

RICHARD & RHODA GOLDMAN SCHOOL OF PUBLIC POLICY

# BERKELEY POLICY NOTES

“SPEAKING TRUTH TO POWER”

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Fall 2000

## THE 6TH ANNUAL WILDAVSKY FORUM: WHERE PSYCHOLOGY MEETS PUBLIC POLICY

One of the most cited psychologists in the social sciences, Dr. Daniel Kahneman has long been at the forefront of the intersection between psychology and public policy. At the 6th Annual Aaron Wildavsky Forum For Public Policy, Dr. Kahneman, a professor at the Woodrow Wilson School of Public & International Affairs, lectured on competing models of the human agent and their implications for policy making.

Kahneman cautioned against the common economic assumption that human beings are rational and therefore better off if given more control and argued that the case against paternalism should be made on principles of freedom, not a simple supposition that people are the best judges for themselves—especially when they’re not.

Kahneman’s many years of research show just how contradictory seemingly rational people can behave and how



*Left to Right: Professors Rob MacCoun, Daniel Kahneman, and Michael Hanemann.*

easily human perception and responses can be manipulated. These misunderstandings and misperceptions can lead to confusing, contrary, or even damaging public policies.

One such manipulation, intentional or not, Kahneman explained, is the setting of the default. In an experiment using a coffee mug, Kahneman found that those who were

given the mug would only relinquish their mugs for a minimum of \$7. Those who did not have the mug were willing to pay on average no more than \$3.50. This exercise suggests that giving up something is more “painful” than acquiring it. The default—having the mug or not having the mug—affects a person’s decision.

According to Kahneman, another important element is context. In a sample survey, people were asked how much they were willing to pay to save a particular species of endangered dolphins and how much to save farmers at risk for

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## MPP CURRICULUM RECEIVES MAKEOVER

Following three years of review and intense discussions between faculty, alumni and students, GSPP faculty decided to merge two core classes (“Political Management” and “Law and Public Policy”) and create a new elective space in the process.

According to Associate Dean John Ellwood, who oversaw the curriculum review, the goal of the new curriculum was to provide more and better electives to accommodate the increasing aspirations of students to diversify their careers and policy interests. “The new core should maintain our high level of analytic training while providing more opportunity to apply those skills to individual policy areas and to specific management tasks,” said Ellwood.

The new elective space, which occurs in the fall semester of the first year, will consist of a series of modules of-

ferred by GSPP faculty. Some of the module topics discussed include behavioral models for policy analysis, ethics and public policy, financial management, housing policy, intellectual property rights, macroeconomics and financial markets, international relations, welfare, and negotiation.

The student representative for the curriculum review, Amanda Brown-Stevens, said “the changes are a definite improvement and the introduction of modules allows students to feel that they have a little bit more choice in what is included in the core.”

The review process, however, is not completely over.

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*John Ellwood*

## A Message From Dean Nacht

The Goldman School continues to reach new levels of academic achievement and remains a vibrant source of debate on the most pressing public policy issues. In the past few months we have:



1. Recruited a talented new assistant professor, Jack Glaser, a Yale-trained social psychologist, who is conducting path-breaking research on race relations and hate crimes.
2. Convened the first meeting of the School's Board of Advisors, chaired by William Reilly, noted environmentalist. Coupled with an energetic alumni board chaired by Norman Stein, the School is positioning itself to increase its visibility and fund-raising activities.
3. Held a very successful 2000 commencement ceremony with an inspirational speech on policy analysis by Professor Condoleeza Rice, former provost of Stanford University.
4. Conducted a well received summer institute for 29 college juniors, the Public Policy and International Affairs Program, that introduced substantive ideas in these fields primarily to minority students.
5. Announced a generous gift of \$180,000 from Mr. Steve Silberstein, a Berkeley alumnus and member of the School's Board of Advisors, to support student fellowships and visiting faculty.
6. Recruited an outstanding new class of MPP students with the highest GPA and GRE scores in the School's history.
7. Sponsored a wide variety of special seminars with guests ranging from policy-oriented economists Alice Rivlin and Robert Reischauer to senior government officials from Mexico and Egypt to the noted Princeton psychologist Dan Kahneman.
8. Completed all requirements to begin construction of our new building later this fall, pending reactions from the community.

It has been an exciting few months. Stay tuned for more to come!

## GSPP Welcomes Harold P. Smith

Harold P. Smith recently joined GSPP as a Distinguished Visiting Scholar. His research focuses on the impact of technology on foreign and defense policy.

In 1993, Dr. Smith was appointed to the Clinton Administration as Assistant to the Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs with responsibilities for reduction and maintenance of the American and NATO arsenals of nuclear weapons, dismantlement of the chemical weapon stockpile, oversight of the chemical and biological defense programs, management of counter-proliferation acquisition, and management of treaties related to strategic weapons. He returned to private life in 1998.

He originally joined the faculty of UC Berkeley in 1960, after receiving a Ph.D. in nuclear engineering from MIT. Dr. Smith has published extensively on the optimal control of exotic nuclear systems and on the interaction of radiation with surfaces, including ion implantation of silicon. He retired as professor and chairman of the Department of Applied Science in 1976 in order to pursue his interests in managerial consulting and entrepreneurial ventures. The Palmer Smith Corporation, a consulting firm specializing in management of high technology programs, was established and retained by many top defense contractors. He was one of the early principals of SAIC, RDA-Logicon, and Swerling, Manasse, and Smith. Dr. Smith also serves on the GSPP Dean's Board of Advisors.

## The Electricity Summit Conference: De-regulation or Re-regulation?

*November 13, 2000*

The deregulation of the electricity market in California has led to outrage over consumer prices and charges of market manipulation in the generation and transmission of electricity. What are the issues involved in ensuring a smooth transition to a competitive energy market? What lessons can be learned from the California difficulties?

Representatives from organizations like FERC, numerous state utility companies and commissions, electricity generators, and energy service providers, as well as academics, state policy-makers and consumer activists will engage in a dialogue on the current situation in electricity deregulation, where we have come from, what the future holds, and what solutions lie on the horizon. If you are interested in attending this event, please contact Heather Cameron at [hcameron@uclink.berkeley.edu](mailto:hcameron@uclink.berkeley.edu).

