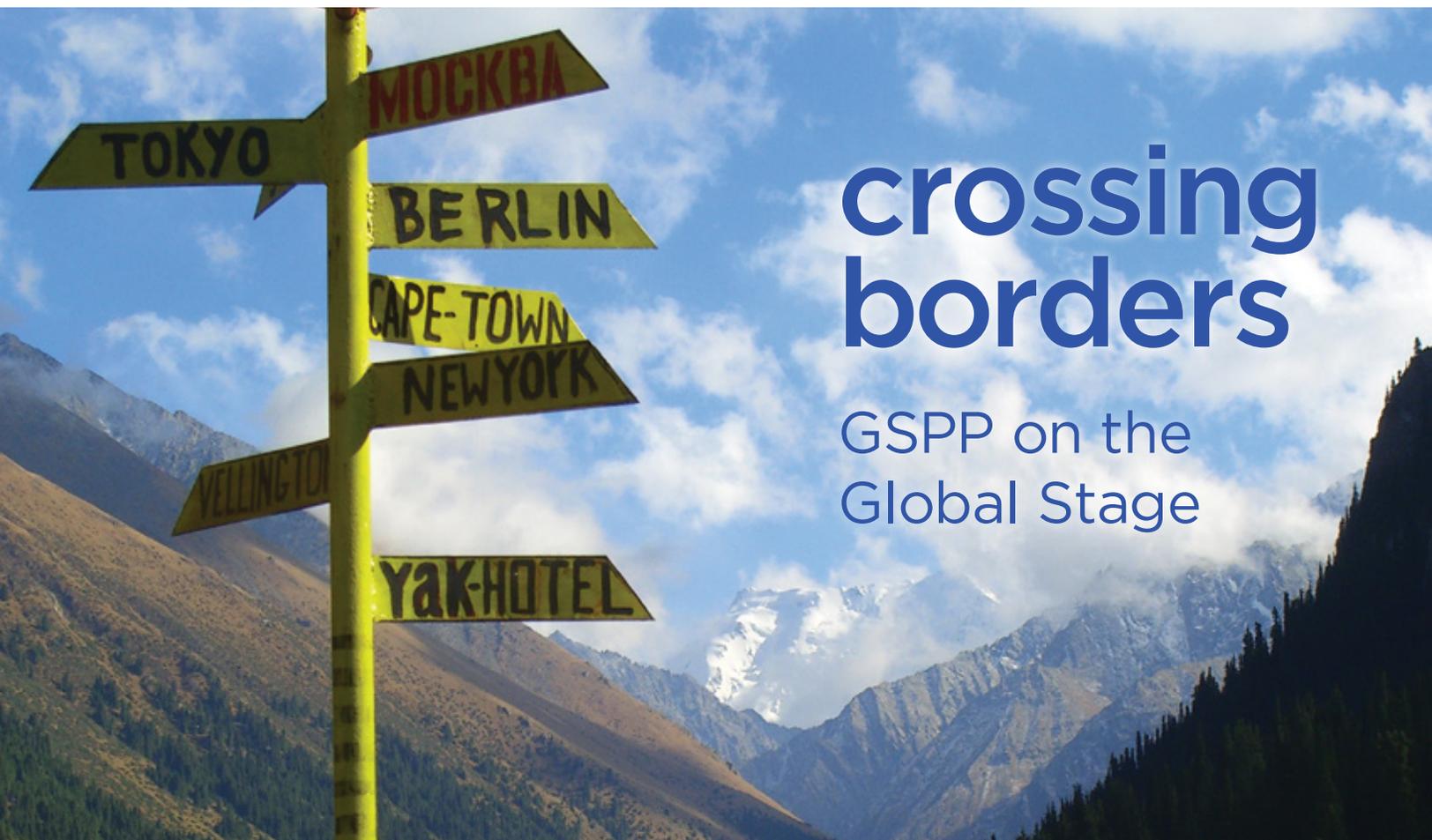


GOLDMAN SCHOOL  
OF PUBLIC POLICY

UNIVERSITY OF CALIFORNIA  
BERKELEY

# policy notes



## crossing borders

GSPP on the  
Global Stage

FALL 2012

Remembering John Quigley

EIP Connects  
GSPP to East Asia

Interning in  
Sierra Leone and India

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

## Dean's Message



Dean Henry E. Brady

**MORE AND MORE PUBLIC POLICY PROBLEMS ARE INTERNATIONAL** in scope and context. Consider climate change, immigration, drug policy, telecommunications policy, and the future of agriculture and manufacturing. These are big, important problems that cannot be considered in isolation from what other nations are doing, and public policy programs like GSPP must range beyond the borders of the United States to deal with them.

There is another important reason to become more international. Much can be learned by considering how other cultures and societies deal with public policy problems. Consider the European Union's use of cap and trade for controlling pollution, the privatization of British Rail, British Petroleum, British Aerospace, and British Telecom, Estonia's extensive use of e-government (leading to the moniker "e-Estonia"), Canada's single-payer health care, Brazil's experimentation with public budgeting, Denmark and Germany's aggressive moves towards renewables, and Japan's high speed rail systems. These are just a few examples of public policy innovations around the world that extend our understanding of how societies can solve problems.

Public policies in other countries also force us to examine basic assumptions about our own society. The government of Germany and those of some other European countries, for example, have developed "active" labor market policies and partnerships with manufacturers that have helped to maintain a robust manufacturing sector in those societies. Canada has a "single-payer" health care plan that provides health care to all Canadian citizens at much lower costs than that of the United States, although the American system leads in medical innovation and research. Since its independence from the Soviet Union in 1991, Estonia's democratic government has gone in a radically free-market direction with limited government and strong support for entrepreneurship. Estonia's economy has done better than that of any other former Soviet republic — demonstrating how much the centralized, planned economy of the Soviet Union held it back — but it has also suffered from some serious ups and downs in social welfare. Nearby, Finland, Sweden, Norway, and Denmark thrived throughout the 20th century by taking a route that involves much more government involvement in social welfare programs, although these governments never approached the total involvement of government in society that permeated every aspect of Soviet life. These examples can help to inform the current debate in the United States about the role of government.

In the past decade, the Goldman School of Public Policy has worked to increase its international presence, to increase its representation of international students, and to bring more international content into the curriculum. Assistant Dean for Executive and International Programs Blas Pérez-Henríquez (MPP '92/PhD '02) and his deputy Gan Bai (MPP '06) have developed a number of important international programs involving China, Hong Kong, Kazakhstan, Mexico, and other countries. Just a few months ago, Assistant Dean for International Alliances and Partnerships Sudha Shetty joined GSPP from the Humphrey School in Minnesota. At GSPP she will work to expand our international fellowship programs with the United States government, with India, and with other countries.

In December, we will have a joint conference at Jindal Global University in India on "Corruption, Politics, and Society." In the past few years, GSPP has also run conferences on improving indicators of democracy and governance, on criminal justice around the world, and on global energy policies and carbon markets.

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## Editor's Note

**IT'S HARD TO GET MUCH BIGGER THAN "THE WORLD,"** at least when it comes to public policy. So when working on this issue of *Policy Notes* highlighting how the GSPP community was working internationally, I expected the stories to be rather disparate. They were diverse, certainly, in program, scope and the countries involved. But there were striking similarities. Whether it is Lisa Dreier helping the private sector work alongside national governments, Executive and International Programs discussing environmental regulation with water engineers from China or GSPP student Ashley Clark explaining mathematical models to villagers in Sierra Leone, GSPP is fostering collaboration, cooperation and deeper understanding between stakeholders who, until they sat at the same table, didn't realize just how much they had in common.

How do they do this? As they do everything else. With commitment to the highest standards of evidence-based analysis, hard work and integrity. Technology gives us the tools to speak to almost anyone around the globe; people like those found in the GSPP community help us listen to one another — and understand.  
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Bora Reed  
Editor



# Crossing Borders

**AS THE WORLD GETS SMALLER** and migration, immigration, and technology bring the world closer together, the societal issues faced by one country increasingly impacts another. More and more, the complex, global landscape requires leaders who are adept at cross-cultural communication and are able to bring disparate parties together.

Since its inception, the Goldman School has been renowned for its expertise in domestic policy. But does a GSPP education translate to an international context? For the answer, one needs to look no further than Lisa Dreier (MPP/MA-ERG '02) and Pamela L. Spratlen (MPP '81), whose excellence in their respective fields shows the impact that the Goldman School is making internationally.

