall.

**Maria McKee** ('08) just started working for the Office of Collaborative Justice Programs, Superior Court of California, County of San Francisco.

**Kitty Williamson** ('75) became the Deputy Director of Administration and IT at the California Department of Consumer Affairs last fall and loves the job. Her son Tom graduated from Humboldt and her daughter Julie is at UC Santa Cruz. Life is full!

**Stephanie Jayne** ('03) has two young children, Ethan, 2 1/2 years old and Ryan, 6 months old. They are a blast! And in search of a way to follow her passion for Africa and balance life with work, she is on the Board of Directors and serving as the Program

Director for the Asante Africa Foundation, which is focused on education projects in East Africa - great mission and great people! Check it out - [www.asanteafrica.org](http://www.asanteafrica.org)

In the spring, **Sarah Martin-Anderson** ('08) was named as an author on the Alameda County Public Health Department's health inequity report, "Unnatural Causes." On June 11th, she gave birth to her 3rd child, August Anderson.

**Ian Hart** ('05) is currently a Senior Analyst with Harvey M. Rose Associates, LLC, where he conducts analysis for the City of San Francisco and other public entities. In July, he and Nicholas Larocque had a wedding at Nicholas's family's New Hampshire apple orchard. The two were legally married in California in August.

As an economic development consultant, **Richard Caplan** ('71) has been helping the City of Ketchum Idaho evaluate the economic impacts of several proposed resort hotels adjacent to the Sun Valley ski area. He has assisted resort communities in several states with evaluating development impacts since having served as city manager of Vail Colorado in the 1980s.

**Nicole Maestas** (MPP '97, Ph.D. Econ '02) is an Economist at the RAND Corporation and Professor of Economics at the Pardee RAND Graduate School. Her primary research areas are retirement and health economics. She and husband Erik live in Los Angeles with their three children.

**Luke Klipp** ('04) ran his first campaign for elected office, for Democratic County Central Committee, and did the best of any first-time candidate. Luke is currently a legislative aide to Supervisor Gerardo Sandoval.

**Molly O'Shaughnessy** ('01) is Vice President at EMC Research, an Oakland-based public opinion research and polling firm specializing in electoral and public policy research. Molly and Suzanna have two children and have relocated to Columbus, Ohio.

**Joe Radding** ('82) recently completed the first year of a three-year doctoral program in educational leadership jointly sponsored by the University of California, Davis, and Sonoma State University. In his "day job," Joe continues to serve the California Department of Education as an Education Programs Consultant focusing on college preparation programs.

In March 2008, **Sean West** ('06) joined Eurasia Group as a comparative political risk analyst, after almost two years at Deloitte Consulting. He develops multi-country political risk methodologies as well as covers US trade policy for financial, government, and corporate clients.

**Valerie Knepper** ('82) has received two new awards for analytical planning work to support "smart" urban growth patterns. These latest awards are for the development of innovative parking policies, including pricing, sharing, and support for transit, walking and biking. The International Parking Institute granted an Award of Excellence and the Institute of Transportation Engineers' Parking Council granted this year's "Best Practices Award" to her project "Reforming Parking Policies to Support Smart Growth," available at [http://www.mtc.ca.gov/planning/smart\\_growth/parking\\_seminar.htm](http://www.mtc.ca.gov/planning/smart_growth/parking_seminar.htm).

**Corina Warfield** ('05) joined the US Agency for International Development as a Foreign Service Officer. Corina's first post will be at USAID's regional mission in Bangkok, Thailand (<http://www.usaid.gov/rdma/>). Corina and her husband Michael will move there later this year...please come visit!

**Karen Gelman** ('83) was recently appointed treasurer of the WTS Foundation, an international organization which promotes educational and career development opportunities for young women in transportation.

**Pamela Davis** ('87) was recently named one of the 2008 Women of Influence of Silicon Valley by the *Silicon Valley/San Jose Business Journal*

**Richard Halkett** ('05) is leaving NESTA in September 2008 to become Director of Strategy & Research in Cisco's Global Education Group.