## Heather Cameron Selected as New GSPP Events Coordinator

Heather Cameron has joined the GSPP team as its first events coordinator. Her expertise in event planning began in the jungles of Papua New Guinea, where one of her many tasks was to organize outings for schoolchildren (munching on cooked sago while balancing food on banana leaves as plates is always a challenge), and continued to grow through a large international event in Warsaw, Poland, bringing together First Lady Hillary Clinton and numerous government and NGO leaders from Central and Eastern Europe (on to borsch and peroges).

She will be coordinating new events for the 2000-01 academic year, working closely with Dean Nacht, Annette Doornbos, Mike Treviño, Cecille Cabacungan and Blas



Pérez Henríquez, to bring together a dynamic series of speakers and lectures that will enhance the learning environment at GSPP, raise the school's visibility, foster linkages within the alumni community, and offer a venue for public policy discourse between academics, practitioners and interested citizens. The focus will be on topics of particular interest to faculty, MPP candidates and alums, such as the environment, information technology, and social programs in relation to public policy. She is looking forward to meeting the members of the wider GSPP community, and would welcome suggestions for future events and guest speakers. Feel free to contact her by e-mail at [hcameron@uclink.berkeley.edu](mailto:hcameron@uclink.berkeley.edu).

## Uganda, Home and Policy

By Amina Luqman

During my first village visit in Uganda, I was warmly greeted by a village elder. When she learned I was African-American, tears came to her eyes. She hugged me warmly and said in her native language "you are one of those who went away so long ago, welcome home." In many ways Uganda was like a homecoming for me. I enjoyed hours on end of walking through the winding streets of Kampala unnoticed, because people assumed I was Ugandan. I tried not to stare as I saw the faces of my cousins and aunts reflected amongst the Ugandan crowds.

However, I was quickly reminded of my American differences upon my arrival at my internship with the Uganda Land Alliance. The Alliance is an umbrella organization lobbying Parliament for fair land legislation. My proposed role was to assist in their lobby efforts on legislation for women's ownership of land. When I first came to the Alliance they were reluctant to give me responsibilities. A common Ugandan perception is that Americans join organizations eager to 'take over' the work being done by local activists. The ambition and enthusiasm of the American interns can often be viewed as a threat, rather than a welcome addition to the staff.

I quickly learned that the more effective way to enter the Alliance was as a silent learner. I spent the first couple weeks reading on the issues, attending meetings and writing meeting minutes. I soon found this time invaluable. Land law is very complex, and the political history of co-ownership was equally challenging. Ugandan women provide more than 70% of the labor in the nation's agri-

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## Jack Glaser Joins GSPP Faculty



Jack Glaser

A new faculty member joined GSPP this summer as Assistant Professor. Jack Glaser works on the interaction between psychology and public policy, with specific applications on the issue of race.

Strongly in favor of public education, Glaser said "being able to serve on the faculty of the finest public university in the world is an honor

and a privilege for me."

Professor Glaser identifies himself with the growing interdisciplinary field of Political Psychology. "Throughout my graduate training and postdoctoral fellowship, I've worked at the intersection of psychology and public policy, partly because I think they are especially important but also because I am fascinated by them. At GSPP I hope, along with Rob MacCoun, to develop and teach efficacious psy-

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### Upcoming Events

#### APPAM Conference & Alumni Reception

Seattle, WA - November 3 (Westin Hotel, 7:30-9:30 p.m.)

#### GSPP Admissions Receptions

Los Angeles, CA - November 6 (Office of Lieutenant

Governor Cruz Bustamante, 200 S. Spring Street, 6-8 p.m.)

Berkeley, CA - November 14 (GSPP, 6-9 p.m.)

#### The Electricity Summit Conference

November 13

Clark Kerr Conference Center

John Wood Krutch Theater, UC Berkeley

For more information visit [http://gspp.berkeley.edu/events/electricity\\_summit\\_conference.htm](http://gspp.berkeley.edu/events/electricity_summit_conference.htm)

#### Public Policy Career Fair

February 15, 2001 (Time and venue to be determined)

## GSPP Bids Farewell to the Class of 2000

The 45 students of the Class of 2000 gathered at the Faculty Glade on the UC Berkeley Campus, where GSPP faculty and staff, family and friends joined in the graduation ceremony held on May 22, 2000. Keynote speaker Dr. Condoleeza Rice addressed the important role of education in American Society: "Education embodies the principles of equal opportunity and social mobility, and it is the element that makes the United States such a prosperous country."

Faculty remarks were given by Professor Rob MacCoun, and the MPP degrees were presented by APA advisors Eugene Bardach, Lee Friedman, David Kirp, and Eugene Smolensky.

David Carroll was recognized as GSPP's Outstanding Graduate Student Instructor. The Smolensky Prize for Outstanding Advanced Policy Analysis was awarded to Todd Rydstrom and Taehee Woo.

Following in the footsteps of previous classes, the Class of 2000 gift to GSPP was a beautiful bookcase to initiate a GSPP library. They also included the book "How to Lie with Statistics."



Associate Dean John Ellwood presents David Carroll with the Outstanding GSI Award.

### *Class of 2000 Advanced Policy Analysis Projects*

As a requirement for graduation each student must complete an advanced policy analysis (APA) report. The list of APAs completed by the Class of 2000 is provided below. If you are interested in any of them or think your organization may benefit from such an analysis, send e-mail to goldalum@socrates.berkeley.edu.