**LISA DREIER FIRST GOT “HOOKED” ON HUNGER ISSUES** while working for Columbia University Professor Jeffrey Sachs and the United Nations. The Secretary-General at that time, Kofi Annan, had launched the UN Millennium Project, which sought to develop a concrete plan to combat world-wide poverty by addressing ten development goals, including education, maternal health, environmental sustainability and gender equity. Lisa was the staff manager of the hunger task force, working alongside 40 global experts and leaders.

“Hunger is the meeting place of so many ‘failures’: the lack of safe water, poor infrastructure, the failure to empower women — almost every development issue touches hunger,” she says. “Working at the UN was extremely demanding and gave me a great overview of the issue. But I also got the sense that the world was in gridlock in its attempts to solve the hunger problem, with huge global institutions that moved very slowly, without much progress. At that time, there were an estimated 850 million hungry people in the world — a scandal.”

After the completion of the Millennium Project, Lisa went on to the World Economic Forum, with the hope of mobilizing the private sector to work alongside governments and citizen organizations to break the hunger “log

jam.” She is currently the director of the Food Security and Development Initiatives at the WEF.

“The WEF is a neutral global organization that helps bring the private sector to the table and fosters collaboration between business and government,” she says. “We’re involved at a global level at the G8 and the G20. At the country level, we have action-oriented partnerships in eleven countries throughout Africa, Asia and Latin America.”

Lisa and her team have built a global platform that brings together 28 global companies with government agencies, local business and civil societies of farmers and community leaders. The timing proved to be prescient.

“When the global financial crisis hit, food security shot to the top of the agenda,” says Lisa. “Countries realized that they couldn’t rely on donor money to provide food security. Instead, they needed investment from the private sector.”

Even before her time at the Goldman School, Lisa had been interested in ways that organizations such as the Environmental Defense Fund (where she worked as a fundraiser and program director) built bridges to the private sector. At GSPP, Lisa founded the International Public Policy Group (IPPG), which has connections to both Cal’s business and law schools.

“My work with the WEF is to bridge the gap between government and the private sector,” says Lisa. “Traditionally, governments work on development plans, then donors use these plans to decide where to invest. At the same time, individual companies are independently coming up with business plans and deciding where they will invest. The WEF platform brings these two groups together and helps them collaborate in a neutral environment.”

Lisa and her team were invited by Mexico’s agriculture secretary to get the private sector interested and involved in improving the agricultural sector. Through the WEF’s network of companies, Lisa was able to bring together 40 CEOs of local and global companies, including Pepsi-Mexico and Nestle-Mexico.

“The agriculture industry in Mexico is very politicized, with big industry lobbying associations that act as the go-between between government and the private sector,” says Lisa. “Meeting in a neutral space helped foster a constructive conversation and, eventually, a shared vision.”

This initial meeting ultimately led to partnerships on major agricultural commodities. Perhaps even more importantly, a sense of mutual respect and collaboration began to emerge among groups that had been historically suspicious of the other.

“It’s inspiring to see walls of distrust fall down between stakeholders,” says Lisa. “There is a flash of recognition as stakeholders realize they share the same goals of sustainable growth in the agricultural sector that will benefit farmers in poor communities, feed the world and save the environment.”

The WEF partnership in Vietnam also began at the request of the Vietnamese government.

“Vietnam is a huge global agricultural producer,” says Lisa. “They have been very successful at being a high quantity pro-

ducer of low quality crops. They also had a booming domestic market. There were big opportunities for businesses to not only help meet the domestic demand for increasingly upscale products, but also improve the quality of the produce in a way that would bring a higher return to local producers.”

The WEF platform brought together global and local companies — many of whom were direct competitors — with representatives of the national government, provincial leaders and farmers groups. This group decided to take a “pre-competitive” approach toward five major crops, improving efficiency and tackling problems that were too big for one company to solve.

For example, most of the coffee trees in Vietnam were old and needed replacement. The group reached out to scientific institutions to determine the best, most sustainable varieties to grow, and sought help from donors to help finance the transition for farmers. The group also developed efficiencies along the value chain, creating one training manual instead of 30.

“Without these platforms, individual companies or associations lobby the government for what it needs,” says Lisa. “But in these partnerships, the government is an equally committed partner. As work progresses, if there’s a policy that needs reform,



an infrastructure gap or a regulation that needs to be put in place, there is a neutral, practical way to raise and address the issues.”

Lisa says that the partnership helps both the government and the private sector get beyond the “chicken-or-the-egg” problem.

“There may be a productive area in a particular region where a company would like to build a factory,” she says. “But that area may not have any roads. The government of that country may have funding from the World Bank to build a road, but not know where to put it. The WEF partnerships bring those two sides together.”

All the partnerships are action-oriented, but are still in a pilot stage. The next big challenge will be to get the project to scale. Still, the early signs are promising.

“Everything we’ve seen so far points to true commitment on the part of the stakeholders trying to do things in a new way,” says Lisa. “We’re developing a few strong examples. If the model can be proven, my dream is for all countries to use the platform as matter-of-fact policy and investment machinery.”

“Systematic and rational thought can be applied to messy problems with good results. This can work with diplomacy, too.”

– Ambassador Pamela L. Spratlen

**IN 2010, PRESIDENT BARACK OBAMA NOMINATED** Pamela L. Spratlen (MPP '81) to become the US Ambassador to the Kyrgyz Republic. It is the latest step in a distinguished Foreign Service career that has included serving as a vice consul in Guatemala, as a member of the advance team for then-Secretary of State Madeleine Albright, as Country Director for the five “stans” of Central Asia and, most recently, as Deputy Ambassador (Deputy Chief of Mission) in Kazakhstan.

“I grew up in a highly politicized family and environment,” says Pamela, when asked about the source of her interest in international service. “My parents strongly opposed the Vietnam War and were active in the Civil Rights and anti-Apartheid movements. Their activism influenced me. But I never imagined that I might combine my interest in policy with the love I had for learning languages.”

Pamela (who speaks French, Russian and Spanish) was introduced to the Foreign Service when she was an undergraduate at Wellesley College. After graduation and a few years in the workforce, she came to the Goldman School with an interest in domestic policy. After working for the California legislature as a committee staffer for several years, she returned to the idea of the Foreign Service. She passed the rigorous Foreign Service exam and was hired by the State Department as an economic officer. GSPP classmate Marilyn Katz (MPP '81) was present at her swearing-in ceremony.

Now, as the US Ambassador to the Kyrgyz Republic, she leads a small embassy of 300 staff members, including about 60 Americans. She describes five key aspects of her role: 1) to advance America's interests in Kyrgyzstan and to protect American citizens who live, travel and work there; 2) to promote American values, such as transparency, fairness, initiative and diversity to a world still coming out of a Soviet experience; 3) to cultivate friends and partners in Kyrgyzstan within the government, business, academia and civil society by traveling, speaking, and undertaking mutually-beneficial projects; 4) to provide information and advice to Washington to promote a fuller understanding of the aspirations, culture, potential, values,



interests and problems of the host government and the Kyrgyz people; 5) to take care of the US diplomatic community, including representatives from nine agencies.

In her current role as ambassador, and through her career in the Foreign Service, Pamela has drawn on the lessons learned at the Goldman School.

“The 48-hour project promoted by Professor Arnold Meltsner taught me an invaluable skill,” she says. “I have had to do this countless times in my life. It disciplines one's analysis and forces the judicious use of common sense. I also remember Professor Gene Bardach's question, ‘What is the problem, but is that *really* the problem?’” she continues. “I've added to that: What is the opportunity and what needs to be done to exploit it? One must also look on the positive side to find out what we can do with politics, diplomacy or analysis.”

From her time at the Goldman School, Pamela says she also learned the operating principle that one must be one's own best client.

“Before you can advise another you must know what you think,” she says. “Systematic and rational thought can be applied to messy problems with good results. This can work with diplomacy, too.”

Pamela encourages students who may be interested in international careers in general, and in the Foreign Service in particular, to focus on “strength and contribution.”

“Know what you're good at and go for that,” she advises. “I was weak on economics, but strong as a writer, speaker and manager. Find and exploit your strengths.”

“Stay flexible and peer ahead,” she continues. “In 1981, when I graduated from GSPP, the Soviet Union seemed assured to last, and [in] the country where I am now, the US ambassador did not exist. There was no real Internet. The idea of an African American US president or Ambassador in most countries was unthinkable. The world is changing. You have made a good choice to study policy analysis. But you need to stay flexible, cultivate mentors and networks. Keep yourself agile and generally skilled in case you need or want to pivot to take advantage of opportunities. And don't forget to reach out and back to help others along the way.”

