

GOLDMAN SCHOOL
OF PUBLIC POLICY

UNIVERSITY OF CALIFORNIA
BERKELEY

policy notes

shaping a new approach

GSPP and
Poverty



WINTER 2009

A Center for Civility and
Democratic Engagement

Lawyers with Cameras

Mike Genest:
Alumnus of the Year

gspp.berkeley.edu

Dean's Message



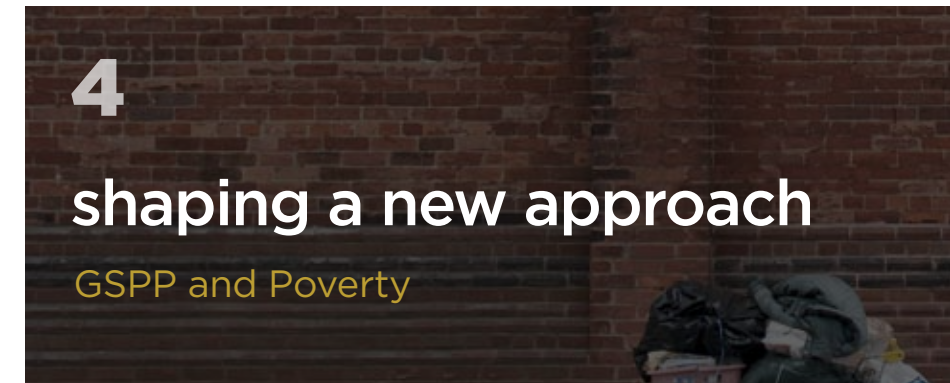
THE FALL WAS A BUSY TIME AT THE GOLDMAN SCHOOL. We had several stimulating and timely events, including a major conference put on by the Berkeley Program on Housing and Urban Policy. The conference included a presentation by Christy Romer, Berkeley faculty member and Chair of the Council of Economic Advisors for President Barack Obama. The conference also featured a presentation by Ben Bernanke, Chair of the U.S. Federal Reserve System. During the semester, we also had invited lectures from the Guyana Ambassador to the United States, presentations on Masai culture, and a discussion of the new book *Is There a Doctor in the House? Market Signals and Tomorrow's Supply of Doctors*, by GSPP faculty member Richard Scheffler.

As always, our faculty members have been busy with research and involvement in various policy arenas. On January 7, Robert Reich testified before the House Policy Committee on the economic stimulus package. David Kirp has been working on the Presidential Transition Team for education policy. Michael Nacht hit the ground running after stepping down as Dean in June of 2008. In the first half of this sabbatical, Michael co-chaired a conference on the future of nuclear energy and nuclear weapons, participated in a conference in Bellagio Italy on Anti-Satellite Weapons, and has been busy with his research on U.S. national security policy. Lee Friedman recently published an article in the *Journal of Comparative Policy Analysis* entitled "Should California Include Motor Vehicle Fuel Emissions in a Greenhouse Gas Cap-and-Trade Program?" John Quigley was recently elected president of the North American Regional Science Association. Eugene Bardach spent the semester as a visiting faculty member at the Wagner School at NYU. Sean Farhang has published several recent papers on discrimination policy in the *Journal of Empirical Legal Studies* and the *American Journal of Political Science*. At least one of us has branched out into the realm of multi-media. Dan Kammen recently hosted a 6-part series on the Science Channel titled *Ecopolis, Exploring the Future of Cities*. Steve Maurer has been conducting new research on the intersection between national security and synthetic biology.

Finally, I would like to thank John Quigley for his fantastic service as Interim Dean from July through December of 2008. Under his stewardship, the school ran like a well-oiled machine.

Steve Raphael
Interim Dean

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Editor's Note

THE ADVERTISERS TELL US THAT WHAT "HAPPENS IN VEGAS STAYS IN VEGAS," but I've been thinking that the exact opposite is true when it comes to the Goldman School. The teaching and research that takes place here are designed to educate, yes, but also to shape real life policies and programs. The work done *within* must make a difference *without*. No ivory tower, this.

Sometimes the policy shapers are national leaders, like Professors Robert Reich, Dan Kammen and David Kirp who advised the transition team of President Barack Obama on their respective areas of expertise: economics, renewable energy and early childhood education. Others work locally and creatively, like GSPP student and urban youth advocate Lynn Wu, or doctoral students Roberto Hernandez and Layda Negrete who, armed with policy training and a camera, find themselves at the center of the movement for Mexican judicial reform.

It is downright inspiring to work with people who have such a serious, heartfelt concern for the public good and who hold themselves and one another to the high standard of solving society's toughest problems. In times such as these, we could certainly use more like them.



Bora Reed
Editor

shaping a new approach

Bringing rigorous academic inquiry to bear on real life problems is a Goldman School hallmark, and nowhere is this more evident than in the area of poverty. In their research and in the classroom, Professors Steven Raphael, Rucker Johnson and Jane Mauldon are utilizing the best of the GSPP toolkit to address poverty's chronic and corrosive manifestations.

Trained as an economist, Professor Steven Raphael applies his analytical skill to labor and employment policies, race discrimination and urban economics.

"As a discipline, the tools of economics are very useful for understanding policy," he says. "But the *kinds* of questions we ask are shaped by the intellectual environment of GSPP, where both faculty and students are looking for relevance to public decision making."

Professor Rucker Johnson agrees. "We apply the rigor of quantitative analysis to real public policy and real programs. We do the research, and that research informs policy. It's what I call 'learning the tools, doing the work.'"

This policy-impacting approach is evidenced in Professor Johnson's own research, which focuses on early childhood investments that promote greater life chances.

"The \$10 billion pledged by the Obama Administration for early childhood education is the largest since the Head Start program," he says. "The research gives empirical evidence that making a social investment in early childhood will save money in the long run: in the earning power of those children as they reach adulthood, health outcomes and reduction in crime."

According to Professor Johnson, health outcomes are linked to a myriad of factors, including parental diligence. But even after controlling for variables like family structure, the research shows that the quality of schools and neighborhoods has a big impact on health. "A policy response that happens early in life could pay long term social dividends," he says.

As to the political will to make such investments?

"It's a double edged sword," he says. "On the one hand, it's always politically advantageous to promote the welfare of children. On the other hand, the distance between cause and consequence is distant and complicated."

For Professor Steven Raphael, any understanding of poverty must include the criminal justice system. He is the co-editor of a forthcoming book that assesses the social cost of incarceration. The nearly four-fold increase in the US incarceration rate in the last thirty years, he notes, is almost entirely due to policy changes, particularly changes in mandated sentencing and parole guidelines.

"It's a de-facto policy experiment," he says. "The United States has the highest incarceration rate in the world (fol-

GSPP and Poverty

lowed as a distant second by Russia). We wanted to do a cost-benefit accounting and see what [the increased rate of incarceration] has done for us."

Each chapter of the book assesses a different social cost of incarceration, including GSPP Professor John Ellwood's examination of the degree to which the cost of incarceration crowds out other expenditures in state budgets. Princeton Professor and former UCB student Amy Lerman (Political Science, PhD '08) examines how incarceration impacts the predisposition to commit more crimes and Professor Rucker Johnson examines the impact of a parent's incarceration on his or her child(ren).