*\*Master of Public Policy/Master of Public Health Joint Degree*

**MICHELLE ALLERSMA** EVALUATION RECOMMENDATIONS AND RESOURCES FOR THE RICHARD & RHODA GOLDMAN FUND

**SARAH BAUGHN** LINKING PERFORMANCE TO RESOURCES: ALTERNATIVES TO CURRENT ALLOCATION PROCESSES AT CALIFORNIA STATE UNIVERSITY, SACRAMENTO

**JENNIFER BORENSTEIN** MARIN COUNTY U.S.A: WHAT LESSONS CAN BE LEARNED

**ANNE CAMPBELL** THE ROLE OF THE PRIVATE SECTOR IN SUB-SAHARAN AFRICA'S AIDS EPIDEMIC

**ROSEMARY CAMERON\*** QUALITY-BASED PHYSICIAN PAYMENT INCENTIVES: A REVIEW OF THE LITERATURE & RECOMMENDATIONS FOR A PILOT INCENTIVE PLAN

**DAVID CARROLL** SHOULD CALIFORNIA ADOPT A HIGHER MINIMUM WAGE?

**KYRA CASBARY** STRENGTHENING THE ROLE OF CHILD CARE IN CALWORKS COMMUNICATIONS

**SUSANNE COIE** MOBILIZING AND SUSTAINING SOCIAL ACTIVISM: USING RESEARCH TO DESIGN EFFECTIVE

**HANK DEMPSEY** IN HOT PURSUIT OF THE PUBLIC GOOD: PUBLIC VALUE CONCEPTS AND STRATEGIES FOR THE INSTITUTE FOR THE FUTURE

**FRANCISCO DE VRIES** DECISION FAULT LINES: SEISMIC SAFETY AT FOUR CALIFORNIA UNIVERSITIES

**CYNTHIA DOLD\*** THE ETHICAL, SOCIAL, AND ECONOMIC IMPLICATIONS OF IMPLEMENTING A GENETIC SUSCEPTIBILITY SCREENING PROGRAM IN THE WORKPLACE TO PREVENT CHRONIC BERYLLIUM DISEASE

**STEVEN FRENKEL** INSURING CALIFORNIA'S UNINSURED: USING POLLUTION TAXES TO SUBSIDIZE HEALTHCARE ACCESS

**TRACI GLEASON WRIGHT** SPEAKING FOR THE CHILDREN: AN ANALYSIS OF INDEPENDENT LEGAL REPRESENTATION FOR DEPENDENT CHILDREN IN OS ANGELES, SAN FRANCISCO, AND SANTA CLARA COUNTIES

**AARON GOOD** THE PROMISE OF THE CITIZEN ACCOUNT: REDESIGNING SOCIAL PROGRAMME DELIVERY IN CANADA

**ROBERT GURNEY** DEVELOPING ASSETS IN AT-RISK BOYS: AN ASSESSMENT OF CURRENT PROGRAMS AND RECOMMENDATIONS FOR FUTURE FOLLOW-UP ACTIVITIES AT R.M. PYLES BOYS CAMP

**BRIAN HAILE** UNIVERSAL HEALTH REFORM IN CALIFORNIA: IMPACT ON IMMIGRANTS

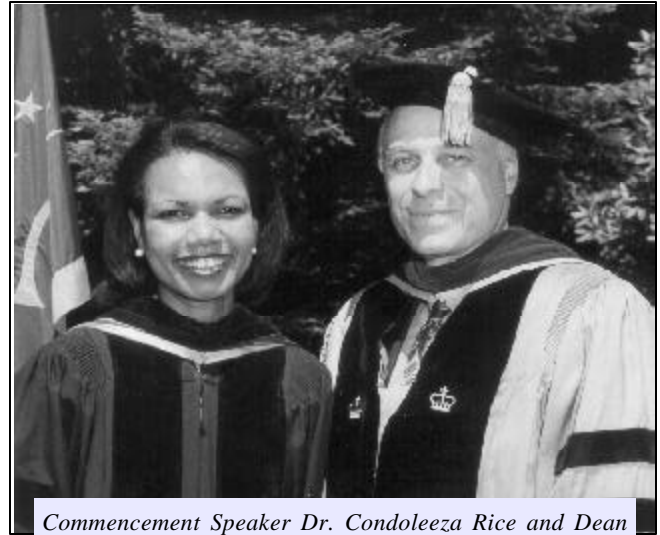
**DAVID HARRISON** HEALTH RESEARCH IN TANZANIA: HOW SHOULD PUBLIC MONEY BE SPENT?

**JANE HERR** THE PREDICTED EFFECT OF SALARY INCREASES ON CALIFORNIA'S PUBLIC SCHOOL TEACHER SHORTAGE

**KATE S. HEUMANN** HOW HAS PREVENTION PROGRAM FUNDING INFLUENCED TEEN BIRTH RATES IN CALIFORNIA?



*Larry Rosenthal receives his Ph.D. in Public Policy from Professor David Kirp.*



*Commencement Speaker Dr. Condoleezza Rice and Dean Michael Nacht.*

**JENNIFER HUTKOFF** PLANNING FOR THE FUTURE: SOCIAL MARKETING IN THE CITY OF FREMONT

**BALABRAMANIAN IYER** STEPS FOR THE COMMUNITY DEVELOPMENT FINANCIAL INSTITUTION FUND TO STRENGTHEN ITS MONITORING AND COMPLIANCE SYSTEMS AND RECOMMENDATIONS TO IMPROVE ITS VALUE TO CONSTITUENTS

**DAWN KAMALANATHAN** EVALUATING THE IMPACT OF SUPPORTIVE HOUSING ON ALAMEDA COUNTY MEDICAL AND BEHAVIORAL CARE SERVICES

**AUDREY KETTANEH\*** EXPANDING EARLY ACCESS TO HIV CARE FOR LOW-INCOME POPULATIONS IN CALIFORNIA

**BEAU KILMER** BEYOND IN-PRISON DRUG TREATMENT: A COST EFFECTIVENESS ANALYSIS OF THREE CRIMINAL JUSTICE STRATEGIES TO GET IN-PRISON TREATMENT COMPLETERS TO ENTER COMMUNITY-BASED TREATMENT.

**NIKKI KINGHORN** A BETTER ADVOCACY UNIT: FIGHTING FAMILY VIOLENCE IN OAKLAND

**SUSANNAH R. KIRSCH\*** HEALTH INFORMATION AND THE INTERNET: PROTECTING CONSUMER PRIVACY ONLINE

**KATHERINE MANNEN** DECISION FAULT LINES: SEISMIC SAFETY AT FOUR CALIFORNIA UNIVERSITIES

**CAROLYN E. MANUEL-BARKIN\*** ANALYZING THE PROVISION OF DENTAL SERVICES FOR MEDICAID BENEFICIARIES IN CALIFORNIA: WHERE ARE THE DENTISTS, WHO ARE THEY SERVING, AND HOW CAN WE IMPROVE ACCESS TO CARE?