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## EIP: Bridging GSPP and East Asia

PHOTO CREDIT: LAURA WONG

**THE THIRTY OR SO ENGINEERS** visiting the construction of the Bay Bridge were accustomed to big infrastructure projects. After all, they worked for the Changjiang Institute of Survey, Planning, Design and Research (CISPDR), a Chinese state-owned company responsible for the construction of large-scale hydroelectric projects, most famously the Three Gorges Dam. But these engineers were also being trained as international project managers. As such, they needed additional training in communication and management and to consider best practices regarding infrastructure development, public policy and environmental regulation.

The Executive and International Programs at the Goldman School offer opportunities for mid-career policy leaders working in government, both at the federal and municipal levels, to receive focussed, relevant public policy training. The program's founding Director is Blas Pérez Henríquez. Assistant Director Gan, Bai focuses on EIP's collaboration with agencies from China and other East Asian countries.

“Chinese companies like CISPDR have been expanding into infrastructure projects outside of China,” says Gan, Bai. “So far, this expansion has mostly been in the developing world. But they are increasing their interest and investment in more developed economies now, including North America.”

As part of EIP, the project managers from CISPDR interacted with faculty from the Goldman School, UC Berkeley's Haas

School of Business and the School of Engineering. In addition, they met with leaders from government agencies like the Environmental Protection Agency and the US Army Corps of Engineers and with private sector executives. Blas Pérez Henríquez served as the Faculty Director of the CISPDR program, which was developed in partnership with the Center for Executive Education at Haas.

“In addition to taking part in engaging discussions about environmental regulation and public policy,” says Gan, Bai, “the program highlights cultural and communication gaps and provides tools to bridge them.”

The benefit of EIP is not just for the participants, but for the Goldman School students who gain the benefit of an international perspective. Since early 2008 the government of Hong Kong has sent 71 of their Administrative Officers to spend half a semester at GSPP. The Administrative Officers represented an elite group (each year 20 to 30 AOs are selected from a candidate pool as large as 30,000 through 7–8 rounds of rigorous tests and interviews) being groomed to eventually serve at the highest levels of the Hong Kong government.

“These students are taught the foundations of policy analysis in a customized policy seminar series taught by Professor Gene Bardach,” says Gan, Bai. “They do a kind of mini-Introduction to Policy Analysis (IPA) project and look at case studies. But they also audit GSPP classes, sitting alongside GSPP students. It's synergistic, interactive and mutually beneficial.”

This synergy can have immediate, real-world benefits too, points out Gan, Bai. In a recent week-long seminar on cyber crime (e.g. identity theft, child pornography), officials from China's Ministry of Public Security (including the Deputy Director General of China's Cyber Crime Bureau) met with experts in law (Professor Sean Farhang), cyber security (Professor Michael Nacht) and representatives from law enforcement, including members of the FBI.

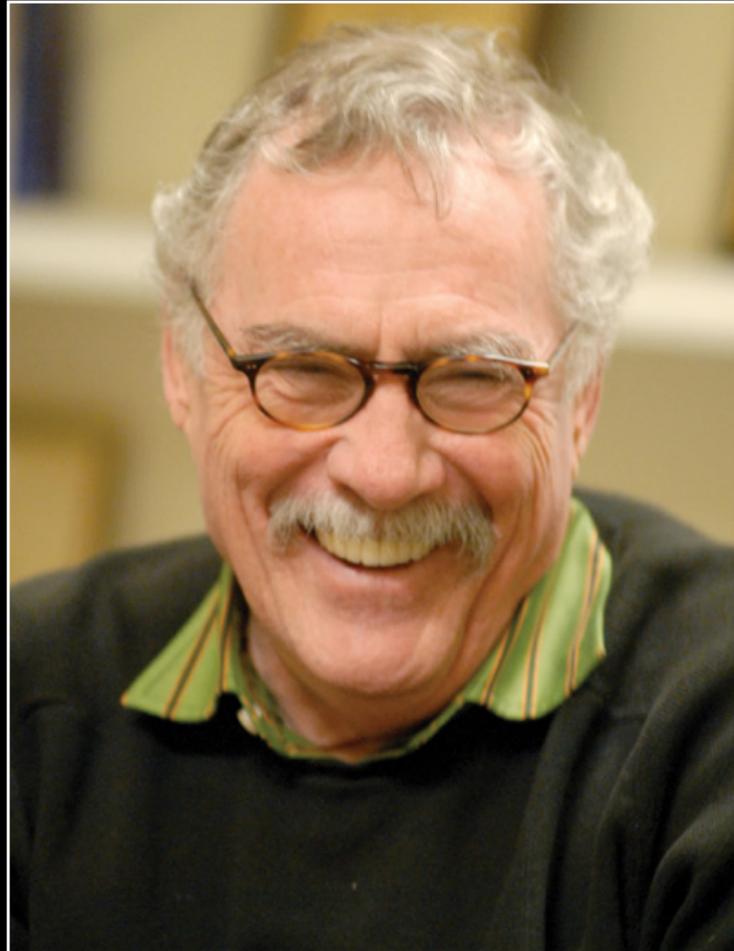
“The group was very engaged,” says Gan, Bai. “In fact, sometimes the conversation got quite heated.”

In one instance, the Deputy Director General and a representative of the FBI animatedly discussed the proper protocol when perpetrators of cyber crime crossed international borders. The conversation was laborious at times, but ultimately resulted in a deeper level of mutual understanding. The Deputy Director General was on his way back to Beijing to meet with FBI Director Robert Mueller at the end of the month and noted how his time at GSPP would shape his approach to the meeting.

“EIP provides a comfortable, informal setting that fosters these kinds of open exchanges,” says Gan, Bai. “There's a kind of trust and collaboration that is possible here that would be much more unlikely in an ‘official’ setting. But what is learned here can inform and influence what happens at the highest levels of leadership, both here and overseas.”

# John Quigley

1942–2012



## A Remembrance by Larry Rosenthal

**Larry Rosenthal** MPP '93 PhD '00, who serves on GSPP's adjunct faculty, helped the late John Quigley direct the Berkeley Program on Housing and Urban Policy (<http://urbanpolicy.berkeley.edu>) since its inception in 1998.

**THE FIRST TIME I APPROACHED JOHN** Quigley, it was for advice on my advanced policy analysis (APA) proposal. My topic: the Presidio in San Francisco. The renowned army-base was changing hands and the new management was my APA client, the National Park Service (NPS). They needed some housing policy, pronto, suitable for a very military, very urbanized new national park.

The base's central-post structures and officer housing were historically significant and legally protected. Juicy tradeoffs abounded. But as my APA got underway, my 2nd-year-MPP thinking was imprecise and I knew it.

I called John Quigley's office phone for an appointment. (No email back then.) He listened as I blurted out a plea for some of his attention. He interrupted me, apologizing that he had no time to chat. "Turn up in the morning," he said. (This was Q-speak for arriving bright and early, preferably awake.)

John's philosophy on in-person meetings with students was as follows: keep 'em short, and regular. Ten minutes in person was usually more than enough.

John gave me my allotted ten minutes that first morning. His coffee had been far more effective than mine, it seemed. He brushed aside my opening review of the project, saying he'd already given my situation some thought.

John then recommended my key research questions to me. He suggested a sound analytical framework and named the three important scholarly papers I needed to read (two by him). I scribbled notes, grasping only about thirty-percent of what he was saying.

As I stood up to leave, John handed me an urban economics textbook he'd finished reviewing. "Keep it," he said. "I've got plenty."

A twenty-year academic relationship was born that day. It changed my life.

During my years in the PhD program at GSPP, John served on my doctoral committees, both as the key inquisitor on my orals panel and then as a very demanding reader for my dissertation.

Throughout those years there was research to be done together, some on my project, more on his.

We learned a lot about homelessness policy together during those early years. I helped support John's editorship at *Regional Science* and *Urban Economics*. I worked helping students in his housing/urban economy classroom and even tried my hand at lecturing.

John regularly gave me abbreviated to-do lists via email, most often setting early-morning times for our next meeting. And I quickly learned that "meeting" was Q-speak for "due date." When the time allotted for my next slug of work was up, and John was waiting for me to deliver the goods, he would remind me with an email. His one-word subject line: "Meet?"

