

## GSPP SECOND YEAR STUDENTS PRESENT “THE SOUND OF MANAGEMENT” MUSICAL

The stars shone in Berkeley on Wednesday March 12<sup>th</sup> when second year students Jeff Abramson, Michelle Byrnes, Jenn Carlat, Mandy Folse, Andrew Fuys, Ruth Genn, Jed Harris, Amy Laitinen, Corey Newhouse, Elizabeth Pollitt, Tracy Wates, and accompanying pianist (and first year student) Julianne Warner, performed a command, encore performance of “The Sound of Management.” Set to the tunes from “The Sound of Music,” and first performed on December 6<sup>th</sup>, 2002 to an enthusiastic crowd of students, staff, faculty and friends, the show demonstrated the students’ grasp of management and showed off their sometimes considerable, sometimes simply brave, talents. Their client of choice -

GSPP! From Dean Maria’s (Amy Laitinen) energetic entrance to the tune “The Sound of Management” to

resources, competing internal goals, inclusion, and buy-in, while addressing the tough questions of increased student enrollment, teaching methods, feedback, and fundraising among others that are actually confronting the school; while presenting their analysis in the form of a ‘musical management manual.’ Characters representing the student body, staff and faculty were compiled based on cast members’ interviews with people in the GSPP community.



Cast of “The Sound of Management”

the closing notes of “Grope Along” (“Edelweiss”) the student players hit the high notes of public and non-profit management, competition for scarce

Encouraging feedback and support for their creative endeavor was provided by Professor Mike O’Hare. The main assignment for the second-year core management course

*(continued on page 3)*

## FOURTH ANNUAL ALUMNI RECOGNITION DINNER



Prof. Bardach & Carla Javits

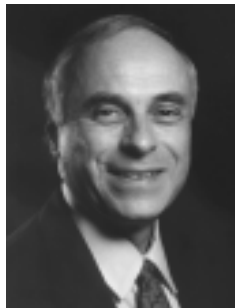
In October, GSPP alumni, staff, faculty, and friends gathered for the fourth annual alumni recognition dinner. Held at the Berkeley City Club, this elegant evening brought together graduates from the early days of GSPP through recent alumni from the Class of 2002. With

photographs highlighting alums from the reunion classes of 1972, 1977, 1982, 1987, 1992, and 1997, guests enjoyed sharing fond memories of life at GSPP.

The keynote speaker and Alumna of the Year was Carla Javits (’85) who is currently the President and CEO of the Corporation for Supportive Housing. Additional guest speakers included Aaron Estis (’85), Chair of the GSPP Alumni Association Board of Directors; first year student, Theresa Lo; and GSPP Dean Michael Nacht.

The next Alumni Recognition Dinner will take place in September 2003.

## Message From Dean Nacht



The current academic year has been filled with productive activities and joyful events at the Goldman School. I only wish that more of the readership of Policy Notes could be with us to participate and contribute.

In the fall we enrolled our largest Master of Public Policy (MPP) class ever—80 students of extraordinary talent and diversity.

Coupled with our returning MPPs, our doctoral students, and our undergraduate “minors” in public policy, we have more than 160 students at the Goldman School. We continue to strive, however, to maintain a strong sense of community in this extraordinary, large university.

Our new building is working beautifully—classrooms specifically designed for class and case interaction, a much-needed smaller seminar room, and a social psychology laboratory where Professor Jack Glaser and others are conducting research on such difficult issues as racial profiling and hate crimes. The building was featured in the January-February issue of Preservation (the Magazine of the National Trust for Historic Preservation) where it was highly praised. The singular contribution of Professor Michael O’Hare in the design and construction of the building was duly noted.

Our faculty continue to achieve at a breathtaking pace. Professor Gene Bardach is the president-elect of

the Association of Public Policy and Management, while writing a major book on social justice. Professor John Ellwood has devoted considerable effort to analyzing the budgetary problems of California; he is a consultant to the state on these vexing problems and has appeared often in the media to address them. Professor Lee Friedman’s book on microeconomics and public policy has received rave reviews, as Lee now turns to disentangling the difficult California energy and utility rate thicket. Professor Dan Kammen continues his incredible contributions to addressing environmental problems from the Bay Area to the nation to East Africa. Professor David Kirp’s new book on higher education “in the age of money” will be published in the fall by Harvard University Press. Professor John Quigley’s work on the wealth effect of rising housing prices has been noted in the Economist and other leading publications. Professor Steve Raphael’s work on gun violence, race relations, and minority employment has been covered by the Washington Post. And these are only a small and highly incomplete sample of our faculty’s most recent accomplishments!

Guest speakers continue to educate us at a dizzying pace—from former Clinton Secretary of Labor Robert Reich to Russian parliamentarian and foreign policy expert Alexey Arbatov.

Our wonderful intellectual and social community is flourishing, even in these troubled times. Please join us as often as you can. We always wish to hear from you how to make the School better.

### Mary Wildavsky, Donor and Friend of GSPP

On December 3, 2002, GSPP benefactor Mary Wildavsky hosted a



Mary Wildavsky

reception at her lovely home in the Oakland hills for the alumni, faculty and staff from the early years at GSPP.

The evening was a smashing success, attracting more than 50 people from the Bay Area. Alumni from the classes of 1970-80, as well as faculty and staff from the School’s first

decade, enjoyed reconnecting with old friends and reminiscing about GSPP’s salad days. The program featured recollections and highlights of the School today by Dean Michael Nacht, Professors Gene Bardach, Lee Friedman, David Kirp, Margaret Taylor, and current masters degree candidate Crispin Delgado. Gene Bardach’s opening line set a jovial tone—he said he was convinced that the reception was held to give the faculty the opportunity to apologize to the early alums who bore the brunt of the faculty learning curve as they built the School, though, “yes I agree, still we were great even then...”