**MARIANNA A. MARYSHEVA** GETTING RESULTS: IMPLEMENTING PERFORMANCE MANAGEMENT AT THE DEPARTMENT OF TELECOMMUNICATIONS AND INFORMATION SERVICES

**MAZIAR M. MOVASSAGHI** IMPROVING EFFICIENCY IN E-GOVERNMENT SERVICES: ORGANIZATIONAL LEARNING AND COST-PERFORMANCE MODELS

**TIMOTHY A. KUSSEROW** HOW CAN THE INTERACTIVE UNIVERSITY PROJECT ASSESS STUDENT ACHIEVEMENT IN K-12 SCHOOLS?

**JAKE LAVIN** LOCAL AFFORDABLE HOUSING POLICY IN OAKLAND  
**SARAH LAWRENCE** THE OTHER SOURCE OF PRISON ADMISSIONS:

AN ANALYSIS OF CALIFORNIA PAROLEES RETURNING TO PRISON

**JENNY LOUIE** THE IMPACT OF THE SAN FRANCISCO ARTS COMMISSION'S CULTURAL EQUITY GRANTS PROGRAM

**MAY SUNNY NGUYEN** POLICY OPTIONS FOR ENCOURAGING HOUSING DEVELOPMENT IN DOWNTOWN OAKLAND

**JENNIFER OTT** PROJECT CRACKDOWN MANUAL: ORGANIZING COMMUNITY ACTION & PRIDE

**GREGORY PAULOS** CALIFORNIA'S FOOD STAMP PROGRAM: TRENDS IN PARTICIPATION

**TODD L. RYDSTROM** MUNICIPAL AND REDEVELOPMENT STRATEGIC FISCAL PLANNING

**PAUL SANDU** THE ROLE OF PUNITIVE DAMAGES IN THE WINSTAR CASES

**DEBRA STUMP** SAN FRANCISCO EXPERIENCE WITH "TREATMENT ON DEMAND": AN EVALUATION OF HOW THE RESOURCES WERE SPENT

**SONIA D. WORCEL** TEEN PREGNANCY PREVENTION POLICY RECOMMENDATIONS FOR THE CALIFORNIA CHILD, YOUTH AND FAMILY COALITION

**TAEHEE WOO** ANALYSIS OF FREQUENT WINNERS IN SMALL BUSINESS: A CASE STUDY OF CALIFORNIAN FIRMS

**JUNYA YAMAZAKI** THE EVALUATION FRAMEWORK OF THE WATER QUALITY PROTECTION PROGRAM IN THE MONTEREY BAY NATIONAL MARINE SANCTUARY PROGRAM

**GUOQUANG YU** CHINESE IMMIGRANTS IN SILICON VALLEY AND INNOVATION IN CHINA

**MERAV ZAFARY** IRAN'S NUCLEAR PROGRAM: U.S. POLICY OPTIONS

DOCTOR OF PHILOSOPHY IN PUBLIC POLICY:

**LARRY ROSENTHAL** LONG DIVISION: CALIFORNIA'S LAND-USE REFORM POLICY AND THE PURSUIT OF RESIDENTIAL INTEGRATION

## Faculty Profiles:



Eugene  
Bardach

Professor Gene Bardach has recently embraced two new and challenging projects. The first one is a follow-up to his book *Getting Agencies to Work Together: the Practice and Theory of Managerial Craftsmanship*, published in 1998. His interest in the dynamics of implementing interagency collaboration has gotten him

into computer simulation and agent-based modeling. This research, conducted in collaboration with GSPP Emeritus Professor Bart McGuire, aims to analyze how the interaction between potentially cooperative, indifferent, or antagonistic agents changes the nature of the environment surrounding them, which in turn feeds back into the nature of their interactions.

His second project is a book arguing that “reciprocity” and “fairness” ought to be construed as the foundations of “social justice” and therefore social policy. Once an idea mainly related to equality, “social justice” ought to be broadened to encompass fairness, personal responsibility, and individual effort as well as equality. Moreover, as equality recedes as a practical goal in several areas of life, liberal and reformist efforts will now have to focus on questions of “adequacy.” “Adequacy” can be interpreted meanly or generously, and liberals will have to face challenge of making

reasoned as well as emotional arguments on behalf of generosity. The analysis will be grounded in discussions of current issues from welfare reform to “environmental justice.” It will also make use of research in the last 25 years on “human nature” coming out of evolutionary psychology and anthropology.

The second edition of Bardach’s influential book *The Eight-Step Path of Policy Analysis* has been published by Chatham House as *A Practical Guide for Policy Analysis: The Eight Fold Path to More Effective Problem Solving* and contains a new chapter on “best practices” – which Bardach calls “smart practices” – research methods. The first edition of the book has been translated into Spanish, Ukrainian, and Rumanian.

The first- and second-year policy analysis workshops are Professor Bardach’s most enjoyed teaching activities. Always full of new challenges, these classes allow him to coach students in a hands-on way on matters “so very close to my heart,” such as defining the problem, assembling the evidence, selecting the criteria, projecting the outcomes, confronting the trade-offs, and so forth.

Bardach also teaches in the Executive Program that GSPP offers regularly to higher-level managers and policymakers in the public sector in Mexico. In December he will be offering a short course in policy analysis and management at the Hebrew University of Jerusalem.

## *New Research Center On Health Care Policy Opens Its Doors*

During the fall semester 2000 the new Nicholas C. Petris Center on Health Care Markets and Consumer Welfare plans to initiate its activities. With \$2 million in funding from the State of California Office of the Attorney General, the Petris Center was officially established in the School of Public Health this past June. It will focus on consumer protection, affordability and access to health care and the role of information in consumer choice. It also will assess concentration, regulation and competition in the health care sector.

The center’s new director is Richard Scheffler, a UC Berkeley professor of health economics and public policy in the School of Public Health and the Goldman School of Public Policy. “The center will open its doors during the fall semester and we are very interested in having public policy students working with us,” said Scheffler.

The Petris Center is named in honor of former California State Senator Nicholas Petris, whose career has been characterized by a deep concern for the health of Californians. He was a leader in designing policies that address health care needs of low-income consumers.