**Pamela Brown** ('91) married Shauna Rajkowski on July 27, 2008 at the UC Berkeley Faculty Club. For the last four years, Pamela has volunteered as the National Policy Director for Marriage Equality USA, so the wedding was an even sweeter celebration. The honeymoon has been postponed until after the November 2008 election, as the couple will be actively volunteering in efforts to encourage Californians to vote no on Proposition 8 (the initiative that would change the California constitution to eliminate the freedom to marry for same-sex couples).

**Brian Turner** ('06) and **Emilie Mazzacurati** ('07) were married on October 13, 2007 amid New England foliage in New Hampshire, with a dozen GSPPers in attendance (see photo). They have since been adjusting to Washington DC where they both work in climate change policy — Emilie for the research firm Point Carbon and Brian for the State of California. And with impeccable timing, three years after meeting in the living room at GSPP, they are expecting their first child in October 2008.

**Kevin Gurney** (MPP '96, Ph.D '04) testified (Earth Day - April 22, 2008) before the Senate Subcommittee on International Development and Foreign Assistance, Affairs, and International Environmental Protection. The topic: International Deforestation and Climate Change. He was also named "Air Conservationist of the Year" by the Indiana Wildlife Federation on June 8, 2008.

**Tracy Stobbe** ('03) defended her PhD dissertation in late June and passed without revisions. For the rest of the summer, she worked on course prep and house renovations. She started teaching full-time in September at Trinity Western University. Her course load is mainly statistics and quantitative methods with a side of history of thought thrown in.

**Derik Broekhoff** ('99) left the World Resources Institute in Washington DC to move back to California with his wife, Caty, and year-old daughter, Janneke (pronounced "Yonnika"). He is now Policy Director at the California Climate Action Registry in Los Angeles, where he oversees the development of standards for "carbon offsets."

**Brian Haile** ('00) finished his JD at Georgetown in May 2008 and moved to Nashville, TN to be near his three nieces (and take a great job with the state) as the Deputy Executive Director for the State of Tennessee Benefits Administration.

**Gabriela Enrigue** ('08) is working at the International Finance Group (IFC), evaluating policy reforms to foster business development in Latin America. She has just been awarded the 2008 Echoing Green Fellowship for social innovation: <http://www.echoinggreen.org/fellows/gabriela-enrigue-and-leticia-jauregui>

In November, **Bob Gordon** ('75) was elected to the 40-member New Jersey State Senate. He represents 215,000 people in Bergen



*Andy Greenstein, Catherine Hazelton ('05), Adam N'gyuen ('07), Cindy Czerwin ('06), Jelena Simjanovic ('08), Andrej Milivojevic ('05), Arielle Cohen ('05), Emilie Mazzacurati ('07), Brian Turner ('06), Mandy Johnson ('07), Scott Bradley, Deb Landis ('07), Jenn Baka ('07), Juanito Rus ('05, PhD Candidate)*

County, an area just west of New York City. Bob is a member of the Senate Health and Environment Committees and is Vice Chairman of the Wagering and Tourism Committee (see profile).

**Karen Baker Minkel** ('04) is now the Interim Director of Long Range Planning for the City of Fayetteville, AR. She and her husband Justin welcomed their first daughter, Ariana Grace, on January 3.

**Alva Johnson** ('93 ) recently brought a group of students from a southern California American Indian Tribe to visit GSPP,

as part of an overall tour of UC Berkeley. While there, alumni and staff talked to the kids about the field of public policy, and explained how the discipline is important to their tribal government in making decisions that affect their lives.

**Stefanie Papps** ('07) was recently promoted to an associate legislative analyst at JLARC, the Virginia General Assembly's oversight agency. She's currently working on a team studying the Commonwealth's waste minimization, recycling, and reuse efforts, which will report its findings in September.