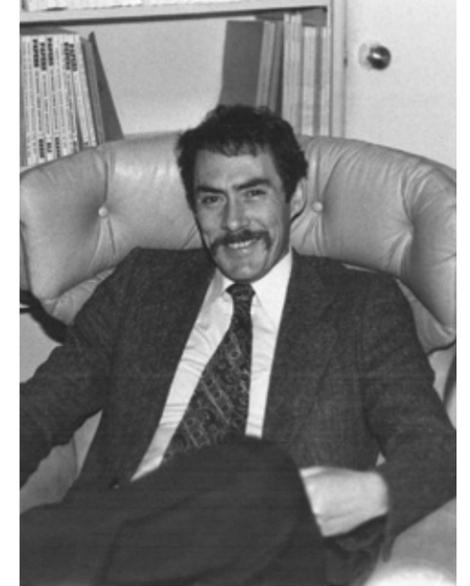
The more we worked with one another, the more common ground there was. But it was John's productivity, vision and leadership that always set the pace.

When I was ready to file my thesis and go on the job market, John and my dissertation chair David Kirp sat me down. They invited me to help John build the new Program on Housing and Urban Policy, supporting the distinguished chair just conferred upon John at the Haas School of Business.

John and David made a persuasive case. My research at the intersection of law, land use, real estate, and housing affordability was perfectly suited for the job. And I loved the Bay Area and dearly wished to stay.

But the key fringe benefit proved to be the clincher: I would get to continue working closely with John Quigley as the housing program's executive director. I served John in that capacity for more than twelve busy, happy years.

The experience gave me a front-row seat with an economist of unparalleled talent, one who never lost faith in the capacity of systematic thinking to help improve the world, especially for those whom markets consistently underserve. And when it came to operating within the bureaucracy of the greatest public university, John was an academic leader of extraordinary



insight and shrewdness. That is why this campus, like many governments and institutions around the world, consistently turned to John for key judgment calls.

Looking back, I am so very thankful. My years in the Quigley shop were filled with mutual generosity, camaraderie, insight, laughter, humanity and loyalty. I just kept turning up, with as much energy and thoughtfulness as I could muster. John always matched and exceeded me. He had an impeccable intuition regarding whatever we needed to do next. By the time my latest part of a project was done, John had finished his and figured out where we needed to go together next. Over time, he asked me to steer the housing program more and more. But it was always his shop.

John was a lifelong devotee of the No. 2 pencil, consuming legal pads by the dozens. He would keep pads handy during our times together in his office, making several well-considered pencil marks on a few blank pages. Then he would stop, ready to move on with his day. Almost always he ended our meetings the same way. He would lean back in his office chair and look up at the ceiling. Rubbing his eyes with his big, thick palms, he would say, "I think I see the next steps." Then he would tear off those latest pages and hand them to me. I will miss those precious "next steps."

During all those years, all those meetings and emails and research projects and conferences and class sessions together, I now realize John was providing me a profound, lifelong curriculum.

He was teaching me what a university is. **G**

# faculty **GSPP Welcomes Sudha Shetty**

**SUDHA SHETTY REMEMBERS THE MOMENT** she took on the mindset of an advocate. She was visiting her grandmother in a village in her native India and sitting in on a lesson at the one-room school her grandmother had helped establish.

“The headmaster was teaching English and we were using a slate and piece of chalk to copy down the lesson,” she remembers. “A girl about my age was sitting on the veranda with her baby brother in her lap. She was not allowed inside because she was an ‘untouchable,’ but she was listening and mouthing the words of the lesson.” When Sudha returned home, she informed her father that when she grew up, she would make sure that this kind of injustice never happened again. She was eight years old.

Sudha trained as a lawyer, then eventually came to the United States where she became an expert on violence against women of color and international child abduction. This fall, Dean Henry Brady announced her appointment as the Assistant Dean of International Partnerships and Alliances at the Goldman School. She comes to California from the Humphrey School of Public Affairs at the University of Minnesota where she was a graduate faculty in their MPA degree program and directed their International Fellowship Programs.

Sudha’s work in the area of violence against women began in Seattle when she was approached by two South Asian men who wanted her to spearhead the effort against domestic violence in their community.

“I told them they were out of their minds,” she says. “I had gone through an arranged marriage and a divorce. I was a single mother. I felt that I was too much of an outlier in that community.” But these two men cared about women’s issues and were insistent. But even after she agreed, Sudha faced push-back from South Asian cultural groups and associations who were resistant to the community being portrayed as anything other than upwardly mobile, professional, or a “model minority.” No one seemed to want to address the issue, neither the men nor the women.

Then Sudha came up with the idea of putting brochures about domestic violence in the women’s restrooms of every South Asian community event. The women could then access them, away from the scrutiny of men. “The phone started ringing off the hook,” she says.

Sudha’s work led to the founding of Chaya, a South Asian anti-violence group. She also took on issues of custody, access to courts and property settlements.

“Immigrant women and women of color with children represent a narrow subset within the issue of violence against women,” she says. “But they come with unique problems and complications. Much of the solutions that are typically employed to help battered women do not take into account different cultural norms and expectations about the role of women, parenting, and the extended family.”

Sudha’s work with immigrants and women of color eventually evolved to include international child abduction.

“Thirty years ago, the majority of cross-border child abduction cases involved fathers taking their children away from their home country,” says Sudha. “Today most of the cases involve battered women who are fleeing across international borders to protect themselves and their children. Unfortunately, the unintended consequence of the Hague Convention is that these women are treated as criminals. It does not yet recognize gender bias.”

Sudha’s response to this global problem is to work directly with lawyers, judges and advocates to provide training and resources to help women facing complex litigation after seeking safety in the United States. At the same time, she is working at the most macro level, conducting research that will shape legislation and perhaps, eventually, change the Hague Convention itself.

She plans to continue this work as she takes on her new role as Assistant Dean.

“More and more students are thinking globally,” she says. “They come to the Goldman School already connected to different immigrant communities and to different parts of the world. They want to make a change in the world.”

“I hope to energize GSPP students with my international connections,” she continues. “I want international practitioners to come here and, in turn, create internships that will give students meaningful work and a sense of the change that is possible, both in the US and abroad.” **G**



PHOTO CREDIT: LAURA WONG

## FACULTY NOTES

As of July 1, 2012, **Dan Acland** holds a new position at the Goldman School of Public Policy. He started out as a lecturer in 2010, working part-time at GSPP and part-time in the Economics Department. He is now an Assistant Adjunct Professor of public policy, working full time at GSPP. This fulfills his dream of teaching at GSPP that started in 2002, in Steve Raphael’s PP210A class. Dan is working on research in behavioral economics and cost benefit analysis, and hopes to move increasingly into the intersection between the two.

**Rob MacCoun** will be teaching a campus “Big Ideas” course this spring called “Sense, Sensibility, & Science” with Nobel Prize winning physicist Saul Perlmutter and philosopher John Campbell. In spring 2012, he was a visiting professor at Stanford Law School, where he taught law & psychology and gave talks for the law and business schools, as well as the Stanford Chapter of the NAACP. His most recent publications include: “The Burden of Social Proof: Shared Thresholds and Social Influence” in *Psychological Review*.

**Michael O’Hare**’s new research contract with CA Air Resources Board to support the Low Carbon Fuel standard has about \$500K funding through June 2014. He and his colleagues are constructing the first complete Monte Carlo analysis of indirect land use change, using the LBNL supercomputer. They are also focusing on policy accommodation of uncertainty in the relative “greenness” of different liquid fuels, how to recognize biofuels’ competition with food for land (the “food versus fuel” issue), and the importance of crop and solid biofuels’ distinctive time profile of emissions.

**Daniel Kammen** visited Nicaragua in September, representing Secretary of State Hillary Clinton in his role as an Energy and Climate Partnership for the Americas (ECPA) fellow. The UN General Assembly announced a new UN/World Bank initiative that Professor Kammen has been working on for two years, Sustainable Energy for All, which aims to bring energy services to the 1.5 billion people without access by 2030. He has recently been appointed to the Review Editorial Board of *Science* magazine.

**Rucker Johnson** was recently selected as one of three winners of this year’s Fletcher Fellowship competition for his book project on the long legacy of school desegregation. In September 2012, he delivered a talk at a TEDx conference at Miami University (Childhood in the US). His TED presentation, “Desegregation & (Un)Equal Opportunity”, was a prime opportunity to get his research findings disseminated to a national audience.