The Petris Center represents a unique partnership among the University of California, the State Attorney General’s

Office and the Consumers Union, as well as other interested parties, in a collective effort to build premier research, training and technical assistance capacity in the areas of health care markets and consumer welfare.

The Petris Center’s research program will receive advice and input for consideration from an advisory committee representing the interest of consumers, law enforcement and recognized academics nominated by the Consumers Union, Attorney General, and Dean of the School of Public Health. The committee will include a representative of health care providers.

Professor Scheffler said the center will develop a health services and health policy research program capable of serving the informational needs of the California attorney general’s office and interested parties in the state. This ongoing capacity will enable the center to collect and analyze data, disseminate findings on the impact of managed care practices and health care policiess, and instruct interested parties through workshops and symposia.



Richard  
Scheffler

## Policy Profiles:

### *CAL-Learn: What Difference Does the Program Make?* By Jane Mauldon



Jane  
Mauldon

Five years ago California implemented Cal-Learn, an innovative program aimed at increasing high school graduation rates among teen parents on welfare. The underlying idea is that financial incentives combined with individual case management will encourage teen parents to finish high school. With a team of researchers drawn from across campus –

including GSPP's Henry Brady – I have been evaluating the impact of this new program.

The not-yet-released final report answers the question, "What difference does the program make?" The findings are consistent with the findings of the interim report: it appears that teen parents who get the full program – the anticipation and experience of bonuses and sanctions combined with help and nagging from case managers – are more likely to graduate. What the teens say about the program matches what we infer from the graduation data. Money matters: almost all teens said that bonuses linked to school progress are a good idea – and two-thirds also said that financial penalties linked to school progress were effective and fair. Adult support matters just as much: the majority of teens reported that their case managers – who are social workers,

not welfare workers – were very helpful to them. But there are no magic bullets: the sobering lesson is that "effective" means raising graduation rates 5 to 10 percentage points. Even with the program about half of teen parents do not graduate.

What difference will the final evaluation report make for public policy? Within California, the evaluation will be useful to Cal-Learn staff for its recipient's-eye view of the program: for example, some participants don't know about the financial carrots and sticks, or aren't aware of them when imposed. This surely reduces the program's impact. More generally, the report will presumably be read as justifying the decision that was already taken by the California Legislature – before the evaluation findings were known – to make Cal-Learn a permanent part of state welfare policy.

The report's greatest value may be its impact outside California. The findings contradict the too-prevalent view that, when it comes to getting teen parents to graduate, "nothing works." Policy-makers in other states may decide that since this program does increase graduation rates among teen parents, it is a worthwhile investment – particularly in an era when teen parents can receive welfare for only a finite time and as adults will be expected to earn money to support themselves and their children.

### Faculty Updates

\* **Professor Eugene Smolensky's** paper "Winners, Losers, and Efficiency: Achieving Multiple Goals in Japan's Financial System Reform" was published in the *Journal of Comparative Policy Analysis*, Vol.2, No. 1, April 2000.

\* **Professor John Quigley** gave the keynote paper at the June 2000 conference of the European Network on Housing Research in Gavle, Sweden. He also participated in international conferences sponsored by the University of Maastricht, Cambridge University, Shanghai University, and the Tinbergen Institute. His paper on "Price Discovery in Real Estate Markets" won the Best Paper Award at the Conference of the Asian Real Estate Society in Beijing in July, 2000. During the spring semester, he lectured at the Universities of Texas, Illinois, and Wisconsin. He served as External Examiner at the Free University of Amsterdam. Professor Quigley also organized and hosted Berkeley's Second Annual Conference on Housing & Urban Policy, held on the Berkeley Campus on September 18. Details on the conference may be found at the website <http://urbanpolicy.berkeley.edu>.

### Glaser Joins GSPP *continued from page 3*

chological analyses of policy problems."

His research focuses on intergroup stereotyping and prejudice. His studies explore how unconscious prejudice, outside of our awareness and control, is especially likely to lead to discrimination and conflict.

Our newest faculty member is also interested in the police practice of racial profiling. Through the development of a mathematical model, he expects to demonstrate how profiling is a self-fulfilling, and ultimately self-defeating process.

During the fall semester Professor Glaser will continue the research he began last year as a post doctoral fellow at UC Berkeley's Institute of Personality and Social Research. He also expects to initiate new research collaborations with researchers from the Department of Psychology and from Boalt School of Law.

Jack Glaser received his Ph.D. in Psychology from Yale University in 1999. At Yale he received awards from the Institution for Social and Policy Studies and the Society for the Psychological Study of Social Issues, and was honored with Yale's Robert M. Leylan Fellowship. He earned a B.A. in political science from the State University of New York at Albany in 1987.

## CLASS NOTES

We welcome alumni updates regarding promotions, job changes, marriages, publications, lectures/seminars, etc. Submissions must be limited to 50 words and can be sent via e-mail to [goldalum@socrates.berkeley.edu](mailto:goldalum@socrates.berkeley.edu). Due to limited space, all submissions are subject to editing.

**Mike Cortes** ('76, PhD '92) has joined the faculty of the University of San Francisco, where he will direct the Institute for Nonprofit Organization Management and the MNA degree and certificate programs in nonprofit management.

**Allen Mosher** ('78) is now Director of Policy for the American Public Power Association.

**Susan (Shosh) Blachman** ('79) is the Associate Director of the Environmental Finance Center, working for cleaner business. She also published the first ever Pocket Guide to Bay Area professional Wetcleaners, the environmentally friendly choice for dryclean only garments. For a free copy, send e-mail to [sfc9@greenstart.org](mailto:sfc9@greenstart.org).

**Steve Rosenbaum** ('79) gave a series of lectures on human rights and American justice to professionals in Senegal as part of the State Department US Speaker & Specialist Grant. He continues to lecture at the Boalt Hall School of Law and is affiliated with the school's recently established Center for Social Justice.

**Tom Bonnett** ('80) is expecting his latest book, "Competing in the New Economy: Governance Strategies in the Digital Age," to be available in October 2000 at [Xlibris.com](http://Xlibris.com). He has worked as an independent policy consultant for the last three years.

**Karen Pollitz** ('82) is studying federal and state regulation of private health insurance at Georgetown University. Her findings on the implementation of HIPAA were published in the July/August edition of *HealthAffairs*.