Mary Wildavsky is the widow of GSPP’s founding Dean, Aaron Wildavsky. Their home was the site of many memorable social events in GSPP’s early years. Last spring,

Mary’s generous gift to the School enabled the deanship to be named.



Paul Staley ('80), Bob Gamble ('77) and George White ('76)

Michael Nacht, the first “Aaron Wildavsky Dean,” expressed his appreciation: “I am indebted to Mary for her terrific support. Her gift is not only a much-needed source of discretionary funding to advance our programs, but also a tribute to Aaron’s lasting legacy to GSPP.” Thank you, Mary!

## Alumni on Pace to Set New Record

With only eight months of 2002-03 donations collected, GSPP's alumni are rapidly approaching their 2001-02 donation total. Under the leadership of Lynn Chadwick (MPP '87) and Aaron Estis (MPP '85) – Development Committee Chair and Board Chair, respectively – the GSPP Alumni Association (GSPPAA) Board has kicked off the 2002-03 annual campaign with an excellent start. To date, 192 alumni of the School have given gifts and pledges totaling \$53,417. Last year, 211 alumni gave a total of \$49,291 to the School. Our goal for 2002-03 is \$65,000.

In the first half of 2002-03, 14 alumni doubled their largest past

gift, 7 raised their gift level, and 35 were first-time donors.

Independent gifts enable GSPP to maintain its high standard of outreach and quality of education for our talented students. The generosity of our alumni and friends are very important – your tax-deductible gift supports student fellowships, new initiatives, public events and the School's contributions to the larger society.

A redesigned web link makes it easy to find out how to give to GSPP. You can see a message from the Dean, planned giving information, and a secure link to online giving (credited the same day for tax purposes) on GSPP's homepage at [http://](http://gspp.berkeley.edu)

[gspp.berkeley.edu](http://gspp.berkeley.edu) (select Giving to GSPP).

To increase support for student fellowships, Professor David Kirp has renewed his challenge to alumni, faculty and friends to match each \$1000 gift made to the New Community Fund by September 2003 with a gift of \$1,000 a year up to 2020.

Thank you to all of GSPP's donors for your ongoing support. Your gifts are especially meaningful in a period of potentially severe budget cuts at the University. Your generosity helps the School continue in its tradition of excellence. -Annette Doornbos, Director of Development (510)642-8005, and Nancy Hall, Director of Annual Fundraising (510)642-9437.

### Goldman School of Public Policy Annual and Major Gift Donors 6/12/02-3/20/03

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GATX Corporation  
Rockefeller  
Foundation

## Spring Speakers (cont.)

(cont'd from page 8)

Social Economic Policy at the Heller Graduate School at Brandeis.

In February, former HUD Secretary and Mayor of San Antonio Henry Cisneros and Mayor of San Jose Ron Gonzales delivered keynote addresses at the Fourth Annual Berkeley Conference on Housing and Urban Policy. The conference featured speakers from the development, governmental, and nonprofit sectors discussing current housing and urban policy issues under the general theme, "Where Will the Poor Live: Housing Policy and the Location of Low-Income Households." Conference panels, presentations and keynote speakers explored findings from the 2000 census, trends in mixed-use development, HOPE VI projects, housing voucher programs, municipal housing policy, and land-use reform efforts.

The annual conference honors the memory of Don Turner, a pioneer and innovator in providing housing, who led California's Department of Housing and Community Development.

In March, GSPP's Regents' Lecturer, Dr. Alexey G. Arbatov Deputy Chairman, Committee on Defense, Russian State Duma lectured on "A Year and a Half After 'Black September': Problems and Prospects of International Anti-terrorist Coalition" and on "US-Russian Relations-The Terms of Cooperation." Additionally, GSPP and the World Affairs Council of Northern California co-hosted Dr. Arbatov's campus lecture entitled, "Superterrorism-Implications for a New Common Security Strategy." All of these lectures, were well attended by members and friends of the UC Community.

These events can be viewed on-line by visiting the "News and Events" page on the GSPP website at <http://gspp.berkeley.edu>.

## GSPP Welcomes International Scholar International Administrative Officer Program

Executive and International Programs (EIP) welcomes Winnie Leung Wing-Yee, the new International Administrative Officers Program participant to the GSPP community.

Ms. Leung Wing-Yee graduated from the Hong Kong University of Science and Technology, with a concentration in Marketing. She worked as an Administrative Officer in the Health, Welfare and Food Bureau of the Hong Kong SAR Government before joining this program.

She hopes to improve her policy analysis skills and to gain a greater understanding of American culture and its government policies.

GSPP's International Administrative Officers Program enables foreign public officials to integrate into the GSPP community and refine their public policy analysis, and management skills through academic and informal interaction with professors and students.