The Goldman School of Public Policy Presents  
**The 10th Annual Alumni Recognition Dinner**

Friday, October 24, 2008  
 Berkeley City Club, 2315 Durant Ave., Berkeley

For more information, please contact Cecille Cabacungan at  
 (510) 642-1303 or [cecille@berkeley.edu](mailto:cecille@berkeley.edu)

<http://gspp.berkeley.edu/alumni/events.html>

# Why I Give to GSPP

By **Sabrina Landreth** MPP '04

**I REMEMBER HOW MUCH AT HOME** I felt when I first started at GSPP. Not just because of the intimate campus — the picnic table, the living room — but because of the students, faculty and alums that make this such a unique community. It's a place I identify with; it's a place that changed me.

There is no shortage of worthy organizations to which we can direct our time and money, so why give either of these precious resources to GSPP? Experts spend a lot of time addressing this question — studying why people give, or don't give — applying the social scientist's lens

to examine why we decide to give to the programs we choose. Studies find varied motivations: people give because they identify with a cause; they feel a responsibility to give back; they give if they are cajoled by the right person.

For me, it's not complicated. I give to GSPP for all it's given me, and keeps on giving — a unique community in which students gain critical skills for solving complex problems. A place that I left feeling like I had the support of all the students who had come before me and all those who would come in the future.

Contributions to GSPP can help student groups such as the Environmen-

tal Policy Group, and Students of Color in Public Policy; court visiting scholars and lecturers from around the world; recruit and retain world-class faculty and support student fellowships and summer internships. I give to maintain the school's quality and to help their mission to empower the next generation of public policy leaders and policy makers. **G**

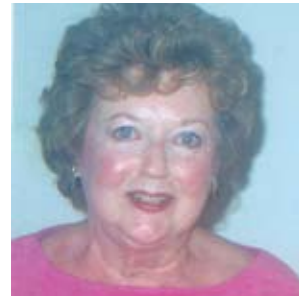
Sabrina Birnbaum Landreth is a Legislative Analyst for the Oakland City Council. She can be reached at [SLandreth@oaklandnet.com](mailto:SLandreth@oaklandnet.com).

## silver society **Mary Lou Callahan**

**BY INCLUDING GSPP** in her estate plans, Mary Lou Callahan joins GSPP's Silver Society.

She writes, "I was inspired to give to the Goldman School because of its policy focus. Good policy is the goal of all the structures and dynamics of political science, the study of which enables us to try to enrich lives and better the human condition."

Mrs. Callahan is Professor Emeritus from the University of Detroit Mercy. She first connected with the Goldman School when she read an article by Prof. Robert Reich on income tax reform in *American Prospect* magazine. **G**



Mary Lou Callahan

## from the desk of **Annette Doornbos**

**WHAT DOES IT SAY** about an institution when the outgoing Dean is honored in the way that GSPP staff, faculty, and alumni have honored Dr. Michael Nacht?

A senior staff member was the first to step forward and pledge \$1,000 to establish the *Michael and Marjorie Nacht Graduate Student Support Fund in Public Policy*. Faculty, alumni and advisory board members followed suit, with gifts ranging from a few hundred dollars to \$50,000 from advisory board member Jim Losi.



Annette Doornbos is the Assistant Dean of External Relations and Development

This outpouring not only demonstrates the close-knit community that characterizes the Goldman school, but also acknowledges the commitment to public service that was the hallmark of Dr. Nacht's leadership.

*The Michael and Marjorie Nacht Graduate Student Support Fund in Public Policy* reflects Michael Nacht's unswerving to create opportunities for students and to make it possible, year after year, to attract the best scholars — those who hold profound aspirations for public service. Gifts to this fund will empower the next GSPP Dean to recruit the highest caliber of students, drawn from a breadth of work and life experience, and from a diversity of perspectives. **G**

To make a gift to the **Michael and Marjorie Nacht Graduate Student Support Fund in Public Policy**, contact Annette Doornbos at [doornbos@berkeley.edu](mailto:doornbos@berkeley.edu) or (510) 642-8005, or give online at <http://givetocal.berkeley.edu/makeagift/nacht/>

## EIP hosts Chinese Senior Managers

By Blas Pérez Henríquez

### Executive Training Course: Management of Innovation

This summer, the Executive and International Program (EIP), in partnership with the College of Engineering GLOBE program, conducted an executive training course in Innovation Management for 32 Chinese senior officials from state-owned enterprises. This executive program was developed in collaboration and coordination with Shantou University and the Cheung Kong Design Research Center in Beijing, and was possible thanks to the generous support of the Li Ka Shing Foundation.