**Shelly Gehshan** ('85) is engaged to be married next May to Mark Obrinsky, Ph.D. They will live in Bethesda with her two children, Alex and Hannah.

**Armando Galvan's** ('86) daughter Sadee (happy in farsi) will turn three this November. His wife Behnaz runs a day care business.

**Andrea Leiderman** ('86) and her husband recently moved to Mountain View, CA. She has been teaching political science part-time at Evergreen Valley College and serves as the Public Affairs Director at Kaiser Permanente in the South Bay.

**Michael Sieverts** ('86) was named Acting Director of the Office of Legislative and Public Affairs at the National Science Foundation.

An article by **Carol Chetkovich** ('87, PhD '94) and Professor David Kirp, "Cases and Controversies," a critical analysis of policy teaching cases, will be published in the *Journal of Policy Analysis and Management* next spring.

**David Sieradzki** ('88) published an article entitled "Will Online Calls Kill Access Charges: The Internet Transforms the Conventional Wisdom on Phone Subsidies." in the *Legal Times* and its online magazine [law.com](http://law.com).

**Nina Robinson** ('89) is now UC Berkeley's Executive of Director of Public Affairs, which oversees the campus' Governmental Affairs unit.

## Annual Fund Summary

It is our pleasure to report that this year's Alumni Association Board spearheaded the most successful GSPP Annual Campaign to date. Here are some salient highlights:

At the fall 1999 alumni dinner, Dean Nacht launched Professor David Kirp's New Community Fund, a special fundraising effort to generate support for fellowships. David challenged the School to raise \$20,000 in gifts of \$1,000 or more, which he pledged to match, one a year, over the next twenty years. Mary Wildavsky, wife of founding dean Aaron Wildavsky, responded with a pledge of \$1,000 a year over twenty years as well.

In December 1999, GSPP solicited its 849 alumni with an end-of-the-year appeal for the School's annual campaign. The following March, the GSPPAA Board sent solicitation letters to those who had not yet contributed. Alumni Board members and other committed alumni who were recruited by the Development Department called classmates to ask for their gifts, tracking their progress through an on-line alumni database created for the campaign by the Development Committee chair, John Sladkus. "Decade Captains" Catherine Jensen Roth, (70's), Michael Berg (80's) and Rob Gramlich (90's) assigned and tracked calls.

As of June 30, 2000 a total of 195 people gave to the 99-00 Annual Fund, a 23% return. Of the alumni who contributed to the 99-00 campaign, 46 were first-time donors. David Kirp's \$20,000 challenge was met.

The Goldman School raised a total of \$61,374 in individual gifts this past fiscal year, in addition to the pledges from David Kirp and Mary Wildavsky. The average gift was \$315. These funds will help the School continue its tradition of excellence in the coming year.

Congratulations on a job well done!

-Annette Doornbos, Development Director, and Kathy Slusser, Administrative Specialist

## Giving to GSPP Is Just a Web Click Away

This summer, Berkeley unveiled a "Giving to Cal" gateway and a secure, online giving form for accepting gifts by credit card. Now you can make a gift to GSPP or UC Berkeley in general via the web. Take a look at <http://www.urel.berkeley.edu/givetocal> to see how easy giving to Cal can be!

### New Community Fund Donors (\$1000 or more)

Ann Jones

Jenny Wodinsky and Martin Johnson

### Donors Who Contributed \$100 or More\*

Rachel Allen	Christian Griffith	Diana L. Meredith
Kenneth Bloch	William F. Hederman	Jonathan Mills
Arnold Brooks	Anne Jenkins	Frank Neuhauser
Jamie Chadam	Sandra Jones Taylor	David Pash
Raymond Colmenar	Michele Kito	Wendy Pfeffer Stern
Nani Coloretti	Lawrence Mone	Maria Rea
Alex B. Cory	Kimberly Kunz Norton	David Smith
Bruce Engelbert	Deborah Leland	Daniel Stone
Jerry Fensterman	Ruth Liu	Donna Watkins Olsson
Marina Gatti	Caroline McCall	Craig and Ellen Whitton
Michele Gehshan	Bonnie McKellar	Irene Witt
Lisa Goldman	John Mendeloff	

\*New donors to the 1999-2000 Annual Fund as of 9/20/00

# Alumni Profile: Gary Pruitt ('81)

The head of The McClatchy Company, formerly McClatchy Newspapers, is not a seasoned journalist or an MBA from Wharton or Stanford. Instead, President and CEO Gary Pruitt ('81) holds an MPP from the Goldman School of Public Policy and a JD from Boalt.

At only 38 years of age, Pruitt was chosen to lead the major publishing company in 1995. Prior to becoming CEO, he worked as a First Amendment lawyer but credits his training and contacts at GSPP for his current position.

Pruitt graduated from the Berkeley MPP/JD program in 1981. He was attracted to the GSPP curriculum for its rigor, breadth, and interdisciplinary approach to problem-solving. As CEO of McClatchy, Pruitt makes constant use of his GSPP training.

"My educational background has provided me with the tools I need to rigorously analyze the issues and problems that we face daily in the business world and the changing media landscape," said Pruitt, whose duties include overseeing the 23 newspapers owned by the company.

The McClatchy Company was founded by James McClatchy back in the gold rush days of California. The company's first and oldest newspaper, published since 1857, is the *Sacramento Bee*. The company's largest paper is the *Star Tribune* of Minneapolis and St. Paul, Minnesota.

When asked if he felt disadvantaged from not having the more conventional degree associated with business executives, Pruitt replied that there was little an MBA provided that an MPP did not. "In fact, I feel advantaged," Pruitt responded, "because the tools and study of public



Gary Pruitt

policy are broader than what an MBA program provides. There are considerations in business that go well beyond just financial calculations."

The business of media has undergone significant changes in recent years and has not been immune to the wave of mergers and acquisitions that pepper the headlines. The proliferation of new media outlets—from cable channels to Internet sites—has fueled the Information Revolution but created special challenges for media companies. "All companies face the prospect of declining market share," noted Pruitt.

Adapting to the changes, however, does not simply have implications for business models. According to Pruitt, "These changes also create difficulties for communities because, with all the different sources of news and entertainment, we lose the cohesion we get from having a common base of knowledge for debate."