Winnie Leung Wing-Yee

## GSPP Alumni Association News

### Board of Directors Nominations

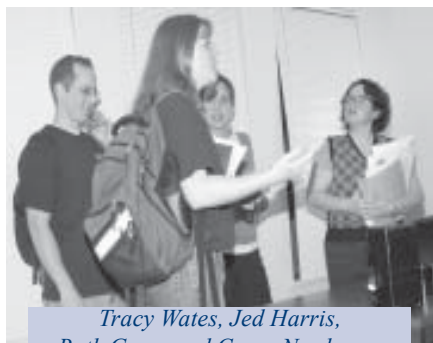
The GSPP Alumni Association Board of Directors is seeking nominations for five alumni to serve 3-year terms on the Board, beginning September 2003. These five would join the eleven other members of the Board. The Board guides the Alumni Association activities through the year, including planning for the annual alumni dinner; encouraging alumni to submit topics for APAs and IPAs; offering summer internships and full-time jobs; encouraging successful applicants to enroll at GSPP; encouraging alumni to support GSPP financially; and engaging with the Dean and Administration on issues of importance to the school and the alumni. GSPPAA has extended the deadline and will accept nominations for the five positions through May 9, 2003. Ballots will be mailed to all alumni in June 2003. All nominations, which can include self-nominations, should be directed to:

Cecille C. Cabacungan  
Richard & Rhoda Goldman School of Public Policy  
University of California, Berkeley  
2607 Hearst Avenue  
Berkeley, CA 94720-7320

### 5th Annual Alumni Recognition Dinner September 2003

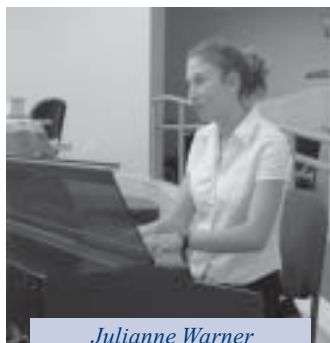
GSPP's 5th Annual Alumni Recognition Dinner is scheduled for September 2003! Please mark your calendars for this special event. Event details and formal invitations will be mailed to all alumni during the summer.

## Musical (cont'd from front page)



*Tracy Wates, Jed Harris,  
Ruth Genn, and Corey Newhouse*

is a “manual” written for the boss of the student’s summer internship agency. O’Hare encourages the use of different media formats on the theory that management knowledge is usually not best embodied in conventional essay form. This group of students proposed the musical form and the use of GSPP as an alternate context. O’Hare encouraged the experiment with the following cautions: (i.) be sure to build the program around real conflicts between legitimate values (ii.) not to “play it” merely for laughs and (iii.) to be certain that the action and songs carried the content without being preachy or didactic. Commenting on the performance, O’Hare claimed “..when I hear the phrase ‘amateur theatrics’ I usually look for a seat near the door, but this group managed to keep content and entertainment balls in the air throughout. Not only did they develop some real managerial insights about running the school, but they organized a complex collaborative enterprise on their own, on time, under budget, and beyond



*Julianne Warner*

anyone’s expectations. Again we see that if you give GSPP students a challenging task and get out of their way, they will amaze you.” The project came with an extensive term-paper-like document for the professor in conventional prose.

The students, as stated in their playbill “did their best to represent the broad management issues GSPP faces.” They succeeded in two, highly entertaining acts, drawing a standing ovation from a full house at both performances, even from large groups of first year students who were heard discussing very thoughtfully how high the bar had just been raised for them.

The playbill itself was a self-contained project. Character biographies were invented and described in detail; the complete lyrics are included as well as a synopsis, cast of characters list and advertisements.

The classroom space was used to great advantage and the visual aids were limited to the use of the sliding blackboards and props. Audience participation was welcomed at one point in the show and the jargon flowed.

This class certainly left an impact on all who were fortunate enough to be in the audience. As one professor remarked “I now want my students to sing their APA!”

Congratulations on a job well done. Future classes take heed: there can be a lot more to a management manual than paper and ink.

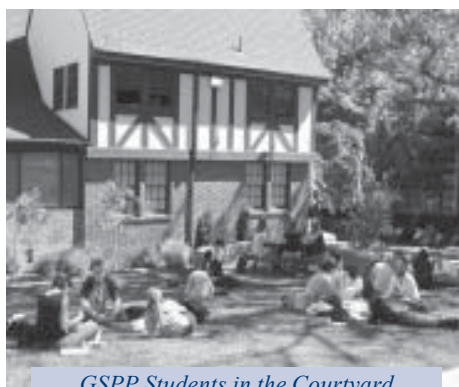


*Ruth Genn, Michelle Byrnes,  
Jed Harris, and Liz Pollitt*

## GSPP Enrolls 80 First-Year Students

The Fall of 2002 proved to be an exciting time of expansion for the Goldman School. To utilize the new 11,000 square foot building, 80 first year students enrolled in GSPP, making the Class of 2004 the Goldman School’s largest class ever.

After receiving approximately 600 applications, the students selected for this class came from across the globe, from every



*GSPP Students in the Courtyard*

region in the country, and from every sector. Over 50 colleges and universities are represented with the median GPA being a 3.7. The average age of the entering class is 26, with a little over half of the class being California residents.

With the neatly manicured courtyard located between the two buildings, GSPP students, staff, and faculty can frequently be seen working, talking, and enjoying the new space.

## Executive and International Programs

### *Environmental Capacity - Building in Mexico*

Thanks to generous support from the Hewlett Foundation, the Packard Foundation, and the U.S. Agency for International Development (USAID), last summer Executive and International Programs (EIP) initiated a cooperative effort with the Mexican government to increase the capabilities of Mexico's environmental agencies. Mexico's Ministry of the Environment (SEMARNAT) hopes to decentralize environmental protection and management, and is working jointly with EIP to augment the institutional capacity of state environmental authorities.

From July 29 to August 2, EIP held the first Executive Environmental Program (EEP): Strategic Management of Environmental Policy. As a pilot program, 20 of the highest-ranking state environmental authorities and 10 SEMARNAT administrators participated in the course, which was developed in partnership with Resources for the Future (RFF), America's premiere environmental policy think-tank. Representatives from the U.S. Environmental Protection Agency, USAID, and the World Bank participated as guest speakers and panelists in the program. EEP also benefited from the participation of distinguished representatives of the Mexican and American governments, non-governmental organizations, and

faculty from the Goldman School and the UC community.