"The project delivers a cost-benefit punch line," says Professor Raphael. "The conclusion is quite nuanced and includes the impact on children and families."

Professor Jane Mauldon's work also focuses on the effect of poverty on children and families, with a emphasis on social welfare policy. She is currently wrapping up her research on welfare time limits.

"We wanted to know who these people were who stayed on welfare assistance for so long," she says. "Do they

work more when the aid is reduced? Are they worse off?" Working with surveys and data from six counties, Professor Mauldon and her team showed that long term aid recipients have significant work barriers: health and mental problems, children with severe disabilities or serious chronic health issues.

"Many who leave welfare don't get them because they have such significant barriers to working. In a two-year window, more than 70% encounter a barrier that can result in job loss. Some people resort to 'off the books' jobs. Others don't work at all. Their ability to participate in the labor market is incredibly fragile."

Professor Mauldon's social welfare policy research extends to children and youth, especially those "aging out" of the foster care system.

"When [foster youth] leave the system, how ready are they?" asks Professor Mauldon. "Do they have the necessary education, life skills, financial and emotional resilience?"

She and her students are working on the analytical piece of "Connected by 25." Sponsored by five prominent foundations (Annie E. Casey, Walter S. Johnson, Charles and Helen Schwab Stuart, William

and Flora Hewlett), "Connected by 25" seeks to address the education, job, emotional and financial risk factors faced by youth leaving the foster care system.

Professor Mauldon also teaches a class on children and poverty. In addition to studying national and state policy, ethnography and the latest academic literature, she requires her students to work directly with children. So her students volunteer, tutor and spend face-to-face time with the subject of their studies.

"It's important to give students a visceral understanding of the problem," she says. "This goes hand in hand with being able to take a step back and see the big picture, to examine large data sets, analyze census data and compare historical trends. Policies, like people, have character," she continues. "It's important to understand the role of human agency and constraints that may not be in the data — to observe the interaction of people *with* policies and programs." **G**



UC Berkeley's Class of 1968

Center on Civility and Democratic Engagement



“If 2008 has taught us anything, it’s the renewed importance of civility in public life and the corresponding imperative of democratic engagement.” – Prof. Robert Reich

BOB WONG REMEMBERS his first date with his wife, Sheryl.

“We were sitting at Cafe Mediterranean,” he recalls, “when we saw police march, eight abreast up Telegraph Ave., with riot helmets and big batons.” The year was 1966, the era of the free speech movement and Vietnam War protests. The campus was frequently shut down as demonstrators clashed with police and the National Guard. Yet Bob and his fellow classmates from the class of 1968 remember it as an era when people took the time to listen to what the other side was saying.

“In the midst of all that political turbulence,” he says, “the sixties had its own kind of civility.” Eager to leave a legacy that would resonate with the civility and political involvement of their era at Cal, Bob and the other members of the UC Berkeley’s Class of 1968 established the Class of ’68 Center on Civility and Democratic Engagement. The Center is now housed at the Goldman School, and will be co-directed by Professors Henry Brady and Bruce Cain, head of the University of California, Washington Center (UCDC). Professor Robert Reich is the Center’s Senior Fellow.

“The Class of ’68 Center is devoted to finding ways to increase civility and to nurturing constructive political engagement,” says Professor Brady. “The Goldman School of Public Policy is committed to finding and training people to find sensible and rational solutions to problems that can attract a political majority. These solutions can only be hammered out and implemented if there is civility in public discourse and if there is sustained, thoughtful engagement by the general public.”

The Center on Civility and Democratic Engagement will sponsor programs that feature diverse political perspectives and support internships that will give students first-hand experience with the democratic process.

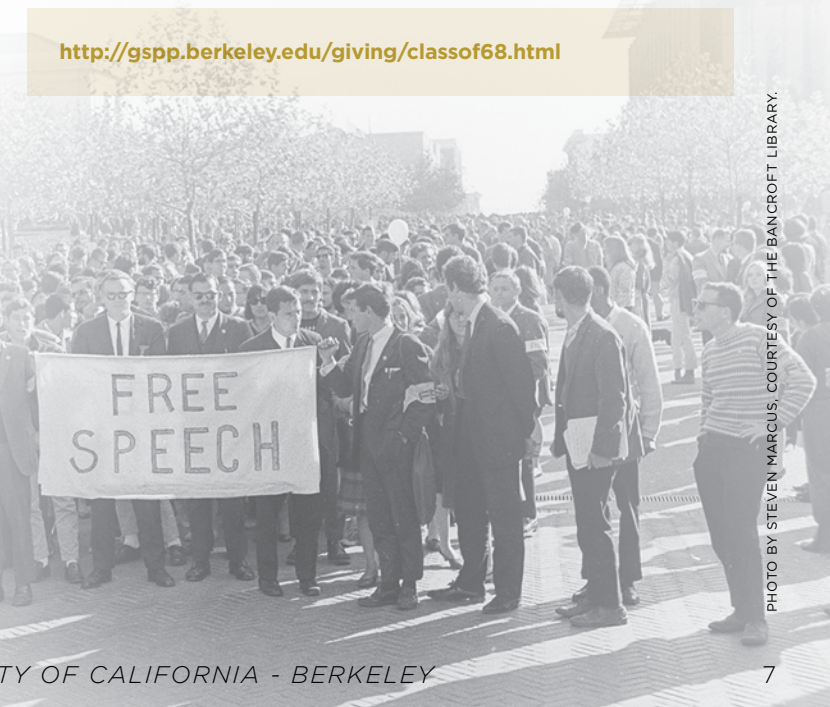
In celebration of its 40th anniversary, the Center sponsored a panel with Professors Henry Brady, Robert Reich and Bruce Cain entitled *Political Rhetoric and Civility in the 2008 Presidential Election*. More than 500 people attended the standing room-only event.

“If 2008 has taught us anything, it’s the renewed importance of civility in public life and the corresponding imperative of democratic engagement,” says Professor Reich. “Those who graduated Berkeley in 1968 learned that lesson, then. It’s fitting that the Class of 1968 is establishing a Center on Civility and Democratic Engagement and housing it at the one place at Berkeley dedicated to training public leaders for the twenty-first century — the Goldman School of Public Policy.”

“The partnership with the Goldman School is a perfect fit,” agrees DD van Loben Sels, who co-chairs the committee with Bob Wong. “It’s a fitting way to capture our history as a class, and to extend our legacy to future generations.” **G**

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

Left: Professors Robert Reich, Henry Brady and Bruce Cain address a capacity crowd.



FACULTY NOTES

In October, **Robert Reich** was named by *Time Magazine* as one of the ten best cabinet members of the last century. On November 6, Prof. Reich was appointed by President-elect Barack Obama to be a member of his economic advisory board during the transition.