Pruitt, however, is optimistic about the company, citing bullish financial performance figures that defy some industry analysts' prognosis that newspaper companies cannot compete in the modern market. Last year the company posted revenues in excess of \$1 billion. Pruitt is also proud of the journalistic quality and integrity of the company's newspapers, which have netted a total of 12 Pulitzers.

In addition to acknowledging GSPP, Pruitt says he is indebted to former APA

## CLASS NOTES *continued*

**Cindy Brach** ('89) received the Secretary's Award for Distinguished Service from Secretary of Health and Human Services Donna Shalala. She will also receive the Award of Merit from the Agency for Healthcare Research and Quality.

**Wendy Jameson** ('89) recently became director of the California Health Care Safety Net Institute in Berkeley. She and her husband, Greg Chin ('88), live in Albany with their two children.

**Emily Novick** ('89) is now working as a free-lance video producer.

**Katsuji Imata** ('93) is now President/CEO of Japan-US Community Education and Exchange. He is currently in Tokyo in charge of an agency set up to foster dialogue between the US and Japan on business and international development.

**Cheryl Young** ('93) co-authored two health policy reports released by the Center for Health Care Strategies, Inc. She now works as an analyst at Mathematica Policy Research, Inc. in Cambridge, MA.

**Roger Martinez** ('94) joined election.com to help develop Internet voter registration applications and increase voter participation.

**Tim Belden** ('95) oversees the Western electricity trading desk for Enron in Portland, Oregon. He and **Sue Fletcher** ('97), who serves as the Deputy Press Secretary for Oregon Governor John Kitzhaber, are expecting a baby in December.

**Debbie Leland** ('95) is expecting a baby this fall.

**Larry D. Natividad** ('95) was elected as a member of Los Angeles' Democratic Party's Central Committee and is currently working at Prime Advantage, Corp.

**Amy Rader Olsson** ('95) has been working with the consulting firm Inregia in Stockholm, Sweden, on advanced transportation and energy issues.

**Kara Hartnett** ('98) is now Executive Director of OpenVoice, a nonprofit based in East Palo Alto.

advisor David Kirp, who was writing for the *Bee* when the CEO position opened and recommended that Pruitt apply. "I used to feel I owed a percentage of my income stream to David," said Pruitt. "Of course, I've since gotten over that."

Pruitt is married and has two daughters. In his spare time, he stays connected to GSPP by serving on the Dean's Advisory Board.

### 2000-2001 GSPP Alumni Association Board of Directors

<u>1-Year Term</u>	<u>2-Year Term</u>	<u>3-Year Term</u>
Enrique Balaguer	Michael Berg	John Andrew (new)
Jon Elliot (new)	Nani Coloretti	Aaron Estis
Rob Gramlich	Ann Jones	Bill Hederman
John Sladkus	Maria Rea	Janelle Lee Kubinec
Richard Turman	Christine Tebben (new)	Norman Stein

## Executive and International Programs

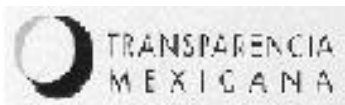
### *Recommendations Against Corruption Presented to Mexico's New President*

Policy recommendations that were devised resulting from a workshop supported by GSPP Executive and International Programs were presented to Mexico's new president-elect Vicente Fox.

Bruce Cain, Director of UC Berkeley's Institute of Governmental Studies (IGS) and Blas Pérez Henríquez, Director of Executive and International Programs (EIP) at the Goldman School of Public Policy, conducted a workshop in May for Transparencia Mexicana (TM). TM is the Mexican chapter of Transparency International (TI), a non-governmental organization based in Berlin, Germany dedicated to increasing government accountability and curbing corruption.

At the central offices of TM in Mexico City, Cain delivered a series of lectures on ethics, accountability, the public's right to information, and "sunshine" laws. Pérez Henríquez provided technical assistance on how to conduct focus group meetings. The two-day session was part of TM's preparation for a national forum on corruption that preceded the presidential election.

The goal of the national forum, according to TM President Federico



Reyes Heróles, was to identify the top ten policy recommendations for introducing transparency and ethical practices in Mexico's public and private sectors. Once devised, the recommendations were presented to the new president by Peter Eigen, President of Transparency International, and Reyes Heróles. Both commented on the positive reception President Fox had on the suggestions. "He seems to be willing to work with the civic community for fighting corruption," Eigen commented. "Eradicating corruption is definitely on the new president's agenda," said Reyes Heróles.

Eduardo Bohórquez, TM Executive Director and coordinator of the project, praised Berkeley's participation in the workshop. "The exercise '10 Actions in Favor of Transparency and Control of Corruption' helped us diagnose the achievements and formulate a strategy for combating corruption in Mexico. To defeat the risks of such an exercise, the assistance of Bruce Cain and Blas Pérez-Henríquez was key," he added.

### *EIP News*

#### **Certificate Program in Strategic Management of Public Organizations**

The second edition of this program is underway and will include Mexican government officials as well as private sector executives from companies such as TV Azteca Network and TELMEX, Mexico's major telephone company.

#### **EIP Awarded USAID Grant**

This fall EIP has been awarded a grant from the *United States Agency for International Development (USAID)* to support the initial phase in developing an *Environmental Executive Program* in conjunction with Mexico's Ministry of the Environment (SEMARNAP). This program will be designed to build capacity at the state and municipal level of emerging economies for improving the ability to implement cost-effective environmental policy. This program is expected to be launched by fall 2001.



### **Uganda, Home and Policy** *continued from page 3*

cultural production, however, they own only 7% of the land. Largely this imbalance is a result of patriarchal inheritance practices. The result has left many women trapped in domestic violence situations or landless in the event of the death of their husbands. Co-ownership legislation would allow women to co-own the land they reside on with their husbands. This controversial legislation has met a hostile reception of a predominantly male Parliament and little support from President Museveni.

In time, I was gradually enlisted to coordinate the Alliance's media efforts on co-ownership for the summer. The media campaign's goal was to educate the public on co-ownership legislation, dispel myths surrounding its passage, and mobilize support among Parliamentarians. I soon found myself arranging radio talk show appearances, writing newspaper and radio ads and arranging for rural women from all over Uganda to give personal testimonials to the media and Parliamentarians on unfair land practices. It was an adventure. Unfortunately, the battle for co-ownership wages on.