The course began with Dean Michael Nacht focusing on strategic management of public organizations.



2002 EEP Participants

Additionally, GSPP Professors Gene Bardach and Michael O'Hare centered instruction on systematic approaches to problem solving, fostering interagency collaboration, and discussion on environmental policy design and implementation.

Later during the program, a panel discussion on Building Partnerships between NGOs and State Environmental Authorities featured representatives from the World Wildlife Fund, the Resource Renewal Institute, el Fondo Mexicano para la Conservacion de la Naturaleza, and the Coastal Resources Center at the University of Rhode Island.

Additional instructors included Michael Toman of RFF; GSPP Professor Michael Hanemann, GSPP alum Joe Kruger ('86) of the US EPA, and Dan Gross of the World Bank. Representatives from Mexico's Ministry of Foreign Affairs,

SEMARNAT, the Ministry of Finance, USAID, US EPA and the World Bank also participated in a panel discussion titled Interagency and International Cooperation in Environmental Management at the State Level.

The final day of instruction featured sessions by GSPP and ERG Professor Dan Kammen, RFF's Heidi Albers, and GSPP and Haas Professor David Vogel. Nancy Sutley, Undersecretary of Cal/EPA, addressed California's experience in coordinating state environmental policy with federal goals. The Executive Environmental Program ended with Paul Portney, President of RFF, delivering a keynote address on the costs and benefits of environmental improvement; and Mexico's Undersecretary of the Environment Raul Arriaga followed with an exposition on Mexico's environmental regulation decentralization plan.

EIP and SEMARNAT plan to continue this collaborative relationship. EIP is planning curricula and scheduling for further executive courses for Mexican environmental officials. The EIP/SEMARNAT collaboration is set to continue for the next three years. In addition to offering various courses in environmental management, EIP is preparing policy workshops dealing with salient environmental concerns, as well as a major research project.

### EIP Fall/Winter Lectures

- Huey Johnson  
President, Resource Renewal Institute  
"We Can Only Solve All the World's Environmental Problems"
- Roy Radner  
Leonard N. Stern Professor of Business,  
New York University  
"Self-Enforcing Climate Change Treaties"

- Raul Arriaga  
Undersecretary of the Environment, Mexico  
"Integrated Environmental Management: Quality and Transparency"
- Hekmat Karzai  
First Secretary, Embassy of Afghanistan  
"Planting the Roots of Peace in Afghanistan"



Winston Hickox

- Winston Hickox  
Secretary, California Environmental Protection Agency  
"Cal/EPA's Accomplishments to Date and Priorities for the Next Four Years"

## Faculty Highlights

**Henry Brady** gave an invited address at the American Economic Association on January 5<sup>th</sup>, 2003 on "What Economists Can Learn from Political Scientists." As Director of the Survey Research Center, he also worked with the Center for Deliberative Polling at the University of Texas, Austin, the National Issues Forums, and MacNeill/Lehrer Productions to bring together a random sample of Americans to deliberate on American foreign policy on January 10<sup>th</sup>-12<sup>th</sup> in Philadelphia. The Deliberative Poll culminated in a two-hour new PBS show on January 12<sup>th</sup> hosted by Jim Lehrer of "The NewsHours." In September, a news release by the Survey Research Center on the political activity of youth gained national attention. This release reported on the Public Agendas and Citizen Engagement Survey which found that on some issues such as abortion and school prayer, young people were more conservative than their elders, such as the rights of homosexuals, whereas on other issues they were more liberal.

**Dan Kammen** debated Bjorn Lomborg, author of the controversial book *Skeptical Environmentalist*, on the PBS television show "Uncommon Knowledge." The scientific advisory board of the Danish government condemned this book as misleading and inaccurate, and in breach of rigorous intellectual standards. The show was aired in the Bay Area on both KQED and KTEH on February 14. Additionally, interviews Kammen conducted on energy and health issues in developing nations appeared in the January issues of both the Red Herring and Seed magazines. The US Environmental Protection Agency is developing an approach to the ill-health caused by indoor air

pollution. A set of papers Kammen has been working on with his students – based on their four year study of the health effects of indoor cooking in Kenya – are some of the key scientific documents in this process. The papers can be accessed online at <http://socrates.berkeley.edu/~rael/papers.html#cook>.

**Rob MacCoun** was asked to write the cover story, "Why a psychologist won the Nobel Prize in Economics" for the January issue of *American Psychological Society Observer* about Daniel Kahneman, the 2000 Wildavsky Forum Speaker who received the Nobel Prize in Economics for his pathbreaking work on behavioral economics. MacCoun team-taught a course at the Princeton's Woodrow Wilson School with Kahneman in 1999. MacCoun and Beau Kilmer (MPP '00) recently coauthored an essay on drug-crime linkages for a National Institute of Justice monograph, and the British Medical Journal (July 2002) referred to MacCoun's book (with Peter Reuter) *Drug War Heresies* as "an expert's expert book...likely to become the classic text on drug policy reform."

**John Quigley** presented papers at the Cambridge-Maastricht Symposium in the UK, the ERES conference in Glasgow, and the RSA Conference in San Juan. He made the keynote presentation at the PRSCO conference in Bali and spoke at *Fortune Magazine's* business leadership conference in Aspen. He attended the annual Brookings Conference in Washington and delivered a lecture to the Board of Governors of the Federal Reserve. He presented papers at the annual meetings of the AEA and AFA in

Washington, and he recently organized the Fourth Annual Conference of the Berkeley Program on Housing and Urban Policy.