In August, **Lee Friedman** spoke at a small joint conference of the California Public Utilities Commission (CPUC), the California Energy Commission, and the California Air Resources Board (CARB). His topic was on pricing emissions from motor vehicles, and included discussion of both the cap-and-trade program that is being developed by the state as well as the importance of the CPUC reforming electricity rates faced by residential customers who may be purchasing plug-in hybrid vehicles. In September, he expanded on the latter part of this in a presentation to the CPUC. In October, he spoke in GSPP's IGERT seminar series with his co-author Jeff Deason (MPP '05, current GSPP doctoral student) on research that they are conducting on the importance of the time dimension to the responsibilities of a greenhouse gas regulator. These responsibilities include how quickly to reduce emissions in order to meet state-adopted emission goals for 2020 and 2050, and about the value of allowing emitters a three-year period for meeting their annual compliance limits. One of his papers in this area, "Should California Include Motor Vehicle Fuel Emissions in a Greenhouse Gas Cap-and-Trade Program?" will be forthcoming in a 2009 issue of the *Journal of Comparative Policy Analysis*.

Dan Kammen traveled to a climate summit in Poland as part of the United Nations Environment Program (UNEP) delegation. His TV show, *Ecopolis*, aired on The Discovery Channel. A local (City of Berkeley/Renewable and Appropriate Energy Lab) innova-

tion on financing clean energy appeared in the journal *Environment*.

Sean Farhang published "Public Regulation and Private Lawsuits in The American Separation of Powers System" in *American Journal of Political Science* 52:821-39. He received research grants from the Hellman Family Faculty Fund and the American Bar Association Litigation Research Fund.

Rob MacCoun published several new studies, including some experiments on how citizens translate moral judgments into dollars in child custody decisions (*Journal of Empirical Legal Studies*), the relationship between a source's confidence and their credibility (*Journal of Experimental Social Psychology*), and citizens' perceptions of ideological bias in social science (*Political Psychology*). His recent paper on the effects of starting middle school in sixth grade received the 2008 Raymond Vernon Memorial Prize from the Association for Public Policy Analysis and Management.

John Ellwood is currently the Chair of the UC Berkeley Senate Committee on Academic Planning and Resource Allocation. The committee spends much of its time providing input to the Chancellor and the Provost on the current budget crisis. As the chair of this Committee, he is automatically a member of the system-wide academic senate committee on planning and budget (UCPC), as well as a member of UC Berkeley's Executive Campus Planning Committee (ECPC), UC Berkeley's Computer Technology Committee (CTC), and UC Berkeley's Space Assignments and Capital Improvements Committee (SACI).

Prof. Ellwood continues to direct the UC Berkeley site of the Robert Wood Johnson Postdoctoral Program in Health Policy Research. Each year the program brings four

post-docs for two-year research terms at Berkeley. The post-docs hold recent Ph.D.s in economics, political science, or sociology.

Suzanne Scotchmer returned from an academic visit to New York University at the end of June, 2008, and has been on sabbatical in residence, preparing to transfer much of her academic appointment into the Law School and Department of Economics. In the summer, she gave the Jahnsson Lectures in Economics in Helsinki. In the fall, she inaugurated a new line of research by publishing "Risk Taking and Gender in Hierarchies" (illuminating internal contradictions in employment law), and she also received a large 3-year grant from the National Science Foundation to continue her work in innovation.

John Quigley spoke on "Agglomeration and Growth" at the World Bank-United Nations Habitat Conference on Urbanization in Nanjing, PRC, in November. He was keynote speaker on "Mortgage Finance" at the international conference sponsored by the Hong Kong Institute of Financial Management in Shanghai. He presented a research paper on "Green Buildings" at the annual conference of the Royal Institute of Chartered Surveyors in London, and he presented a paper on "Liquidity and Housing Finance" at the Symposium on Real Estate Risk and Finance sponsored by Maastricht University in the Netherlands.

Prof. Quigley participated in the Brookings Conference on Urban Affairs in Washington, DC, and the conference of the North American Regional Science Association in Brooklyn, NY. He was elected President of the latter association for 2008-2009. At UC Berkeley, he participated in a panel on "Global Financial Turmoil," and he organized a two-day conference on the "Mortgage Meltdown, the Economy, and Public Policy."

WORKING PAPER SERIES: GSPP has launched a new working paper series with papers authored by the faculty. These papers are all included in the Social Science Research Network (SSRN), so they are accessible to scholars and students from around the globe. At least three or four of these papers have been in the top 10 most popular SSRN downloads for their subject category.

Check out the GSPP website for abstracts and hyperlinks to the full text (<http://gspp.berkeley.edu/academics/workingpaperseries.html>). New papers are being added regularly, and periodic announcements of them will be emailed to those who wish to be notified. Anyone who wishes to receive these announcements has only to click on the website where it says "Join the mailing list."



students **Daniel Cooney**

AS A JOURNALIST for the Associated Press, Daniel Cooney (MPP candidate '10) covered the case of Abdul Rahman, an Afghan man on trial for converting to Christianity.

"It was an intensely controversial case," Daniel recalls. "Those in the West were outraged that the government of Afghanistan would allow such religious intolerance, while many within the country were outraged for the opposite reason. The man had 'insulted God.' They demanded his death."

Experiences such as this one made Daniel a fitting candidate for a Rotary World Peace Fellowship, awarded to those with a background in international conflict and who demonstrate

"significant positive impact on world peace and conflict through their careers." Up to 110 World Peace Fellows receive fellowships to study at seven selected universities around the world. Currently, twelve fellows are at UC Berkeley. Along with Daniel, GSPP boasts two other World Peace Fellows: Veronica Guzman and Michelle Arevalo-Carpenter.

Before coming to GSPP, Daniel worked for ten years as a journalist, with assignments that included post-Suharto Indonesia, East Timor's independence movement, and leading AP operations in Afghanistan. He hopes to combine the analytical tools and policy education he is gaining at GSPP

with his journalism experience to promote social change. His areas of interest include international development and the environment.

"The policy education I'm getting [at the Goldman School] will give me a set of critical skills to take back into the field," he says. "It will also give me added credibility; an MPP from the Goldman School is a stamp of approval."

He admits that the program is more rigorous than expected, but is relishing the intellectual challenge.

"I mistakenly thought I would have time on the weekends to go out and explore parts of California," he laughs. "But I don't mind the intensity. It's incredibly stimulating." **G**

students **Layda Negrete & Roberto Hernandez**



Roberto Hernandez and Layda Negrete

WHEN LAYDA NEGRETE STOOD BEFORE the group of Mexican judges and attorneys, she was confident of success. She had received her MPP in 1997 from the Goldman School and had returned to Mexico to work in judicial reform. Her research had been extensive, based on solid methodology. She clicked through her presentation: 80% of defendants are tried and convicted without ever seeing a judge; 70% of all defendants do not have access to a lawyer. She was sure that her listeners would be convinced. After all, she had statistics on her side.

The response was not what she had expected.

“It was like a bomb had gone off in the room,” she recalls. “[The audience] was enraged. They screamed at me and called me a liar.”

Rather than being deterred, Layda and Roberto Hernandez adopted an alternate strategy. The couple, both doctoral can-

didates at the Goldman School, began to use film to connect their research to real people and their stories.

“It’s easier to talk about a problem with stories than with abstraction,” says Layda. “It adds a human dimension.”

Their first major project was *El Túnel*, a 20 minute documentary about the absence of due process fundamentals in the Mexican judicial system. The documentary, written and directed by Roberto, was viewed by an advisor to then President Vicente Fox. Soon politicians and policy makers from all 31 Mexican states and the Distrito Federal had made it a key part of the debate on Mexican judicial reform. Eventually, the debate led to an amendment to the Mexican constitution (passed 2008) that included basic due process rights, including presumption of innocence.