**Lee Friedman** continues to work on climate change issues, focusing recently on the relations among electricity regulations, the “smart grid” and climate change. He received a \$50,000 seed grant from CITRIS (the campus Center for Information Technology Research in the Interest of Society) that has supported GSPP students who have helped him with the research on this project. The first published paper from it appeared in the *Energy Journal* (November 2011), titled “The Importance of Marginal Cost Electricity Pricing to the Success of Greenhouse Gas Reduction Programs.” A second paper from this research, “Consumer Friendly and Environmentally Sound Electricity Rates for the Twenty-First Century”, is in draft stage, but

it is receiving much attention. In addition to the CITRIS work, Professor Friedman sponsored a GSPP visitor during the past year, Fulbright Scholar Professor Takanori Ida of Kyoto University in Japan.

**Eugene Bardach** taught a weeklong workshop on how to do policy analysis to 15 staff people from the Alberta, Canada provincial agency, which regulates oil and gas lessees on provincial property. These are the people who administer oil sands development and many safety and environmental regulations. The official name of the agency is the Energy Resources Conservation Board.

**Michael Nacht** has been appointed to the Department of Defense Threat Reduction Advisory Committee that reports to the Deputy Secretary. The committee addresses threats posed by use of weapons of mass destruction, as well as how to counter them. He has been appointed to the UC Berkeley Institute of Governmental Studies Faculty Advisory Committee, and also chaired the Sandia National Laboratories Cyber External Advisory Board. In addition, he recently chaired the University of California, San Diego School of International Relations and Pacific Studies Graduate Program Review Committee.

**David Kirp** was invited in May to give talks in Spain and Norway. In both places, he spoke to academics (universities of Vigo, Barcelona, Oslo and Bergen) and policy-makers (Norwegian education ministry, office of the Norwegian auditor general), on topics ranging from “kids-first policies,” to “the interplay of policy analysis and politics” and “the culture of corruption in comparative perspective.” He also lectured on the 2012 presidential election.

### Dean’s Message Cont’d. from page 2

Despite rising tuition that makes it especially difficult for international students to attend GSPP (their tuition is much higher than those for American citizens), we have continued to attract a substantial number of international students. Finally, we have added courses which deal with the international aspects of public policy and we have recently hired a new faculty member, Sol Hsiang, from Columbia University who writes about how climate change affects people in the Carib-

bean, Central America, the Philippines, and around the world.

These steps towards “becoming international” are just the beginning, and we are planning to increase significantly our international presence by expanding our international training programs, by recruiting even more international students to our MPP program, and by increasing the number of our course offerings with international content. And it is none too soon to be doing as this issue of

*Policy Notes* shows that our students and alumni are already having an impact on places as diverse as Kyrgyzstan, Sierra Leone, Mexico, and India.

Henry E. Brady  
Dean, Goldman School of Public Policy  
Class of 1941 Monroe Deutsch Professor  
of Political Science and Public Policy



students **Ashley Clark**

By **Ashley Clark** *MPP Candidate '13*

**UNDERSTANDING SCIENTIFICALLY SOUND INQUIRY** is one thing; explaining it to a group of villagers in Sierra Leone is an entirely different beast. One day, in a village outside of Bo in the northern most region of Sierra Leone, I was trying to explain randomized control trials to a group of villagers gathered around and peppering me with questions.

This was a running theme with my summer with Innovations for Poverty (IPA), Sierra Leone. IPA uses randomized control trials and other scientific methods to find out how best to spend the marginal aid dollar. Working with international and local NGOs, IPA tries to design and test interventions to better the lives of the poor in the most economically efficient way. Their methods have been changing the field of international development, and it was the draw of being on the cutting edge that led me to Freetown this past summer.

Being in Sierra Leone was different than reading about trials back home. In addition to designing and implementing the interventions, I constantly found myself explaining. I explained to villagers why the youth were randomly selected for a work program, and not chosen by the villagers based on “who was more moral.” I explained to village chiefs, all of whom wanted to engage in a reconciliation process led by a local NGO, the concept of pair-wise matching and why we were having a public lottery to decide who would get the treatment now versus later. I explained what “statistically significant” meant to members of the government of Sierra Leone, saying that our findings of the National Public Services survey were not an aberration. The most difficult phone call I had to make in Sierra Leone was

to one of our partners, an internationally dominant NGO, to explain why they couldn’t intervene in public debates, or try to improve their training techniques while the program was running; we weren’t done with our impact analysis, and changing the intervention would ruin the results, even if it might improve the well-being of that village.

Before I came to GSPP, I would have been unable to understand the mathematical models and program designs employed by IPA, let alone explain them to such varying audiences. It takes a very deep understanding of quantitative methods, combined with strong communication skills, to be able to explain to everyone why, in essence, you are there. As the aid world is moving more in the direction of impact analysis, using scientific methods over qualitative success stories, these skills will become even more imperative to a practitioner in the international development field.

My previous international experience involved working for NGOs where we spoke in terms of qualitative success. When I was an aide to the representative of Samoa to the UN for International Criminal Court negotiations, I had to learn how to be legally precise in international negotiations. But to understand and make mathematical models accessible, I needed GSPP. I loved learning and using this new “language.”

In my final month in Freetown, I helped design a \$12 million program to improve marginalized girls education in Sierra Leone. “They all thought you had a PhD in economics or education,” Amara, my coworker, told me once after a few weeks of meetings with our international partners on the project.

“Nope,” I laughed. “Just a year at GSPP.” **G**

## students **Prithi Trivedi**

By **Prithi Trivedi** *MPP Candidate '13*

**THIS PAST SUMMER, I TRAVELED TO HYDERABAD, INDIA** to intern with UNICEF’s Knowledge Community on Children in India program. Along with three other graduate students from across the globe, I spent two months evaluating the progress of the Integrated Child Protection Scheme (ICPS). The ICPS, a relatively new government program, seeks to bring various elements of child protection (such as efforts to reduce child labor and child marriage) that were previously handled by different departments under one umbrella, with the aim of increasing coordination between departments and the effectiveness of child protection efforts.

For my project, I examined the implementation process of the ICPS in the state of Andhra Pradesh — a state that is typically considered a “model” state within India for implementing new programs. Using both qualitative and quantitative methods (including focus group discussions, interviews, and a questionnaire), my team and I spent ten weeks exploring both the successes and obstacles faced by the state in implementing the ICPS. We hope that our report, which is currently under review for publication, will be used to help other states in India implement the program.

Since I am interested in international development, especially in the realm of youth and education policy, I jumped at the chance to complement my primarily skills-based coursework with substantive firsthand experience during my summer internship. Though my core courses in the first year gave me a solid foundation in economic and quantitative analysis, I wanted to gain a clearer picture of developments in the field, at the ground level. Through the internship, I was able to interact regularly with state government officials, UNICEF staff, and other key stakeholders involved with the ICPS. I was also able to visit and interact with many of the direct recipients of the program — including abandoned children and orphans — which gave me a much clearer picture of the many challenges facing Indian youth. Having an internship abroad allowed me not only to deeply immerse myself in the developments in youth issues in India, but also to get a better picture of the political and policy context in the country.

Living in India and working on development issues there helped me to realize the many benefits that stem from fieldwork. As I move forward and begin to look for jobs, I plan to include as much direct, firsthand experience as possible. By either working in a developing country or by traveling to the field often, I hope to continue to deepen my understanding of the complexities facing development practice today. **G**



## alumnus of the year **Stuart Drown**



Stuart Drown speaks at a 2011 hearing of the CA Legislature.

**“GOVERNMENT RESISTS CHANGE,”** says Stuart Drown (MPP ’86). “Yet the process of change is a constant.”

Stuart is the Executive Director of the Little Hoover Commission in Sacramento, an independent agency working to improve efficiency, accountability and transparency in state government. This fall, the Goldman School named him the 2012 Alumnus of the Year.

Stuart’s original foray into the world of politics and public policy was as a journalist. He covered business in Baton Rouge and Biloxi, as well as the markets and the

economy in New York. From 2002 to 2006, Stuart was the city editor at the *Sacramento Bee*.

“My Goldman School training helped me know what questions to ask,” says Stuart. “I learned how to scope out policy issues.”

The Little Hoover Commission was founded in 1962 by California Governor Pat Brown and State Senator Milton Marks to examine how government was structured and to make recommendations about how it could be improved.

“Pat Brown said, ‘Democracy itself is a process of change, and satisfaction and complacency are enemies of good government,’” says Stuart. “The Little Hoover Commission constantly asks if old systems in government are meeting current and future needs.”

The Commission is currently at work on three studies: energy governance, the state park system and higher education.