**Richard Scheffler** Distinguished Professor of Health Economics and founding Director of the *Scholars in Health Policy Research Program* at UCB's School of Public Health is proud to announce that The Robert Wood Johnson Foundation awarded the training site a 5 year, \$5.4 million renewal to continue offering post-doctoral fellowships in the field of health policy research. This funding brings the total amount awarded to over \$13.8 million. The goal of this unique program is to foster a new generation of creative thinkers and researchers whose work will inform future health policy discussions.

In August, **Suzanne Scotchmer** served as a University of Auckland Foundation visitor to New Zealand. She also presented requested lectures by Industry Canada, the Danish Patent Office, the National Academy of Sciences at the September symposium on scientific and technical data, and at the 10<sup>th</sup> Anniversary celebration of the New Economics School (Moscow). She also served in Moscow on the International Advisory Board of the Economics Education and Research Consortium, a research organization of the former Soviet states. She gave research seminars in Paris (Ecole des Mines), Berkeley (the Departments of Statistics and Economics), Stanford, Marseilles, Toulouse, Copenhagen, Auckland, and at Harvard University's Computer Science Department. She served on the external visiting committees of the economics departments of Harvard and the University of Auckland.

## GSPP Welcomes New Executive Director

Dr. Jay Stowsky recently joined the Goldman School as Executive Director of the new research project on Information Technology and Homeland Security. Dr. Stowsky, who served for two years as senior economist for science and technology on the staff of President Clinton's Council of Economics Advisers has taught and published widely on technology policy in advanced industrial and industrializing countries, as well as on the comparative politics of innovation and economic growth. His research interests include national innovation systems, comparative science and technology policy, economic geography, and the commercial impact of military research and

development as well as public-sector management.

In addition to his scholarly achievements, Dr. Stowsky has extensive public management experience. For the past five years he has served as Associate Dean for School Affairs and Initiatives of the Haas School of Business. Prior to joining Haas, he served as Director of research policy for the President of the University of California system, a position that also oversees research relationships between the UC campuses and the three UC-managed Department of Energy national laboratories. More recently, Dr. Stowsky has been a lecturer in the management of technology program that is jointly administered at Berkeley

by Haas and the College of Engineering. He is also co-director of research at the Berkeley Roundtable on the International Economy (BRIE).

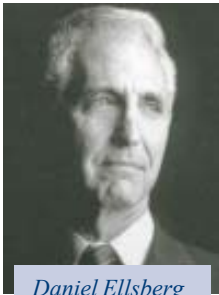


Jay Stowsky

Dr. Stowsky received his bachelor's and Ph.D. degrees from UC Berkeley, in political economy of industrial societies and urban planning respectively. He also earned an MPP at Harvard's Kennedy School of Government. He will be providing overall direction for the Information Technology and Homeland Security Project.

## Guests Speakers Discuss Secrecy, Politics, Housing and US Russian Relations

Co-sponsored by the World Affairs Council of Northern California and the Goldman School, former Pentagon official and renowned whistleblower Daniel Ellsberg spoke on "Secrecy, Freedom and Empire: Lessons for Today from Vietnam and the Pentagon Papers."



Daniel Ellsberg

On a book tour to promote his new book *Secrets: A Memoir of Vietnam and the Pentagon Papers*, Ellsberg discussed his employment at the Pentagon, the cables he received concerning the Tonkin Gulf and the concealment of information surrounding various decisions during wartime, "That's what the

secrecy is for... to protect officials from being blamed for errors, from being held accountable, or crimes, or catastrophes, various things, to prevent accountability, in short to prevent democracy."

Additionally, the event included a panel discussion of distinguished scholars, History Professor Barton J. Bernstein of Stanford, Law Professor Edwin B. Firmage from the University of Utah, Economics Professor David R. Henderson of the Naval Postgraduate School, and Independent Institute Research Fellow, Jonathan Marshall. The

event was moderated by the Founder and President of the Independent Institute David J. Theroux.

In January, Robert Reich, the former Secretary of Labor during the Clinton administration, visited the Goldman School and gave a very engaging speech on "Politics and Principles." Reich discussed his gubernatorial race in the state of Massachusetts, politics and leadership. Reich encouraged members of the audience to "take issues seriously" but not to take yourself too seriously and to approach politics with humor while maintaining your principles. Reich also emphasized the importance of leadership. He stated that "the essence of leadership is the process of engaging a group of people around you on an issue and focusing their attention and energies on a problem that you help them identify, and then engage them in a deliberation to solve that problem." Robert Reich is the author of several books, the co-founder and national editor of *The American Prospect*, and is currently the University Professor at Brandeis University and the Maurice Hexter Professor of



Robert Reich

(continued on page 10)

## 2002 UCPPIA Junior Summer Institute

During the summer of 2002, the Goldman School hosted another exciting Junior Summer Institute. Thirty students from across the country were selected to come to GSPP to complete coursework in economic, quantitative, and policy analysis. From the Co-founder of the Georgia Latino Network to the President of the African Students Association at Swarthmore, this group of extremely bright and talented individuals completed a full course load of classes and activities during their time in Berkeley.

The summer began with a teambuilding retreat at the Marin Headlands and included visits to various government agencies such as



2002 UCPPIA Participants

the Legislative Analyst's Office (LAO) in Sacramento where students met with Legislative Analyst Elizabeth Hill ('75) and LAO analyst Anthony Simbol ('98), and a trip to the San Francisco regional office of the General Accounting Office. The UCPPIA participants also met several Sacramento area GSPP alumni for

dinner aboard the Delta King Restaurant.