Now Roberto and Layda have set their sights on taking their message of judicial reform to a broader audience. They have

produced a feature length documentary, *Presumed Guilty*, which chronicles the story of Antonio “Toño” Zúñiga.

“Toño had been convicted of first degree murder, despite having an airtight alibi,” says Roberto. “He had appealed his case and lost. By the time we met him, he was desperate.” While scrutinizing the case file, Roberto became suspicious that the lawyer who had originally represented Toño had forged his license to practice. Further investigation revealed that Roberto’s hunch had been correct. Based on this new information, Toño was granted a new trial, and Roberto and Layda were granted permission to film the proceedings.

Presumed Guilty debuted at the International Documentary Film Festival in Amsterdam to great acclaim. Roberto and Layda expect the film to find national distribution in Mexico.

“Despite the overwhelming crime problem in Mexico, the average person

understands very little about the everyday workings of the system,” says Roberto.

Presumed Guilty not only presents Toño’s story and the day-to-day failures of the Mexican judicial system, but also presents a solution.

“The answer is quite simple, actually,” says Layda. “A transparent trial system, presumption of innocence ... countries like Chile have had good success in undertaking judicial reform.”

Roberto agrees. “We want to equip and mobilize, as well as inform,” he says. “The film is our policy memo.”

The project was undertaken with the support of GSPP Professors Robert MacCoun and Michael O’Hare and was funded by the Hewlett Foundation, the Center for Latin American Studies, UC Berkeley’s Human Rights Center, RENACE ABP, The Jan Vrijman Fund, Fundación Manuel Arango and Beca Gucci Ambulante. **G**

“We want to equip and mobilize, as well as inform.”

– Roberto Hernandez

students **Children and Poverty**

By **Meredith Willa** *MPP Candidate '09*
LEAVING A WEALTHY FAMILY'S apartment on the Upper East Side, I headed through East Harlem and into the South Bronx, where I had my next appointment: a family of three's single 10'x12' roach-infested room in a Mott Haven homeless shelter. Working for the Early Intervention Program, a federal entitlement program which provides therapies and services to young children with developmental delays, it was my job to meet with families, provide information about the available services, and make initial assessments of children's developmental status.

It was unusual to visit families of such unequal wealth in one day; the overwhelming majority of my cases were in the low-income areas of New York City. It was through these families that I was exposed to the real effects of poverty; children I visited from the poor neighborhoods were far behind their higher-income counterparts — even by age 12 months, they were scoring lower on cog-

nitive measures. Equal Opportunity laws suddenly became ironic to me as I realized at how young of an age millions of American children's life prospects begin to dwindle.

I decided to pursue a public policy degree when it became apparent to me that the US lacked the systems to prevent poverty from



restricting children's later outcomes in life. I was anxious to get 'behind the scenes,' and to start making changes that would have a broad impact across society.

After coming to the Goldman School, I took a summer internship with the Children and Families Program of the National Conference of State Legislatures (NCSL). An extraordinary opportunity, I par-

ticipated in NCSL's work of helping states tackle major policy issues related to poverty. Working directly with state legislative offices, I responded to incoming 'information requests' on anti-poverty coalitions, poverty reduction targets, asset building techniques and earned income tax credit policies — just some of the most common state themes. By using Statenet, a legislative database, I collected and shared important information on recently passed and recently proposed legislation in other states addressing the issue in question.

Before coming to GSPP, I planned to work in a federal government agency like the Child Care Bureau or the Temporary Assistance to Needy Families Office and move up in the ranks to a

position that would enable me to have the largest and most far-reaching impact. After working at NCSL, I realized how much of that impact is really left up to states. My career plans jolted and took a sudden turn towards state policy work. I am now actively pursuing jobs working directly for state health and human services agencies. **G**

from the desk of **Martha Chavez**



Martha Chavez is the Assistant Dean for Academic Affairs

STUDENT LIFE AT the Goldman School of Public Policy (GSPP) continues to be exciting, intellectually challenging and busy as ever! Our students had an intense academic Fall 2008 semester, and despite the rigorous academic work, many students were actively involved in numerous

policy clubs, including the PolicyMatters Journal and blog, Environmental Policy Club, Students of Color in Public Policy, Women in Public Policy, International Public Policy Group, Queer Issues in Public Policy, and the Very Social Policy Club, to name just a few. A new Political Leadership Club was also launched, and students began exploring collaborations with other schools, including the Haas School of Business and Berkeley's Law School. For a complete listing of GSPP student clubs and organizations, visit: <http://gspp.berkeley.edu/students/>.

Throughout the academic year, many of our students are also busy working as graduate student instructors, researchers, readers, or tutors, both at GSPP and throughout the Berkeley campus. These opportunities enhance students' teaching skills and knowledge of academic disciplines, and they provide important sources of financial benefits. Students are also working in the community, and in Spring 2009, they will be diligently tackling real-world policy projects for clients. For more information about how our students can conduct policy analysis for your

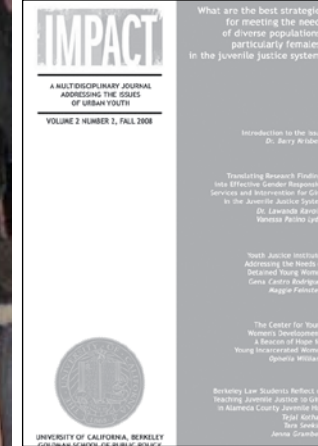
students **IMPACT Journal: Lynn Wu**

THE MULTIDISCIPLINARY APPROACH of *IMPACT*, the student run urban youth policy journal at GSPP, stems from co-founder Lynn Wu's (JD '09; MPP candidate '09) experience in law and public policy and the years she spent as a middle school teacher in the Oakland public schools.

"I really loved teaching," she says. "Initially, I was focused on education during the school day, but as I visited more and more students' homes and met with their social workers, I quickly realized that it was myopic to ignore other areas of their lives that were impacting their ability to access the education I was trying to provide during the school day even if I was unable to control those

areas. For example, no student is going to be able to concentrate in school and get a good education, regardless of how wonderful the school or teacher may be — if he or she is constantly changing home placements, visiting the emergency room because their basic health care needs aren't met, or wondering when (s)he can eat his/her next meal."

In 2006, Lynn and Boalt student Robyn Gould founded *IMPACT*. Each issue examines a policy question affecting urban youth from a variety of perspectives. The first issue focused on how cities and organizations can and are collaborating to deliver transitional youth services as foster youth age out of the dependency system and are



expected to be fully independent at the age of 18. Another issue looked at how to effectively implement youth participation in policy making. The upcoming issue looks at gendered responses to the juvenile justice system, particularly how it can better meet the needs of incarcerated females.

Along with the work of academic researchers and practitioners, each issue of

IMPACT includes an urban youth perspective. Lynn explains that although this perspective is critically important, it is often missing from policy decisions. "For the first issue, we interviewed youth transitioning out of the foster care system," she says. "If there are amazing services available, but youth don't know about them or how to get them, then it doesn't make a difference if they exist! So we asked youth who had gone through this difficult process what services they knew about and what types of services that they would have found useful."