There was so little time and so much I was unable to do. However, I feel fortunate since many African-Americans have dreamt of traveling to Africa and never made it. Not only was I able to go, I had an opportunity to participate, if only in a little way, in the political lives of Ugandans. As my Mom would say "It was truly a blessing."

## *First UCPPIA Summer Institute A Great Success*

GSPP has hosted a Summer Institute for the past 19 years. Summer 2000 was particularly special as it marked the beginning of a new collaboration developed by GSPP using faculty and curriculum from all three UC policy schools (GSPP, UC Los Angeles, and UC San Diego). The University of California Public Policy and International Affairs (UCPPIA) Summer Institute brought together 29 students from across the country to GSPP for an intensive seven-week program to prepare them for success in a top-level graduate program in public policy. Students were selected on the basis of academic excellence and their demonstrated service to historically underserved communities.

The coursework was designed to improve participants' analytical and quantitative skills and expose them to the local, federal and international policymaking process as well as community-based organizations. As part of the program, UCPPIA fellows studied the role of economics and quantitative methods in public policy, prepared for the GRE through a six-week course, were introduced to public budgeting and the international financial system, received training in computer appli-



*UCPPIA Class of 2000 in Sacramento, CA*

cations and attended career development workshops. UCLA School of Public Policy and Social Research Dean Barbara Nelson, UCLA Professor of Public Policy Michael Stoll, GSPP Professors John Ellwood, Steve Raphael and Rob MacCoun participated as instructors in the program. UC San Diego faculty Stephan Haggard and Urike Schaeede also taught in the program.

Students also enjoyed a series of guest speakers. In the lecture "Problem Structuring & Policy Analysis of Race," Professor Samuel Myers, of the Roy Wilkins Center for Human Relations and Social Justice, addressed how the question of race needs to be modeled in order to find feasible solutions. The issue was especially interesting for this highly motivated and committed group of students. Yvette Diaz, UCPPIA Program Coordinator, described them as "people who really care about their community, who know that something needs to be done and who came here to obtain tools that could help them."

UCPPIA fellows receive a graduate fellowship for a master's degree either in public policy or international affairs, if accepted into a participating graduate school.

### **Introductory Policy Analysis (IPA) Projects**

The IPA, required of all MPP students, is completed during the second semester of the first year. Students work in teams and bring together the skills learned in other core courses to solve real life problems for off-campus clients. Below is a list of IPA projects from Spring 2000.

***An Incremental Approach to Information Sharing: Facilitating Service Provision to Alameda County's Homeless.*** Ariella Birnbaum, Peter Ho, Rebecca Kavoussi, Molly Wasow

***Managing Thyroid Test Utilization at San Francisco General Hospital.*** Toby Douglas, Ichiro Fujita, Claudine Schwartz

***Housing California's Homeless: An Analysis of Retiring Low-End Housing.*** Abel Guillen, Christine Martin, Lisa Severino

***As Assessment of Oakland's Alcohol Beverage Action Team.*** Maya Wilson Chakko, Luke Howitt, Wendy Jan, Bethany Robertson, Pam Willow

***Integrating Green Construction in Oakland, California: Preliminary Recommendations for the City of Oakland's Sustainable Community Development Initiative.*** Jean Choi, Sarah Graham, Joe Rois, Adam Van de Water

***Reparations for Dam-Affected Populations.*** Alex Marthews, Gila Neta, Michael Sullivan, Yolanda Uzzell

***Electronic Benefit Transer (EBT) Program: Best Practices to Serve Recipients.*** Joulia Dib, Anastasia Dodson, Celina Schocken

***Reducing Abscess Prevalance Through Expansion of Methadone Maintenance Treatment in San Francisco.*** Susumu Oda, Carolyn Wang, Michelle Wong

***Finding Consensus in California's Accountability Debate.*** Frederick Bentley, John Du, Shuang Liu, Veronica Santelices

***Early Literacy in West Oakland: The Pre-Kindergarten Enrichment Program.*** Emily Chang, Marianna Giokas, Amina Luqman, Ana Traylor

**Wildavsky Forum** *continued from page 1*

cancer. If asked separately, the willingness to pay for the dolphins was greater. When asked together, the public health concern prevailed.

“What does this tell us?” asked Kahneman, “The impossibility of coherence.” A problem posed by itself lacks context, Kahneman explained, but two problems posed together define a context for each other. Because people are context sensitive, it is difficult to have any coherence, thus providing an

opportunity for the manipulation of preferences.

A panel comprised of UC Berkeley professors participated in a panel to discuss Kahneman’s presentation. The panel included Michael Hanemann, Professor of Agricultural & Resource Economics and Public Policy; Dacher Keltner, Associate Professor of Psychology; and Linda Krieger, Acting Professor at the Boalt School of Law.

**Curriculum Changes** *continued from page 1*

The faculty is still contemplating a school-wide policy exercise modeled after those at Harvard, Maryland, and Michigan.

Brown-Stevens sees additional areas that should be addressed: “I think the school needs to focus on recruitment and retention of faculty with more diverse policy interests in order to continue to grow and attract students.

Hopefully there will be a continuing dialogue between faculty and students about the curriculum so improvements and finetuning can be carried out every year.”

The remaining core classes (“Microeconomics,” “Quantitative Methods,” “Introduction to Policy Analysis,” and “Advanced Policy Analysis”) will remain unchanged.

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*Berkeley Policy Notes*  
Goldman School of Public Policy  
University of California, Berkeley  
2607 Hearst Avenue  
Berkeley, CA 94720-7320

Phone (510) 642-4670  
Fax (510) 643-9657  
<http://gspp.berkeley.edu/>

*Editors*  
Emily Chang  
Veronica Santelices  
Mike Treviño  
Cecille Cabacungan

*Contributing Writers*  
Dean Michael Nacht  
Jane Mauldon  
Heather Cameron  
Annette Doornbos  
Blas Pérez Henríquez  
Kathy Slusser  
Amina Luqman

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University of California, Berkeley  
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Berkeley, CA 94720-7320

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