“We need to figure out how to get more Californians educated in a system that is beyond strained,” says Stuart. “We are looking at the education landscape and asking what we are leaving for the next generations.”

The Little Hoover Commission makes recommendations to Governor Jerry Brown and the California Legislature. Despite the politically polarized environment in Sacramento, Stuart has found lawmakers to be open to their recommendations.

“Our process is open and therefore credible,” he says. “We have a nonpartisan staff and a bi-partisan commission. Our ‘bias’ is toward helping government improve outcomes.”

Though he graduated from GSPP in 1986, Stuart maintains a strong connection with the School via the Alumni Association Board of Directors, which he currently co-chairs.

“I especially enjoy calling folks who have been accepted to GSPP and are deciding whether or not they will come,” he says. “They’re accomplished and it’s exciting to connect with people who are both committed and idealistic.” **G**

PHOTO CREDIT: HECTOR AMEZCUA / SACRAMENTO BEE

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

### **Exciting International Opportunities on the UC Berkeley Campus**



Martha Chavez is the Assistant Dean for Academic Affairs

**WE LIVE IN AN INCREASINGLY GLOBAL** society, and student demand for international careers and opportunities continues to grow every year. UC Berkeley offers a plethora of international education opportunities for students including international courses and access to preeminent international institutes and centers. At the forefront of global development research is the Center for Effec-

tive Global Action (CEGA), which produces rigorous evaluation and economic analysis to measure the impacts of large-scale social and economic development projects in the areas of agriculture, public health, education, and the environment. The Berkeley campus is also home to the Blum Center for Developing Economies whose mission is to alleviate world poverty by linking world-class faculty with new curriculum and innovative technologies, services and business models to create real-world solutions for developing economies. By working with CEGA and the Blum Center, GSPP students have been able to

conduct research and develop wonderful international connections.

In addition to great academic and research opportunities on the Berkeley campus, students also have access to international fellowships. The Goldman School has partnered with the Charles B. Rangel Fellowship Program, directed by Howard University and funded by the U.S. Department of State, to prepare outstanding young people for careers in the Foreign Service. Rangel Fellows receive \$20,000 for tuition and \$15,000 stipend to attend GSPP. The fellowship is open to under-

Cont’d. on back cover

## alumni **Veronica Irastorza**

**VERONICA IRASTORZA (MPP ’99)** is the Undersecretary for Energy Planning & Energy Transition for Mexico’s Ministry of Energy. This fall, the Goldman School awarded her the 2012 Award for International Public Service. Policy Notes spoke to her about her time at the Goldman School and the challenges faced by Mexico in the energy sector.

### **Where did you grow up? Were there formative experiences in your life that sparked your interest in public policy?**

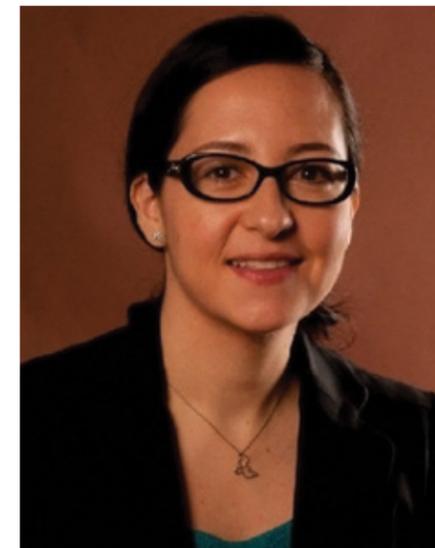
I was born and raised in Mexico City. My dad worked for the Mexican government for many years; he shared his love for public service and taught me the importance and responsibility of being a government official.

### **What brought you to the Goldman school? Were you already interested in energy and technology issues?**

I was studying economics with Dr. Jesús Reyes Heróles at the Universidad Iberoamericana in México City. When he was appointed as Mexico’s Secretary of Energy, he invited me to work with him as part of his staff. Until he suggested it, graduate school never crossed my mind. I applied to five top public policy schools in the US and to my surprise, they all admitted me. I visited each school and liked GSPP best for its approach towards public policy and for being a public university. “Speaking truth to power” has become a personal motto.

### **How did you get from GSPP to your current role in the Ministry of Energy in Mexico?**

I did my Advanced Policy Analysis (APA) for the California Public Utilities Commission with the help of Professor Lee Friedman. After I graduated from the Goldman School, I wanted to keep working on energy issues. Professor Severin Borenstein recommended a couple of consulting companies: I went to work for NERA Economic Consulting and my first project was for the Mexican Government. It was a really exciting project proposing a thorough reform to the Mexican electricity sector from public policy to tariffs and subsidies. Years later, after working on many other international projects, I came to Mexico to promote NERA’s work. Among the high level government officials I met was my current boss, Jordy Herrera, then Undersecretary of Energy Planning. He called me a couple of weeks later and offered me the job of Director General of Energy Planning. He asked me to start right away. I accepted.



### **What do you think are the most pressing energy issues for Mexico today?**

I can think of many issues. For the short term, one of the most pressing ones and a huge opportunity for the country is to take advantage of the cheap natural gas in the region. The affordability of new technologies for unconventional gas has made North America the region with the lowest natural gas prices in the world. Mexico needs to build about 40% more gas pipelines in the next 3 years. We also have huge potential for unconventional gas and oil. We need to develop that potential.

In the long-term, we need to keep moving towards a more sustainable energy sector without compromising economic growth. The main objective is to depend less on oil and to diversify the power/energy mix, while making the most of these resources. It is very important to emphasize that this transition does not imply dismissing hydrocarbons, but rather optimizing their efficiency. These fuels

still hold an important share in the power generation mix, and are an important source of income for Mexico.

Indeed, energy is not only a utility, but a crucial detonator of economic development. During the current Administration, the energy sector has accounted for up to 10.6% of the total GDP. Furthermore, in 2011, oil revenues accounted for 35.1% of the total federal income. Additionally, the total worth of oil exports added up to 15% of the total worth of national exports.

So hydrocarbons should assist in financing the energy transition. Since the beginning of this administration, the hydrocarbon surpluses have been used to move Mexico towards cleaner energy. Today they play a key role in financing the energy transition. More than \$100 billion have been invested in the last six years to strengthen the oil industry. It seems contradictory, but a healthier oil industry now will allow us to have a more sustainable environment in the future.

### **How is your GSPP training helping you address these challenges?**

GSPP helped me develop the skills and mind-frame needed for problem-solving. GSPP helped me to be analytical and objective with rigorous technical analysis, while keeping in mind that behind all policies there are people affected by it. I have to say that I still use Professor Gene Bardach’s Eight-Fold Path! **G**

## event highlights



### 4th Annual Nacht Lecture

Former Vermont Governor Madeleine Kunin addressed “Women in Political Leadership — Why so Few? Do They Make a Difference?” at the 4th Annual Michael Nacht Distinguished Lecture on Politics and Public Policy. *Video available on UCTV.*



### New Student Barbecue

GSPP faculty, alumni and current students welcomed the incoming class of 2012 with a festive barbecue in the School’s courtyard.



PHOTO CREDIT: LAURA WONG

### Tax Revolt 2.0

GSPP joined the California Alumni Association and KQED radio to co-sponsor “Tax Revolt 2.0: Who Will Pay for the Society We Want?” with panelists Professor Robert Reich, Dean Henry E. Brady, Stanford Professor Michael Boskin and columnist Debra Saunders. *Audio available on KQED.org.*



### 2012 Wildavsky Forum

Lawrence Summers, President Emeritus of Harvard University and former director of the National Economic Council, addressed “Economic Possibilities for Our Children” at the 2012 Wildavsky Forum. The forum is sponsored annually by the Goldman School and honors the memory of Aaron Wildavsky, GSPP’s founding dean. *Video available on YouTube.*



PHOTO CREDIT: BOB WONG

### Homecoming 2012

Three events spotlighted the Goldman School at UC Berkeley’s Homecoming weekend. Professor Jack Glaser addressed “Snap Judgment: The Psychology and Effects of Racial Profiling.” The Center for Civility and Democratic Engagement sponsored two events: Dean Henry E. Brady addressed “Governing America in the Age of Political Polarization,” and a mayoral panel including Frank M. Jordan (former Mayor of San Francisco), Modesto Mayor Garrad Marsh and Emeryville Mayor Jennifer West (MPP ’12) addressed “Solutions, Civility and Consensus in Local Government.” The panel was moderated by Dean Henry E. Brady. *Video available on UCTV and/or YouTube.*

## CLASS NOTES

**David R. Agrawal** (MPP '07) received his PhD in Economics from the University of Michigan on August 17, 2012. He began working as an Assistant Professor of Economics in the Terry College of Business at the University of Georgia.