After graduating, Lynn plans to continue her work in education reform, particularly advocating for youth in the dependency and delinquency system. She hopes to work on both systemic reform and direct services: "It's important to crunch the numbers and come up with the best policies," she says, "but it's always important to communicate with the people the policies are supposed to help to make sure they are actually doing what they were intended to do." **G**

www.impacturbanyouth.org

organization, visit: http://gspp.berkeley.edu/career_resources/emp_projects.html.

In Fall 2008, the Student Services team held exciting recruitment, career and alumni networking events. The Admissions Team traveled to Atlanta, New York and Washington, DC to recruit students and build relationships with alumni, employers and other universities. Throughout the semester, the Career Services Team held more than 25 employer information and professional development workshops for MPP students. In November 2008, we hosted exciting

networking events in Washington, DC. Over 70 MPP students traveled to Washington to attend site visits at the Brookings Institution, Congressional Budget Office, U.S. Government Accountability Office, International Monetary Fund, U.S. Department of State, and the World Bank. Over 120 people attended a GSPP networking reception at the University of California's Washington Center where students had the opportunity to network with GSPP alumni and employers to learn about internship and full-time job opportunities in the Washington, DC area. The

Goldman School will host a Public Policy Career Fair at UC Berkeley on March 5, 2009, and we invite you to join us if your organization is seeking to hire our students. Over 100 Goldman School students attend this fair, and we also invite students from other graduate programs on the Berkeley campus to attend. For more information, visit: http://gspp.berkeley.edu/career_resources/careerfair09.html.

We invite you to contact us if you want to learn more and get involved with GSPP. martha_chavez@berkeley.edu **G**

event highlights



Post-Election Dinner

The GSPP Board of Advisors hosted a post-election panel, *The New Administration's First 100 Days: So Much to Do — What to Do First?* featuring the combined expertise of Professors Henry Brady, Dan Kammen, John Quigley and Robert Reich, and moderated by Board of Advisors Chair Jim Marver (MPP '74; PhD '78). The webcast of the full program is available on the GSPP website <http://gspp.berkeley.edu/news-events/archive.html>

Left: GSPP Board Members Doug Goldman, Nancy Hult Ganis, and Steve Silberstein

Students Network in the Nation's Capital

In November 2008, the Goldman School hosted the second annual Network DC trip for first and second year Master of Public Policy (MPP) students. Network DC included site visits to numerous organizations including the Brookings Institution, Congressional Budget Office, U.S. Government Accountability Office, International Monetary Fund, U.S. Department of State, and the World Bank. In addition, GSPP hosted a networking reception for students to meet Washington, DC area alumni and employers to learn about summer internship and full-time job opportunities. Over 70 MPP students traveled to Washington, DC for these informative and exciting networking events. For more information about upcoming career and networking events, visit: http://gspp.berkeley.edu/career_resources/events.html opportunities in the Washington DC area.



Back Row: Ryan Chan, Joseph Milbury, Corey Ponder, Justina Cross, Todd Fawley-King, Martin von Gnechten, Juan V. Quintero, Russell Voith **Front Row:** Won Young Park, Maylin Jue, Jesse Heitner, Kok Loong Lye, Aurora Kiviat, Nathan Gottfried, Christine Frey, Armando Salcedo Cisneros, Ernesto Munoz Lamartine



The Mortgage Meltdown, the Economy and Public Policy

The two day conference, *The Mortgage Meltdown, the Economy and Public Policy*, featured Ben Bernake, Chairman of the Federal Reserve Bank, along with economists from UC Berkeley, Stanford and UCLA. The program was co-sponsored by UCLA and the Berkeley Program on Housing and Urban Development, under the leadership of Professor John Quigley and Executive Director Larry Rosenthal (MPP '93, PhD '00). The webcast of the full program is available on the GSPP website <http://gspp.berkeley.edu/news-events/archive.html>

Left: (From left) Professors Christine Romer (UCB), Robert Hall (Stanford), Aaron Edlin (UCB) and Barry Eichengreen (UCB)
Right: Professor John Quigley



GSPP Alumni Recognition Dinner

Friends new and old gathered for GSPP's 10th annual Alumni Recognition Dinner at the Berkeley City Club. The evening featured student speaker Kimberly Jackson (MPP/MPH Candidate '09) and honored Mike Genest (MPP '80), Director of the Department of Finance for Governor Arnold Schwarzenegger, as GSPP's 2008 Alumnus of the Year. He is pictured here with his wife, Kalli Genest.

2009 WILDAVSKY FORUM



Rebecca M. Blank
Changing Inequality: What produces and changes levels of inequality

March 12 • 7:30-9:00
Sibley Auditorium, Bechtel Hall
UC Berkeley Campus

Economic inequality in the United States is large by any measure. In part this reflects the structure of U.S. labor markets, but inequities in individual labor market outcomes are magnified by family formation and by patterns of wealth-holding. Can existing patterns of inequality be altered? This talk will discuss a conceptual framework for thinking about how mechanisms that alter inequality, and the evidence to support different approaches.

Speakers: Rebecca M. Blank has been the Robert S. Kerr Senior Fellow at the Brookings Institution since July 2008. Prior to coming to Brookings, she was dean of the Gerald R. Ford School of Public Policy at the University of Michigan and co-director of the National Poverty Center. Dr. Blank's research has focused on the interaction between the macroeconomy, government anti-poverty programs, and the behavior and well-being of low-income families.

alumni **Mike Genest**

IN 2005, GSPP ALUMNUS MIKE GENEST (MPP '80) was appointed by Governor Arnold Schwarzenegger to oversee the Department of Finance. Last Fall, GSPP recognized him as Alumnus of the Year, for his accomplishments and commitment to public service.



Did you always know you wanted to go into government service?

No. I'm a child of the sixties, and as such, I had all sorts of attitudes about government. At one point, you could have called me an anarchist. But as I got older, I realized that government is essential to civilization and that the better civilizations had better governments. I wanted to be a part of that.

What brought you to GSPP?

When I went back to college to complete my undergraduate degree, I took an internship at the state capitol with Senator John Dunlap. During that time, I became reacquainted with the Legislative Analyst's Office (LAO), which I had first read about in high school civics. They had a very high reputation (and still do) and I decided I wanted to work there. I wanted to know how to become a strong candidate for the LAO, and someone told me about GSPP.

After graduating from GSPP, you worked at the LAO?

Yes, for ten years. The great thing about the LAO is that, as a policy analyst, you have great freedom. That kind of intellectual freedom is quite rare in the "real world." For that reason, I think it's one of the best places to work if you want to be a policy analyst.

Then why did you leave?

I am a chain-of-command type of person. I like order. Legislative bodies tend to be the opposite. I respect the fact that we need a legislature, of course, and what they do is important. But I found that I am more suited to an administrative style of leadership.

California has been in a budget battle for a long time now.

Yes. Right now my job is particularly difficult. I try not to take the stress personally. On the other hand, I do take very personally our failure to get our budget into shape. It makes me sad that we are such a dysfunctional state. We shouldn't be. We have every reason to be a well run state, but we're not.

I still find my job very satisfying. I work with good people who do good work, and I enjoy managing them, even when it's difficult. I also enjoy the intellectual challenge. Both my policy training and my years as a carpenter prepared me for problem solving. There are standard practices, but there are opportunities to be innovative in dealing with problems. Around here, of course, there are plenty of problems.