The students also enjoyed interacting with various guest lecturers and speakers, including Dean Michael Nacht, Andres Jimenez, Director of the California Policy Research Center, and GSPP Professors Jack Glaser and Steve Raphael. Additionally, GSPP alumni Karyen Chu ('92) and Gideon Goldman ('97), both instructors during the summer, were instrumental in making the institute a success.

The 2003 UCPPIA Institute will be held from June 15th until August 2, 2003.

## Executive and International Programs: *German Marshall Fund*

In October, Executive and International Programs (EIP) coordinated the Northern California selection for the 2003 American Marshall Memorial Fellows, in cooperation with the German Marshall Fund (GMF). Bay area professionals: Neil Peretz, John Richards, and Roberta Schoenholz were selected as finalists, and Sky Gallegos as an alternate finalist from a competitive field of applicants. The evaluating panel included Dean Michael Nacht, Professor David Vogel, EIP Director Blas Pérez-Henríquez,

as well as former Marshall Fellow and current GSPP student Allison Lengauer, and two representatives from GMF participated as observers: Phil Henderson, Director of Programs; and Neil Sumilas, Program Associate.

EIP also hosted a group of European Marshall Fellows at the end of October. The group consisted of five fellows, hailing from Germany, Holland, Portugal, Spain, and Slovakia. While in the Bay Area, they met with leaders from the public and private sectors.

### CLASS NOTES

*We welcome alumni updates regarding promotions, job changes, publications, lectures/seminars, marriages, etc. Submissions must be limited to 50 words and can be sent by fax, U.S. mail, or e-mail. Due to limited space, all submissions are subject to editing.*

**Tim Gage** ('78) has recently completed a four-year stint as the Finance Director for the State of California. He's looking forward to a little rest, more time with family, and new career challenges.

**Patrick Eckman** ('81) passed away in early February, after a 3 year battle with lung cancer. Survived by **Renee Boicourt** ('80), and 3 children.

**Jon Elliot** ('81) has just finished his latest book, *Workplace Violence Prevention – A Practical Guide*. While recognizing the very small chance of catastrophic events, he focuses readers on broader and more manageable issues. He starts from the premise that lower-level events (including bullying, threats, shoving matches, etc.) happen constantly, and that these can – and should – be managed. The manual guides readers through the creation and implementation of comprehensive programs overseeing routine activities (hiring, training, etc.), as well as management in the face of escalating threats.

**Margaret Rands** ('81) is delighted to announce that she became a grandmother in 2002 — her grandson Dane Ray was born on March 7<sup>th</sup>. After years of practice at being an aunt, she's making the most of her promotion!

**Marlene Strong** ('82) has moved to Boise, Idaho. She is currently taking time off from working, but expects to continue in her new career of being a Marriage and Family Therapist and Social Worker. For the past three years, she has been working in adoptions and foster care.

**Karen Gelman** ('83) was promoted to Director of Capital Budgets at Amtrak in January 2002. She was also one of 14 women chosen to

participate in the February 2003 leadership program at the Voorhees Transportation Center at Rutgers University, sponsored by the Women's Transportation Seminar (WTS), a national organization dedicated to the advancement of women in transportation.

**Steve Michals** ('96) has taken a new position with the Federal Energy Regulatory Commission (FERC) in Washington, D.C. Steve is an Energy Industry Analyst with FERC's new Office of Market Oversight and Investigations.

**Juliet Musso** ('86, PhD '95) was promoted to Associate Professor of Public Policy at the School of Policy, Planning, and Development at the University of Southern California. She currently teaches courses in public policy formulation and public policy analysis, and she is conducting research on the implementation of a neighborhood council system in Los Angeles. She and her husband Chris Weare ('87, PhD '93) recently became foster parents to siblings age two and four; they hope to adopt them this spring.

**Dan Tuden** ('88, PhD '95) had a full year in 2002. In May he married Elayne Chou and the same month they moved into a new home in the Crocker Highlands section of Oakland, CA. Dan also took a new position as the Director of Market Development for Boston Scientific's Neurovascular Division, Target Therapeutics.

**Leo Levenson** ('90) is excited to be affiliated with GSPP again, leading an APA seminar in Spring 2003. He remains with the San Francisco Department of Human Services, as finance manager. This will be a wild year, as we respond to huge state and local deficits, with the fundamental structure of the way funds are provided for child welfare and adult

assistance in California up for grabs.

**Martha Bennett** ('93) and Jeff Allen ('93) had a son, Samuel Bennett Allen, in August 2002. Wow. Martha is now Executive Director of the Columbia River Gorge Commission. Jeff is Executive Director of the Oregon Environmental Council, putting his APA to good use by working to bring "pay as you drive" auto insurance to Oregon. They live in Hood River, the "windsurfing capital of the world," and welcome visits.

**Suzanne Delbanco** ('94, PhD '99) was named the "6<sup>th</sup> Most Powerful Person in Health" by *Modern HealthCare* in the September 2002 edition. She is the Executive Director of The Leapfrog Group for Patient Safety.

**Peg Stevenson** ('94) was honored in October by San Francisco's Municipal Fiscal Advisory Committee as one of five winners of the 2002 Public Managerial Excellence Award.

**Roger Martinez** ('94) Back to the Academy. Roger has returned to his humanities academic roots and is currently working on a PhD in History at the University of Texas-Austin. He is focusing on commonalities in medieval Iberian Islamic and Christian mysticism. Libby, their three cats, and Roger send their best to all.