**Joachim Seel's** (MPP/MS-ERG '12) APA on a market comparison of German and American renewable energy markets was recently published at the Lawrence Berkeley National Laboratory, and received some media attention. It was featured on the official Department of Energy Sunshot Newsletter (<http://goo.gl/d1Guk>), in public media outlets, such as the environmental grist website (<http://goo.gl/OrVlc> with nearly 1000 FB likes and 500+ tweets), and in think tanks like the Rocky Mountain Institute (<http://goo.gl/5BpSC>) and the Institute for Local Self Reliance (<http://goo.gl/5NQE1E>). It has gathered particular speed in policy initiatives seeking to standardize permitting processes for residential solar electric (PV) systems. A large solar company has used it as well for advocacy purposes on Capitol Hill in the DC.

**Merav Zafaray-Odiz** (MPP '00) recently started her studies at the Israel National Defense College in September 2012.

**Trish Koman** (MPP '94) joined the University of Michigan School of Public Health in the Environmental Health Sciences Department to teach and conduct research on air quality and children's health policy.

**Stephen Rosenbaum** (MPP '79/JD '80) completed a stint with ABA Rule of Law Initiative in Egypt and is now a Visiting Senior Lecturer at UW Law School. He teaches human rights advocacy and mentors LLM students embarking on establishing law school clinics in Afghanistan and Indonesia.

**Gretta Goldenman** (MPP '89/JD '90) still resides in Brussels after getting her MPP/JD 22 years ago. The law and policy consultancy she founded ([www.milieu.be](http://www.milieu.be)) has grown to over 40 staff members, and continues to serve the EU institutions. She plans to retire back to Berkeley next year.

**Aleksandra Holod** (MPP '04) gave birth in November 2011, then finished her developmental psychology PhD program at Columbia University in May 2012. She moved back to California in July 2012 and now works at the American Institutes for Research, where she is conducting two studies. One is a survey of child care quality improvement efforts across all counties in California. The other is a formative evaluation of California's new transitional kindergarten program.

**Julia Isaacs** (MPP '85) left Brookings for the Urban Institute in April 2012. She now works in DC for one week a month, spending the rest of her time telecommuting from Wisconsin, where she lives with her husband, Chuck. Her monthly trips to DC help her keep up with her 2-year-old granddaughter.

**Maria McKee** (MPP '08) joined fellow alum Tara Regan Anderson (MPP '10) in June as a Grants & Policy Manager at the Office of San Francisco District Attorney George Gascon.

The Metropolitan Transportation Commission has received a grant to analyze policy options related to pricing parking based on **Valeria Knepper's** (MPP '82) application. She will be managing this nationally innovative study, working alongside government and private sector partners.

**Corie Calfee** (MPP '05/JD '07) and husband, Mark Sisson, were delighted to welcome their daughter, Sylvia Calfee-Sisson, in August.

**Peter Linquiti** (MPP '83) just received his PhD in Public Policy & Public Administration from George Washington University and has accepted a Visiting Professorship at GWU. He will be teaching the policy analysis methods class in the MPA program and an undergraduate environmental policy course.

**Louis Weller** (MPP/JD '75) continues to follow GSPP activities, despite having left the public policy arena for a career in business and tax law. After obtaining a concurrent MPP/JD, Louis practiced commercial and ultimate tax law with various firms (including his own for 10 years), and then joined Deloitte in 1999 to run a national real estate tax planning practice. He retired from Deloitte this past June, and plans to move on to a new phase involving tax law and policy. Louis also serves on two community organization boards, and plays a few rounds of golf in his spare time.

**Megan Garcia** (MPP '10) was named one of the ninety-nine most influential foreign policy leaders under the age of thirty-three for her work on The William and Flora Hewlett Foundation's Nuclear Security Initiative. Before joining the Hewlett Foundation in 2010, she worked as a legislative assistant to US Congresswoman Jan Schakowsky, juggling issues such as national security and foreign affairs. Megan is also a Program Officer for the Nuclear Security Initiative.

**Mark Hoffman** (MPP '75), now a retired alum, just completed a one year appointment to the Marin County Civil Grand Jury. This grand jury consisted of 19 citizens, virtually all retired, and served as a government watchdog group. They felt empowered by state statute to investigate all areas of city and county government that might be inefficient, and to highlight programs that do not exist, but should.

**Alex Marthews** (MPP '01) now lives in Belmont, Massachusetts, and has five-year-old twins. After ten years of managing and growing nonprofits, he has founded his own 501(c)(4), the Campaign for Digital Fourth Amendment Rights, and is working with civil liberties organizations and activists on a legislative agenda for Massachusetts that will improve protections against unwarranted surveillance online.

**Alison Little** (MPP '05) recently started a new position as Program Evaluator for the Texas Health and Human Services Commission. Alison designs evaluations, analyzes data, and summarizes findings for a range of projects related to public benefits and the delivery of human services. She previously worked at the Texas Cancer Registry, a state public health cancer surveillance system. Besides her MPP, she has earned a certificate in public health informatics, supported with funding from the federal Office of the National Coordinator for Health Information Technology.

**John Chang** (MPP '97) is currently the Special Assistant to the Assistant Director in Charge of the FBI Los Angeles Field Office.

**Cindy Brach** (MPP '89) is the lead for health literacy and cultural competence at the Agency for Healthcare Research and Quality. An article on federal policy initiatives to promote health literacy (<http://goo.gl/Ss65r>), which she co-authored with Assistant Secretary for Health Howard Koh and others at the Department of Health and Human Services, was the second "most read" Health Affairs article from January to June 2012. Cindy was also the first author of an Institute of Medicine discussion paper called, "The Ten Attributes of Health Literate Health Care Organizations" (<http://goo.gl/INwEJ>).

**Claudia Johnson** (MPP/MPH '92) presented a national webinar in August on Technology for Self Represented Litigants. It shared theories of knowledge and how to meet the needs of self represented litigants and those without lawyers through online tools (<http://goo.gl/hlGgl>). In October, she presented on a National Webinar For Libraries, and shared information on how librarians and law librarians can find and use online forms to help patrons looking for legal resources (<http://goo.gl/yqEI0>). She also published a blog on LEP videos in the Access to Justice Blog (<http://goo.gl/YmTRh>). Claudia continues to reside in Eastern Washington, enjoying the apple season and preparing for the winter.

Since graduating, **Julia Nagle** (MPP '11) has 1) traveled to South America, 2) wiped out on her scooter, and 3) run a 24-hour, 178-mile race with 12 other people split between two vans. One of these statements is false.

**Karen Nardi** (MPP/JD '82) is a partner at the Arnold & Porter law firm in San Francisco, doing environmental counseling and regulatory work. Her son, Nicholas Carmen, is 27 and works in the film industry in LA. He had good success last year in the film festival circuit with a short film he wrote and directed called 'Piano Fingers'. Her daughter, Natalie Carmen, is studying speech therapy at the University of Arizona, Tucson. Her daughter, Sophia Carmen, is an undergrad at Colorado College. Karen, Sophia and her husband, Bill Carmen, went to Burning Man this year — it exceeded expectations and they plan to go back.

**Kasandra Griffin** (MPP '11) got engaged November of 2011 and started a wonderful job working on food policy for a local NGO in her adopted hometown of Portland, Oregon in January of 2012. She frequently went on great backpacking trips in the summer of 2012.



From left: **Margaret Salazar** (MPP '06), Senior Housing Program Specialist at US Department of Housing and Urban Development; **Sasha Hauswald** (MPP '06), Public Policy Manager at SF Mayor's Office of Housing; and **Debbie Koski** (MPP '08) Assistant Vice President of Community Development Finance at Union Bank at the Non-Profit Housing Affordable Housing Conference.

**Kenji Shiraishi** (MPP '10) worked with **Kazuhiro Minamitsu** (MPP '09) and **Manabu Nabeshima** (MPP '07), to translate *The Eightfold Path* by Eugene Bardach, now published by one of Japan's largest publishers.

The City of Fremont received an Award of Merit from the Northern California Chapter of the American Planning Association in April 2012 for its updated General Plan. The update — managed by **Dan Schoenholz** (MPP '98) — lays out a bold vision for Fremont to serve as "a national model of how an auto-oriented suburb can evolve into a sustainable, strategically-urban, modern city." The award recognized the extensive level of community involvement in the planning process, as well as the emphasis on environmental sustainability that will guide future land use decisions in Fremont.