What have been the most helpful things in your GSPP training?

At GSPP, I realized that I am an epistemological conservative. I am skeptical of human intellectual capacity and good intentions. The essence of conservatism is self doubt and reliance on tradition. I believe in innovation, but it's important to always be aware of unintended consequences.

From an analytical perspective, the most helpful concept was *ceteris paribus*. Given that there are a myriad ways to look at any situation, how do you analyze something? The basic tool of analysis is to "stop the world" and say, "all things being equal, this cause will produce this result." There will always be many things going on, often in countervailing directions, but to hold something steady in order to understand how it works is a very valuable skill. **G**

alumni **Abe Friedman**

BY DAY, ABE FRIEDMAN (MPP '98, JD '98) is a Managing Director at Barclays Global Investors (BGI) where he oversees corporate governance and proxy voting. But his passion for public service has also led him — in his "spare" time — to the Piedmont mayor's office. *Policy Notes* spoke to him about his work at BGI, city government and stumping for then President-Elect Barack Obama.

You are BGI's Director of Corporate Governance and Proxy Voting. That's a long title — what does it mean?

As the world's largest asset manager, BGI is among the top shareholders of almost every major company in the country, and in the world. I oversee a team that's responsible for voting the shares we hold on behalf of our clients. The corporate governance piece means that I'm constantly thinking about the policies and structures that will best protect shareholders, and then figuring out how to apply our guidelines to specific contexts.

How does the current economic crisis affect your job?

One result of the current financial crisis will be people asking a lot of questions about the role of boards and whether or not the regulatory structure is sufficiently robust. These are fascinating, important questions. A board needs to understand the risks that it is taking, both for their company and for the capital market system. At the same time, you don't want a board to be so mired in risk oversight that they are not providing the creative insight essential to success.

What aspects of your GSPP education do you utilize the most?

The quantitative skills I learned at GSPP have really served me well, as has being able to succinctly summarize the most important issues. In my job, I am constantly making decisions with real world impacts. One of the things I value the most about policy school is learning how to spot issues, efficiently weigh alternatives and then hopefully make decisions with a meaningful and positive impact in the world.

How did you get from proxy voting and corporate governance to the Piedmont City Council?

I've had a life-long passion for public service. I have always been involved in one way or another in my community. I was twenty nine years old when I decided to run for Piedmont City Council. I've never worked as hard nor had as much fun as I did in that campaign. Many people were enthusiastic about me running, but no one (including me) really expected me to win. To our surprise, I did, coming in first among a slate of several candidates.



Jennifer Friedman (Boalt JD '97), Vice President Joe Biden and Piedmont Mayor Abe Friedman

And you were also involved in Barack Obama's campaign?

Yes. I met Barack Obama in 2004 when he was running for the Illinois senate. I was totally blown away by him. I came home and told my wife, "Mark my words, this man is going to president one day." When he decided to run for president, I served on his Northern California Finance Committee and even traveled to Nevada to help get out the vote.

What advice would you give to students?

I love my job, but when I was in school, I had no idea that I would be working in proxy voting. So when I talk to students, I remind them to keep an open mind when they go out looking for a job. There are so many interesting and challenging roles and opportunities out there that you never would have even dreamed of in school. I believe there are two key criteria for students looking for a job: 1) Will you be learning in your role; and 2) Do you like the people. If the answer to both is yes, you've got a high likelihood for success. **G**

2008-09 GSPP Alumni Association Board of Directors

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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)

Ellen Winn (MPP '04) recently left the NYC Department of Education after four happy years to help launch the Education Equality Project (www.educationequalityproject.org). The Project was founded by New York City Schools Chancellor Joel Klein and the Reverend Al Sharpton in June 2008 as a non-profit, non-partisan coalition of elected officials, civil rights leaders, and education reformers singularly focused on closing the achievement gap and bringing equity to the U.S. education system. As Strategic Consultant she is responsible for building the organization, encompassing strategic planning, operations, policy, communications, fundraising, and grassroots organizing and advocacy. Check them out online and/or at their Facebook page and feel free to be in touch directly. ellenwinn@educationequalityproject.org.

Martha E. Ture's (MPP '04) first book, *Joe Walker*, came out December 2007. Find it on Amazon.com. Her second book, *Brave Music*, is in the research stage. She is still working at the California Public Utilities Commission in the Consumer Protection and Safety Division. She is recovering from a spinal surgery and went back to work in January 09.

Jane Hong (MPP '98) is Director of Performance Management at Scripps Health in San Diego. In 2008, she was awarded the Public Relations Society of America's Silver Anvil Award of Excellence for internal communications programs. She and her husband Brandon welcomed their first son Jack this past summer.

Patricia Weis-Taylor (MPP '77) retired from teaching scientific writing in the Physics Department at the U. of Colorado, Boulder to spend full time in her business, PWT Communications (www.pwtcommunications.com). She recently spoke on wind energy at a workshop in Moscow, Russia.

Panha Chheng (MPP '03) left Deloitte for a new role at iSoftStone. iSoftStone is a global IT consulting and outsourcing firm, based in Beijing China. It is a fast growing IT services company, with aspirations to become the next InfoSys or Accenture, and are at about 4500 employees worldwide. His new role is to lead the San Francisco Bay Area operations. Between the Deloitte job and this one, he spent two months in Wisconsin working as a data analyst for the Obama Campaign. It was an exhilarating time, and an incredibly satisfying victory.

Mitali Perkins (MPP '87) new novel for teens, *Secret Keeper*, set in India in 1974, was released from Random House in January. Critics are hailing it as "heartbreaking and hopeful" (Booklist) and "achingly realistic" (Kirkus), and describing it as "an intimate and absorbing drama" (Publisher's Weekly).

Ranjit Bharvirkar (MPP '04) moved to the world of private sector consulting in November 2008, after several years of conducting research in non-profit and government organizations. He continues to work in the electricity sector — especially, energy efficiency and demand response programs in both the U.S. and India.

Daniel I. Shostak (MPP '92; MPH '92) is happy to forward recent clips of research he completed over the summer. Under contract with American Health Insurance Plans, he led a study to forecast Medicaid long-term care expenditures by the states for the next 20 years. Links to the report and clips include the report (<http://www.ahip.org/content/default.aspx?docid=24597>) and press release (<http://www.ahip.org/content/pressrelease.aspx?docid=24601>).

Ola Friday (MPP '07) has transitioned back to New York City, after three years in California (two at GSPP, one at Deloitte Consulting LLP). She is currently exploring her options and excited for the years ahead.

Hector Cardenas (MPP '96/PhD '03) was appointed to on the Woodrow Wilson Center for International Scholars working group on US-Mexico migration. He will be teaching an elective course on US-Mexico Policy Relations at the Goldman School in Spring 2009.

Eleanor Bried (MPP '90; MPH '90) and **Nicole Smith** (MPP '90; MPH '90) had a wonderful impromptu reunion and would like to locate the other 4 MPH-MPP graduates from 1990: Laura Brown, Robin Hobart, Dan Shostack, Patrizia DeLucchio.

Howard Greenwich (MPP '99) moved to Seattle in September 2007 with his wife, **Tama Weinberg** ('99) and their daughter, Liora (now two-and-a-half). He works for a local non-profit, Puget Sound Sage, and Tama works for the GAO.