Participants were given with an overview of the role of government in fostering innovation, with a special focus on the Bay Area's success in information technologies, bio-sciences and clean tech energy sectors. Speakers included Dr. Charles Townes, Nobel Laureate and GSPP Advisory Board member.

### Strategic Management of Water Resources

At the end of July, EIP hosted 32 officials of the Changjiang (Yangtze River) Institute of Survey, Planning, Design and Research (CISPDR) of the Ministry of Water Resources of China. CISPDR is an engineering agency whose service chain includes hydropower projects, water



George Breslauer, UC Berkeley's Executive Vice Chancellor and Provost, Dr. Niu, Xinqiang, Vice Commissioner, Ministry of Water Resources of China and Blas Pérez Henríquez, EIP Director with the participants Strategic Management of Water Resources executive training course.

resources projects, soil and water conservation, architectural engineering, power transmission and distribution, and highway traffic engineering.

Topics during the three week intensive included energy and environmental policy, water resources management and organizational change and innovation, from prominent guest speakers such as Dr. Mark Levine, Group Leader of the China Energy Group, Lawrence Berkeley National Laboratory (LBNL) who addressed "China's Energy Future," and Stanford Law School Professor David G. Victor who spoke on "Global Trends in the Energy Sector." The participants also benefited from GSPP faculty expertise, including Profs. Gene Bardach and Michael O'Hare, and water management expert Prof. Michael Hane-

mann, as well as faculty from Civil and Environmental Engineering and the Haas School of Business.

Special thanks to Gan Bai (MPP '06), EIP Assistant Director, for his role in making these programs a success. Also thanks to Laura Wisland (MPP '08), Chung-Min Tsai (PhD candidate in political science) and Sandra Chen, (graduate student at the School of Optometry) for their work as graduate research assistants and undergrad Jenny Ton for their diligent administrative support.

For more information, please contact Blas Pérez Henríquez, Assistant Dean for Executive and International Programs and Executive Director, Center for Environmental Public Policy, at (510) 643-5170 or [bph@berkeley.edu](mailto:bph@berkeley.edu).

## Center for Environmental Public Policy (CEPP)

The Center for Environmental Public Policy (CEPP) continues to attract graduate students and faculty from throughout the UC Berkeley campus, including Physics faculty (such as Nobel Laureate and GSPP Advisory Board member Prof. Charles Townes) interested in climate change policy and China's role in addressing it.

### Spring 2008 CEPP Seminar Series

**The Role of U.S. State Climate Efforts**, Josh Bushinsky, Pew Center on Global Climate Change Post Federal Policy Passage

**Greenhouse Gas Management: An Energy Company Perspective**, John Cain, Principal Carbon Management Advisor, Chevron Corporation

**China's Role in Global Warming**, Robert Collier, CEPP Visiting Scholar

**policy**notes

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**What are your hopes for your assembly? Any longer term plans?**

I hope that the legislature passes a budget that does not include raising any new taxes while implementing a spending cap and setting up a rainy day fund so that Californians never have to experience another budget deficit like this year's again. Upon being termed out in November, 2008, I will return to the Orange County District Attorney's Office to a managerial position. I have two young children, so I am looking forward to working closer to home. **G**

Todd Spitzer (MPP '89; JD '89 Hastings) is a Republican Assemblyman for the California State Assembly. He can be reached at [Assemblymember.Spitzer@assembly.ca.gov](mailto:Assemblymember.Spitzer@assembly.ca.gov).

## GET INVOLVED WITH GSPP

### **HIRE Students**

Post jobs, internships, or policy projects in 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/>

### **PARTICIPATE in GSPP Events**

Join us for lectures, receptions and other exciting GSPP events.

<http://gspp.berkeley.edu>

### **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.html](http://gspp.berkeley.edu/alumni/update_address.html)

**policy**notes

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