## alumni board **Ways to Connect**

**THE GOLDMAN SCHOOL** of Public Policy Alumni Association Board of Directors is pleased to announce the results of the Board elections that took place over the summer. The Board of Directors welcomes three new members, each serving 3-year terms: Carson Christiano (MPP '09), Danielle Love (MPP '11), Ben Lum (MPP '06), and Sarah Sattelmeyer (MPP/MPH '11).

Re-elected to the board was Christian Griffith (MPP '97). Leaving the board are John Hird (MPP '86/PhD '88), Deb Kong (MPP '07), Christine Prince (MPP/MA-IAS '05), and Renee Willette (MPP '09). The Alumni Association Board of Directors and GSPP thanks them for their service — the school, faculty, students and fellow alums have benefited from their leadership

and the hours they've devoted to alumni activities, student services, and fundraising.

The board held its first meeting of the year on October 27 and looks forward to helping GSPP during the 2012–13 school year. For more information about the board, visit: [http://gspp.berkeley.edu/alumni/gspaa\\_index.html](http://gspp.berkeley.edu/alumni/gspaa_index.html) or contact: [gspaa\\_chair@lists.berkeley.edu](mailto:gspaa_chair@lists.berkeley.edu). **G**

### 2012–13 GSPP Alumni Association Board of Directors

Bonnie Berk (MPP '79)  
Jackie Bender (MPP '11)  
*Co-Chair*  
Carson Christiano (MPP '09)  
Stuart Drown (MPP '86)  
*Co-Chair*

Christine Frey (MPP '10)  
Christian Griffith (MPP '97)  
Bill Hederman (MPP '74)  
Mark Hoffman (MPP '75)  
Balasubramanian Iyer (MPP '00)  
Nathan Kuder (MPP '08)

Danielle Love (MPP '11)  
Rob Letzler (MPP '03/PhD '07)  
*Secretary/Treasurer*  
Ben Lum (MPP '06)  
Sarah Sattelmeyer (MPP/MPH '11)  
Adam Van de Water (MPP '01)



from the desk of **Annette Doornbos**

## Paying it Forward to Give Back — Two Ways to Make Your Gift Work for You



Annette Doornbos is the Assistant Dean of External Relations and Development

### **GIVING BACK** is a time-honored concept.

Making a gift to GSPP magnifies the positive aspects of giving and receiving. Your gift returns the favor of an education underwritten largely by tax dollars and advances the greater good. You become a philanthropic change-maker, helping prepare the next generation of public leaders and supporting research that will inform and guide critical policies.

Gift planning vehicles offer you many ways to take advantage of the benefits of giving to GSPP, and maximize the value of your gift while you customize your giving to suit your needs. Here are two of several ways to do that:

### **Giving appreciated securities**

Appreciated securities offer an opportunity to take advantage of one of the IRS's most significant tax breaks. When you give appreciated securities, you receive gift credit and an immediate income tax deduction for the fair market value of the securities on the date of transfer, no matter what you originally paid for them. Plus, you pay no capital gains tax on the securities you donate. Together, these tax breaks mean that the value of your gift to the School significantly exceeds your cost to make it.

### **Establishing a Deferred Gift Annuity**

You can diversify your investments and plan for your retirement or a loved one's financial future with a Deferred Gift Annuity. Established with your gift of cash or appreciated securities, a Deferred Gift Annuity enables you (or a designated beneficiary) to receive regular, fixed payments for life, starting on a future date

that you set. The further out your start date, the greater the charitable deduction and the amount of your payments. The principal then passes to Berkeley when the contract ends.

The services of the highly skilled attorneys in UC Berkeley's Office of Gift Planning are available at no cost to help you determine what kind of gift best fits your philanthropic and personal financial goals. I would welcome the opportunity to help you set up a meeting with Gift Planning staff, in person or by phone, and to talk about what aspects of the Goldman School's programs you would most like to support.

Annette Doornbos  
doornbos@berkeley.edu  
(510) 642-8005

## silver society **Jim and Betty Huhn**

**BY INCLUDING GSPP IN THEIR ESTATE PLANS, JIM AND BETTY HUHN** join the Goldman School's Silver Society.

"We first learned about the Goldman School when we heard Professor Rob MacCoun speak on the legalization of drugs," says Betty. "We were impressed by his fact-based, non-partisan presentation. When we learned about the need for graduate student support, we knew we wanted to help," she continues. "There's so much 'information' being thrown at us each and every day that it's hard to know what to believe. It's important to have a source of truth you can trust. The Goldman School provides that." **G**



For information on making a planned gift, call Annette Doornbos at (510) 642-8005, or visit <http://gspp.berkeley.edu/giving/silversociety.html>.

## Executive and International Programs

### Berkeley Executive Seminar (BES) 2012

*A Leadership Development Program for Local Government Officials (July 29 – August 3, 2012)*

**By Blas Pérez Henríquez and Gan, Bai**  
**THE BERKELEY EXECUTIVE SEMINAR** recently entered its 11th year and continues to receive significant attention from local governments around California. This year's BES also recorded the highest enrollment with 27 local government executives representing 20 different city and county governments around California.

BES 2012 maintained its core curriculum on various topics, including policy analysis,

strategic management, leadership, ethics and negotiations. Special focus was given to public budgeting and finances in response to the continued financial difficulty faced by many Californian communities.

BES instruction was delivered by a wide array of GSPP faculty as well as faculty from other Berkeley departments. Academic instruction was also supplemented by views of the practitioners, including a keynote speech given by former California

State Finance Director Michael C. Genest (MPP '80), and a panel discussion on local government and public finance moderated by Professor John Ellwood and speakers such as John Decker, Chief Fiscal Advisor to the California Controller, Michael Coleman of CaliforniaCity.com and Courtney A. Ruby, Oakland City Auditor. For more details of the BES program, please visit the EIP website at <http://gspp.berkeley.edu/programs/eip/bes.html>. **G**

## Center for Environmental Public Policy

### The Carbon Governance Project (CGP)

**By Ankit Jain** *MPP Candidate '13*

**THE CGP BROUGHT TOGETHER THOUGHT** and action leaders from California, Canada, Australia and the United Kingdom in a dialogue on how to drive low carbon transformations through business considering uncertain policy landscapes. Participants shared lessons learned from their respective countries in an effort to identify what strategies work and what pitfalls should be avoided. The hope is that their recommendations will lay the foundation for successful carbon policies and business practices.

The participants found that, although comprehensive international efforts for addressing climate change have stalled, many smaller scale initiatives have been passed at the national, state, and local levels. Despite being more fragmented, these efforts may have a greater chance for success because they face more manageable political opposition and can tap into the support of regions that want to be leaders in clean technology innovation.

From an economic perspective, participants noted the obstacles presented by the high cost of low carbon technologies. However, they also identified the potential for innovation through "disruptive ideas", which requires bringing together experts from fields that are not traditionally asso-

ciated with one another, rather than waiting for the private sector to facilitate such an idea exchange. They also emphasized the importance of stability in policy to allow the private sector to make decisions in the absence of uncertainty.

From a social perspective, successful carbon initiatives must not only make the public more aware of climate change but also more knowledgeable about the issues. Participants provided some suggestions on how to educate the public such that people might better understand the costs and benefits associated with addressing carbon emissions.

As one program participant noted, the political, economic, and social hur-



dles are more often more difficult to overcome than technical challenges. Thus, addressing these issues will be of paramount importance as the world continues to grapple with the problem of climate change. This conference was chaired by CEPP Director, Blas Pérez Henríquez. For more information, please visit: <http://gspp.berkeley.edu/programs/carbongovernance/> **G**

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graduate seniors and graduates who want to begin two-year master's programs in the fall of 2013. Rangel Program alumni are now making a difference in countries throughout the world, including Colombia, Mexico, Panama, Venezuela, South Africa, Nigeria, Angola, China, Korea, Bangladesh, Spain and Ireland. The UCB Graduate Division also provides fellowship opportunities, such as the Foreign Language and Area Studies (FLAS) Program, a one-year award for students needing intensive language study for their field. GSPP recipients of the FLAS fellowship have studied languages ranging from Swahili to Arabic. Finally, GSPP has a vibrant International Public Policy Student Group. These are just a few of the many resources available to students interested in international courses, programs, and fellowships. For more information, visit: <http://gspp.berkeley.edu/>.

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