Merav Zafary-Odiz (MPP '00) and Eldad Odiz had their first son, named Oz, in August 2008.

Derek Turner (MPP '06) and his wife Stephanie welcomed their first child, Claudia, into the world on December 21 2007. Derek is currently Research Director at Free Press, the non-partisan public interest organization working on media and telecommunications policy.

Consuelo Espinosa (MPP '97) was a speaker at "The Third Global Credit Reporting Conference: Public Policy and Innovative Solutions", held at Rio de Janeiro-Brasil in October 21-23, 2008, and organized by the International Finance Corporation, The World Bank, and Banco Central Do Brasil. Consuelo is Advisor for Special Policies at Chile's Ministry of Finance.

Beau Kilmer (MPP '00) is a researcher at RAND and was recently selected to be the Co-Director of the RAND Drug Policy Research Center. With Mark Kleiman of UCLA, he launched the new *Journal of Drug Policy Analysis* (published by Berkeley Electronic Press).

Bree Mawhorter (MPP '05) wed Kelemen Papp (MBA '05) in Palm Springs, CA in November 2008. **Catherine Hazelton** (MPP '05) was on hand to make sure the drinks were distributed in a Pareto efficient manner. The couple spent their honeymoon in South Africa where they learned the theory of comparative advantage also applies to animals competing for food in Sub-Saharan Africa.

James Toma (MPP '95) lives in Los Angeles and works at the California Attorney General's office in the consumer law section. He investigates and sues businesses engaged in misconduct under California's unfair competition law. His wife, Minerva, and he have a one-year old boy Cruz Kenzo. He likes LA, though he misses the East Bay. He's seen a few GSPP classmates over the years but not nearly enough so get in touch!

Donna Watkins Olsson (MPP '86) is the Executive Assistant Dean for Administration for the College of Biological Sciences at UC Davis. Donna and her husband, Ray, have three children, ages 11 to 15.

Shelly Gehshan (MPP '85) now serves as Director for the Pew Center on the States' new national initiative aimed at improving access to dental care for disadvantaged children. She began her new position with Pew on September 29 and is based in Washington, D.C.

Kevin Gurney's (MPP '00) research was cited in the *New York Times*. http://www.nytimes.com/2008/12/02/science/earth/02carb.html?_r=1&ref=science.

Claudia C. Johnson (MPP '92; MPH '92; JD '97) recently published an article in the 20th Edition of the National Center for State Courts Journal, *Future Trends in State Courts* (<http://contentdm.ncsconline.org/cgi-bin/showfile.exe?CISOROOT=/ctadmin&CISOPTR=1258>) entitled Online Document Assembly. In addition, she led a session at the National Legal Aid and

Defense Association (NLADA) Washington DC meeting on Innovations for Pro Se Litigants. She has worked on the Delivery Committee to select 17 panels for the Equal Justice Conference sponsored by the American Bar Association and the NLADA.

Francisco DeVries (MPP '00) jumped out of the public sector and is now Managing Director of Renewable Funding (www.renewfund.com). His son, Mateo, is now three years old. Potty training tips would be most welcome

Vicki Wong (MPP '98; JD '99) and her husband have a 14-month-old little boy, Alex. On the professional front, she recently started a new job at the San Francisco City Attorney's Office, where she practices land use law.

Tracy Stobbe (Wates) (MPP '03) successfully defended her PhD last summer and started a tenure-track academic job at a small university near Vancouver, British Columbia (Trinity Western University). She and her husband, Joel, bought a house this summer in the Langley area.

Sean West's (MPP '06) thoughts on trade are profiled in the cover story of Global Finance magazine (<http://www.gfmag.com/index.php?idPage=1111>). His recent op-eds on trade were carried through Tribune Media Services (http://www.realclearpolitics.com/articles/2008/12/emerging_market_countries_lead.html) and he has appeared on various news shows, including CNBC (<http://www.cnn.com/id/15840232?video=927853035>).

alumni board **Ways to Connect**

AS THE NUMBER OF ALUMNI continues to grow, the 2008–2009 GSPP Alumni Association Board of Directors is actively working to expand the involvement of Goldman School graduates with the extended school community and broader policy world. We encourage everyone to check out the Alumni Association page on the GSPP website to (re)connect with alumni, get involved with activities, and send suggestions to the Alumni Council. Just a few of our activities:

Local area coordinators: Alumni have vibrant communities both in the Bay Area (contact Beth Faraguna, MPP '06) as well as the nation's capital (Jeff Abramson, MPP '03). This year we are designating alumni coordinator(s) in Boston (Nathan Kuder '08), Los Angeles (Hayley Buchbinder, MPP/MPH '03), New York and Sacramento (Stuart Drown, MPP '86) who can serve as resources for planning events and making connections. If you would like to be involved in these locations, please contact your local coordinator(s). If you are

interested in starting activities in another location, please contact Rob Letzler (MPP '03, PhD '07).

Visioning Group: Established at GSPP in 2005, the Visioning Group (VG) process was initiated by Juanita Brown (MPP '06), James Lerager (MPP '98), Professor Lee Friedman, and Larry Rosenthal. The VG has held a series of open meetings with GSPP students, alumni, and faculty and is now being incorporated within the Alumni Board. The VG is focusing on rethinking, redefining, and broadening core concep-

tualizations of public policy beyond traditional boundaries, understanding policy as *process*, and not *stasis*. We wish to explore the expanding role GSPP and its students, alumni, and faculty may play as catalyzing leaders in national and international public policy practice, as *change agents, skilled analysts, and societal entrepreneurs*. For more information, contact James Lerager.

Mentor program: Each year, more alumni volunteer to mentor current MPP students than there are students requesting mentors. This year, the Alumni Board

will be making new matches and is looking for ways to improve the program (yes, there will be surveys and data crunching involved). Please contact Edgar Cabral (MPP '05) for more details.

Development: Financial support from alumni is more critical than ever. The Alumni Board is especially interested in helping recent alumni start a habit of supporting the school. Contact Sabrina Landreth (MPP '04) with thoughts and for suggestions.

Dean Search: The Alumni Board was

actively involved last year in the Dean search. We conducted a survey of alumni feedback and presented it to the search committee. Thank you to all the alumni who responded. We will continue to interact with the school's interim Dean Steven Raphael and future Dean Henry Brady to express perspectives and offer assistance from alumni. For more on this effort, please contact Dennis Houlihan (MPP '76).

Have other ideas? Please let us know. See http://gspp.berkeley.edu/alumni/gspmaa_index.html for contact information. **G**

There's So Much @ the Goldman School — Six Virtual Resources You Should Know About

AS FORTUNATE AS IT WAS coincidental, GSPP experienced a major growth spurt about the same time that online media options began multiplying geometrically. Benefits to the Goldman School community ensued from that confluence of circumstances. Today, just about everything at GSPP that is bigger and better — its expanded policy practitioners network, reservoir of intellectual resources and menu of alumni and student services — is available electronically and instantly. There are so many online options that it is entirely possible that a few might have eluded you. Here is a look at six virtual resources that were designed with you, GSPP's extended community, in mind.