**Jeff Kraft** ('95) was married to Cheryl McDonald in January 2002. They are living in Oakland, CA. Jeff wishes to announce the publication of *Footsteps in the Fog: Alfred Hitchcock's San Francisco* (Santa Monica Press, [www.santamonica.com](http://www.santamonica.com)) which he co-authored with Aaron Leventhal. This is a book about the great director's film-making in and personal connections to the Bay Area.

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## Alumni Profile: Peg Stevenson ('94)



Peg Stevenson

While working as an organizer for Greenpeace, GSPP alumna Peg Stevenson had a lot of exposure to government as an advocate. But she also wanted to gain experience with what it is like to struggle directly with making government work, and knew she wanted a professional degree. She heard about the academic strength of the program, particularly the rigor

of the economics and statistics courses, so for her it was a "pretty easy decision" to come to GSPP.

After graduating in 1994, Peg spent two years at the Harvey M. Rose Corporation working primarily with government contracts as a budget analyst. She then moved on to the City of San Francisco's Controller's Office in 1997 where she is currently employed. Peg worked as the City's Budget Process Manager for three years and then in 2000 she was selected to lead the City Projects Group, which consists of seven people. The Group today also includes another GSPP alum, 2000 graduate Michelle Allersma.

The easiest and most accurate way to explain her current position is to say that Peg does problem-solving for the City of San Francisco. Her group implements audit recommendations, addresses issues that do not fit neatly into a department or office within the organizational structure of San Francisco, and otherwise "fixes things that are busted in the city government." Some of their most successful projects include helping to implement a modern database system to better track adults on court-ordered probation and pooling city issued vehicles among

departments to cut down on costs and improve efficiency.

When asked about her general thoughts about working for local government, Peg replied "working for local government is ideal because it is where the rubber meets the road." She likes being involved in direct services where "local people's opinions really matter." She likes making a difference and seeing the results. Peg finds problem solving very interesting and credits GSPP for teaching her the thought process of how to look at the whole picture including information technology, human resources, political actors, and law. According to Peg, "this broad range of skills is absolutely required for working in city government."

As for words of advice to current GSPP students, she recommends that they learn as much as they can about basic politics—in other words, how to run a meeting effectively, how to work in groups and assume a leadership position, and how to move a group of people towards a common goal. She suggests that students learn how to take actions that will improve things and not just write reports and make recommendations that may sit on a shelf and never get implemented. Her final piece of advice to our current students is to come work for the Controller's Office or local government in general because "it's fun!"

For all of her hard work at the Controller's Office, Peg recently received a Public Managerial Excellence Award given annually by the Municipal Fiscal Advisory Committee of San Francisco, a business-government group focused on public policy and city services. The award is dedicated to the recognition of outstanding leadership, creativity and managerial excellence in city government. While tremendously flattered by the honor, Peg believes the credit for this award goes to her team.

### CLASS NOTES *(continued)*

*(continued from page 5)*

**Elizabeth (Schulz) Rusch's** ('95) new book *Generation Fix: Young Ideas for a Better World* was named a Smithsonian magazine Best Book of the Year for 2002.

**Janhavi Bonville** ('97) and her husband Frederic had their first child, Alexandre Daniel on July 24 of 2002, a bouncing happy California boy.

**Diana Meredith** ('97) has joined the Democratic staff of the U.S. House Budget Committee after four years at the Office of Management and Budget. Her portfolio includes low-income, housing, and commerce programs.

Tim and **Anna Runkle Fricker** ('97) are pleased to announce the birth of their second son, Jack William Fricker, on February 18, 2003.

**Jaime Rossi** ('98) has accepted a position as a legislative affairs representative for the Federal Home Loan Bank of San Francisco.

**Howard Greenwich** ('99) and **Tama Wienberg** ('99) are happily engaged. Tama is still at GAO and Howard is still at EBASE, enjoying life.

**Cheryl Waldrip** ('99) and her husband Dean had a son, Alexander, in May 2002; Cheryl is now the internal auditor for performance audits for the City of Sunnyvale, CA. To be closer to family, Cheryl and hubby are seeking employment in the D.C. or St. Louis areas.

**Cisco DeVries** ('00) says "Call me crazy, but I am now the Chief of Staff to the new Mayor of Berkeley!"

**Emily Chang** ('01) has started her own consulting firm, BC Designs LLC, specializing in political fundraising and development. She has also accepted a part-time position as Executive Director for CAPA CEF, a local non-profit organization dedicated to promoting civic engagement in the Asian American community.

**Amiee Albertson** ('02) has accepted a position in the Public Policy department at the San Francisco Chamber of Commerce, directing the Chamber's agenda for quality of life issues such as homelessness, public safety, and clean streets.

**Jeff Colgan's** ('02) article "Green or greedy? Canada's Kyoto credits," based on his APA, appeared in the July-August 2002 edition of *Policy Options*, Canada's premiere public policy magazine.

## 2002 Summer Internship Placements

The Summer Policy Internship requires students to work in various policy positions as apprentices to policy practitioners in federal, state, or local government, nonprofit agencies, or private corporations. If you would like to hire a GSPP student for a summer policy internship please contact the Director of Career and Alumni Services, Cecille Cabacungan, at [cecille@socrates.berkeley.edu](mailto:cecille@socrates.berkeley.edu).