The virtual hub and the electronic equivalent of GSPP's real-life living room is its website, <http://gspp.berkeley.edu>. This content-rich portal is continually refreshed and augmented with new features. See for yourself on the homepage, which now links to one of the websites most recent additions, the faculty's *Working Papers Series*.

GSPP alumni who subscribe to @cal (<http://cal.berkeley.edu/>) receive the **eDigest**, an email newsletter and media summary that was launched in 2003. When you subscribe to @cal, an email message arrives in your inbox monthly with a single screen of top tidbits from faculty, student and alumni newsmakers. Upcoming events, recent additions to the website, special awards — all are right there with barely a push of the 'page down' key. As a quick read, this email is an appetizer linked to the full course, our web-based eDigest.

It would be hard to overstate the impressive nature of the **eDigest's** contents. The



Annette Doornbos is the Assistant Dean of External Relations and Development

month-by-month compilation of recent media citations of alumni, faculty and students offers unassailable evidence of the continuing contribution of the GSPP community. Many article summaries are illustrated with photographs; all have links to the original radio, TV or print news source. A topical compendium of the issues of the day, the eDigest contains some of the best thinking and approaches to the attendant public policies. Entries on the California state budget, health care reform, national security, or climate change policy etc., are available in the web-based archives as far back as 2003. <http://gspp.berkeley.edu/news-events/edigest.html>

The **News and Event Archives** link to web- and podcasts of talks and forums by GSPP faculty and top policy leaders. You can watch major public presentations or more intimate talks in the GSPP living room by such dignitaries as the Right Honorable Shirley Williams of the UK's House of Lords and Dr. Imad Moustapha, Syrian Ambassador to the US. Recent postings include a pre-inauguration Board of Advisors dinner featuring Professors Henry Brady, Dan Kammen, John Quigley and Robert Reich on priorities for the Obama administration's first 100 days. It's the next best thing to being there. <http://gspp.berkeley.edu/news-events/archive.html>

The **Alumni Directory** is a useful and interactive tool nonpareil. Accessed through

a username and password (see below), the Alumni Directory enables you to update your personal and professional contact information, find a particular classmate or friend — even if you can only remember the first few letters of his or her name — or compile lists of alums based on MPP class, geographic region, employment sector, and policy area. <http://gspp.berkeley.edu/alumni/alumnidirectory.html> For username and password contact Cecille Cabacungan at Cecille@berkeley.edu

The **Giving to GSPP** page enables you to make your tax deductible gift to the Goldman School, any day, any hour. Links from the "Giving" page take you to special giving opportunities (e.g. student fellowships named after GSPP faculty members who seeded them) and information on planned giving, gifts of securities etc.

While you can access a world of philanthropic services at <http://gspp.berkeley.edu/giving/> and receive or search for information from the pertinent to the pithy online, virtual communications never need stand-in for a phone call or visit. Your personal interaction with the School, always welcome, is still at the core of the GSPP community. Those interactions and those in your professional life in the world of public policy, will be that much more effective when supported by GSPP's virtual presence.

All my best to you for a peaceful, prosperous 2009.

Annette Doornbos
doornbos@berkeley.edu

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Executive and International Programs

By Blas Pérez Henríquez

Innovation and Best Practices in Public Management

From November 17 to 19, Executive and International Programs (EIP) hosted a group of human resources directors from various districts of the Beijing Municipal Government of China and conducted a three-day executive training course, titled "Innovation and Best Practices in Public Management." This program was made possible thanks to the generous support of the Cheung Kong Design and Research Center in Beijing.

The program covered a variety of issues in relation to innovation management and HR management. Three GSPP faculty members participated in the program as instructors: Professor Michael O'Hare offered his presentation on 'Fostering Innovation in Government.' Professor John Quigley followed with a lecture titled 'Real Estate, Mortgages, and Financial Turmoil, and Professor John Ellwood led an engaging discussion regarding good practices in public management in the U.S. The program also included a session taught by Dr. Frank Benest, former City Manager of Palo Alto. Dr. Benest is currently GSPP's Local Government Manager in Residence, a collaboration established by EIP with the International City/ County Management Association.

US Media: Political Values, Practice and Policy

On December 5 and 6, EIP hosted another group of practitioners from China's media sector. The 20 participants were journalists and other communications professionals from traditional and online media in China. This program was made possible thanks to the support of China's Foreign Experts Bureau.

Instructors of this course included Professor John Ellwood of the Goldman School, Professor Susan Rasky of the School of Journalism and Mr. Robert Collier, who is a former senior foreign-affairs correspondent for the San Francisco Chronicle. Mr. Collier is currently

a visiting scholar at the Center for Environmental Public Policy at the Goldman School and is writing a book on China and climate change. He covered new trends in the media industry as well as strategies that U.S. media has adopted to meet new challenges brought on by these trends. **G**

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



GSPP Guest Lecturer Robert Collier address Chinese Journalists

policynotes

WINTER 2009

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Berkeley Executive Seminar 2008

August 3 - 10, 2008

GSPP's Executive and International Programs (EIP) hosted its fifth annual Berkeley Executive Seminar (BES) from August 3-8, 2008. This new edition of BES attracted a mix of 33 executives from both city and county governments within California as well as from Nevada. BES 2008 was also the biggest BES class so far. San Mateo County sent twelve of their Executive Leadership Academy participants to attend BES 2008. The 33 participants also represented various functional areas within city and county governments: twelve of the participants were City Managers (including Deputy and Assistant City Managers) or County Administrators (including Deputy County Administrator), and the rest were mostly director-level officials in charge of a diverse range of city and county managerial functions.

The structure of the BES 2008's curriculum continues to improve, including the addition since 2007 of a public finance module and a policy workshop group project that creates opportunities for participants to interact with each other. The policy issue addressed during the week-long exercise was the implementation challenge of climate change



and sustainability policies at the local level. The program addressed a variety of current challenges confronting local government, such as budgeting in difficult times. It also introduced participants to new perspectives on managerial tools and skills in leadership, strategic thinking and problem solving.

BES would not have been possible without the generous support from both public and private organizations. In the private sector, Stone & Youngberg LLC has supported the program since its beginning. BES is endorsed and finan-

cially supported by the following local government organizations: the City Management Department of the League of California Cities, the County Administrative Officers Association of California, California Statewide Communities Development Authority, the California City Management Association and both the Municipal Management Association of Northern California and the Municipal Management Association of Southern California. **G**

Center for Environmental Public Policy (CEPP)

Center for Environmental Public Policy (CEPP) continues to host distinguished practitioners in the field of environmental policy and management for the benefit of the UC Berkeley community. **G**

Environmental Public Policy Seminar Series Fall 2008

Silicon Valley's Response to Climate Change and Sustainability, Bruce S. Klafter, Senior Director, Environmental, Health and Safety Program/ Head, Corporate Responsibility & Sustainability, Applied Materials, Inc.

Partnering in the Fight Against Global Warming, Wendy Pulling, Director of Environmental Policy at Pacific Gas and Electric Company (PG&E)

The California-Mexico Relationship: Creating Green Economies, Ricardo Martinez, Deputy Secretary for Border Affairs, California Environmental Protection Agency (Cal-EPA)

Environmental Policy in Mexico: Challenges and Opportunities, Adrian Fernandez, President of the National Institute of Ecology (INE), Mexico

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

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