*The following is a list of organizations where GSPP students completed their 2002 summer internships:*

### **Non-Profit Sector**

ASHOKA Mesoamerica (Mexico)  
 CA Works Foundation, Statewide Living Wage Research Project (Oakland CA)  
 Center for Strategic and International Studies, Japan Chair Forum (DC)  
 Center on Juvenile & Criminal Justice (San Francisco)  
 Free Land Institute (Indonesia)  
 Fundacion "El Prosumidor", Community Development Division (Argentina)  
 Inst of Urban Development (Korea)  
 Intl Christian Support Fund (Kenya)  
 Intl Fund for Agricultural Development (DC)  
 Intl Rivers Network (Brazil)  
 Non-Profit Housing Assn of CA (San Francisco)  
 NW Regional Educational Laboratory, Planning & Program Development (Portland OR)  
 Oregon Business Council (Portland OR)  
 Public Policy Inst of CA (San Francisco)  
 Public/Private Ventures (Oakland CA) - 2  
 South Bronx Overall Economic Development Corporation (Bronx NY)  
 The Bronx Defenders (Bronx NY)  
 The Fund for Peace Arms & Conflict Program (San Francisco)  
 The Independent Institute (Oakland CA)  
 UC Berkeley Center for Educational Outreach

UC Berkeley Policy Analysis for California Education  
 UC Berkeley Renewable & Appropriate Energy Laboratory (India)  
 UC Berkeley Program on Housing & Urban Policy, Inst of Business & Economic Research  
 Urban Strategies Council (Oakland CA) - 2

### **Public Sector (Federal)**

Defense Manpower Data Center (Seaside CA)  
 Federal Energy Regulatory Commission, Office of Market Oversight & Enforcement (DC)  
 SEIU 790 (San Francisco)  
 US Dept of State Office of Economic Sanctions Policy (DC)  
 US General Accounting Office (San Francisco & Seattle regional offices) - 5

### **Public Sector (State)**

CA Health & Human Svcs Agency (Sacramento) - 3  
 CA Legislative Analyst's Office (Sacramento) - 2  
 CA Public Utilities Commission, Strategic Planning Division (San Francisco)

### **Public Sector (Local)**

Alameda County Administrator's Office (Oakland CA)  
 Alameda County General Services Agency, Child Care Planning Council (Oakland CA)

Alameda County Housing & Community Development Agency (Hayward CA)  
 Alameda County-Wide Homeless Continuum of Care Council (Hayward CA)  
 Fremont Redevelopment Agency  
 Oakland Office of the City Manager  
 Oakland Police Dept, Research & Planning - 2  
 Santa Clara County Executive's Office (San Jose CA)  
 San Francisco Board of Supervisors Budget Analyst Office  
 San Francisco Board of Supervisors Legislative Analyst Office - 2  
 San Francisco Dept of Children, Youth & Families  
 San Francisco Dept of Human Services, Planning Unit  
 San Francisco Fire Department

### **Private Sector**

Blue Shield of California (San Francisco)  
 le Communications, LLC (San Francisco)  
 Los Angeles Times Editorial Department (DC)  
 Mason Tillman Associates, LTD Affirmative Action Department (Oakland CA)  
 MGT of America, Inc. (Sacramento)  
 RTZ Associates (Oakland CA)

Total Number of Students: 62

## Policy Analysis and Land Rights in Indonesia *by Andrew Fuys ('03)*

Since 1998, when President Suharto's resignation ushered in new political openness, Indonesian civil society groups have increasingly sought to influence public decisions through policy analysis and advocacy. I spent last summer working with one such group, the non-governmental Free Land Institute, in Indonesia's Central Sulawesi province. With support from Berkeley's Human Rights Center and GSPP, I put my policy training to work, as my Indonesian partners and I examined the potential impact of involuntary resettlement on a rural community.

For several years, the Free Land Institute has assisted residents of One Pute Jaya, a small village on Sulawesi's eastern shore, to defend their land rights against rival claims from a nickel

mining company. The week after I arrived in Sulawesi, the provincial government went public with plans to relocate villagers to another part of the island, making way for mining expansion. Neither the provincial government nor the foreign-owned mining company, however, offered compensation for the losses that villagers would experience in this move.

Building on previous environmental and social impact studies, we projected costs and benefits from the perspective of One Pute Jaya villagers. Based on our interviews with village residents, we estimated a range for the lost income and labor costs that the project would create, which were included in a report that we later submitted to the provincial

government. During our time in the One Pute Jaya, we also organized a village-wide forum to address concerns over resettlement and mining activities. One villager noted that while I had come to One Pute Jaya all the way from California, the district government had yet to send a representative to the village to hear residents' views on the project.

The experience demonstrated a critical need to engage rural communities in the policy-making process, both to encourage equitable rural development and to bolster Indonesia's democratic institutions. To date, the mining expansion in Central Sulawesi remains on hold, as One Pute Jaya residents continue to press for fair compensation if they are to relinquish their land rights.

## GSPP On-Line

Visit GSPP's website for general information about GSPP as well as for alumni resources and information at

<http://gspp.berkeley.edu/>

The website will provide you with information on all aspects of the School from resources for students to alumni to friends of GSPP. Some of our on-line services and information include:

- ◆ Posting jobs, internships, and APA projects for current GSPP students
- ◆ Searching GSPP's on-line alumni directory to reconnect with classmates or to network with other GSPP alumni
- ◆ Directly linking to the @Cal online alumni community where you can also search for classmates, sign up for e-mail listservs, and network
- ◆ GSPP's Alumni Association and the Board of Directors
- ◆ Upcoming events sponsored by GSPP, as well as view video archives of past events via webcast
- ◆ GSPP's Executive and International Programs
- ◆ Giving to GSPP- How to donate on-line
- ◆ Past issues of *Berkeley Policy Notes*

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