Making Wise Decisions

Conversations Across the Divide

Making Government Work

Solutions and Innovations in Public Policy
Dean’s Message

Finding Policies that Work

GENE BARDACH’S CLASSIC EIGHT FOLD PATH TELLS US that doing policy analysis requires eight steps: identifying problems, assessing their severity, constructing alternative approaches, evaluating them, projecting likely outcomes, confronting tradeoffs, deciding, and telling a story. Some academics focus on the first four or five of these steps, and never confront tradeoffs, decide, and tell a story that leads to policy changes. GSPP’s faculty excel at these first steps, but they also get to the finish-line and find policies that work. Consider these examples which led to state or national attention:

In a report published in March 2014, GSPP Professor Steve Raphael and UCLA Professor Michael Stoll brought the best available data together to argue that states should reduce “the scope and severity of truth-in-sentencing laws that mandate that inmates serve a minimum proportion of their sentences.” Using careful cost-benefit analysis, they showed that incarcerating someone for minor property crimes or drug offenses at the cost of about $50,000 per year doesn’t make much sense because the financial impact of their crimes is much less than the cost of controlling them to prison. California subsequently passed Proposition 47 that re-categorized some nonviolent offenses as misdemeanors, rather than felonies, and in November 2016, Californians approved Proposition 57 that allowed parole consideration for nonviolent felons.

Many economists argue that across-the-board increases in spending on K–12 education do not do much to increase student achievement, but Professor Rucker Johnson and GSPP PhD Sean Tanner argue that the missing ingredient is careful targeting of resources. They demonstrate that one of Jerry Brown’s signature legislative initiatives, the Local Control Funding Formula, has led to “significant increases in high school graduation rates and academic achievement, particularly among children from low-income families.” GSPP Professor Jesse Rothstein and his coauthors came to the same conclusion in a February 2016 paper that looked at school finance reforms across the nation.

In a series of path-breaking papers, Professor Hilary Hoynes has shown that government expenditures in social programs such as food stamps (now called SNAP — Supplemental Nutrition Assistance Program) are not only justified on humanitarian grounds, they also have long-term implications for children. She and her co-authors find that during the phased roll-out of food stamps fifty years ago, the children living in those counties where food-stamps were first made available are now, as adults, much more likely to be healthy and employed. The conclusion that we should fund these programs that work.

By the way, in mid-April, Professor Hoynes became the sixth member of the Goldman School faculty elected to the prestigious American Academy of Arts and Sciences. His coauthor, Professor J. Scott Baauerle, was also elected this year. Congratulations to them both.

The full version of this note, including the citations of referenced papers, can be found online at http://goldman.school/policies-that-work.
Making Wise Decisions

IT STARTED WITH SHOPPING FOR HATS.

Betsy Block (MPP ’06, née Baum) first met Jamie Allison the week before the start of classes for their first year at GSPP. They bonded as they shopped for hats along Telegraph Avenue. Later, Betsy met Corey Newhouse (MPP ’03) at a gathering for new students that Corey hosted with Debra Solomon (MPP ’03) and others. Betsy and Jamie went on to work on their Introduction to Policy Analysis (IPA) projects together. The following year, Betsy did her Advanced Policy Analysis with Corey, founder and principal at the program evaluation firm Public Profit.

The friendships and collaboration established at the Goldman School often follow alumni into the rest of their careers. This was certainly the case with Betsy, Corey, and Jamie; they stayed in touch over the years, sometimes working on projects together.

Through her years in program evaluation, Corey noticed that many of her clients — from large, well-known organizations to smaller, scrappy nonprofits — were unhappy with their data systems but did not know how to find a better solution.

“I was also seeing huge mismatches between what organizations needed and the systems they had,” she says. “Many nonprofits and their funders know they need a better data system, but don’t know what kind of system would fit for a particular nonprofit or what kind of planning to do in order to be ready to adopt a new system.”

Betsy, who is an evaluation consultant with B3 Consultants and the former Vice President of Evaluation and Insight at the United Way of the Bay Area, observed a similar problem.

“It’s gut-wrenching to watch nonprofits waste money on a bad database,” she says. “One organization I worked with had to spend $60,000 to bail themselves out of a bad database. That translates into real services lost.”

As the Vice President of Programs at the SH Cowell Foundation, Jamie noticed a similar problem, but from a funder’s perspective. (Jamie has since been named the Executive Director for the Walter & Elise Haas Fund).

“Driven by the desire to demonstrate impact, attract funding, and continuously improve the quality of their work, every year I noticed that grantees were seeking Cowell support to implement database systems that would aid in performance management, evaluation and other critical functions,” she says. “As shoppers, however, nonprofits are often at a disadvantage because they lack the expertise to ask discerning questions — of themselves and of prospective vendors — that will get them the information they need to make the best decision. Typically, the only information available to a nonprofit seeking to implement a new database system comes from the vendors’ sales teams, who are likely to highlight the best of what its system offers without fully explaining what implementation will require of the nonprofit in terms of time and technical know-how. As a result, the search for an evaluation system can be frustrating for nonprofits, wasting time and money.”

In 2017, Betsy, Corey, and Jamie decided to work together to address this problem. Joined by 2015 MPP grad Justine Waltzner, Senior Research Associate at Public Profit (and with support from the SH Cowell Foundation and the Y & H Soda Foundation), they set out to develop a toolkit that would help nonprofits choose the right database.

“The early days of the project we definitely struggled to wrap our heads around what the toolkit would look like and how to include it,” says Corey. “We knew that we wanted to provide a set of planning tools for nonprofits to use, but what specifically those tools would be, and in what order, took some time to figure out.”

“People are so used to the Yelp-like world of ‘enter a few parameters and you magically find out what kind of database you should get,’” says Betsy. “We knew we couldn’t do that, exactly, but we did come up with a short quiz to point people toward some of the things they should be considering.”

Justine also notes the challenge of determining how different organizational features interacted to determine the best data system fit for a particular nonprofit.

“Our conversations with nonprofits about what worked for them — and what didn’t — helped us to clarify our own understanding about this immensely,” she says. “We also spent a fair amount of time with big whiteboards, just pushing things around until they landed in the right place. That’s an essential part of this kind of work, in my experience.”

To address these challenges, Betsy, Corey, Justine, and Jamie deployed their Goldman School training.

“Working with fellow GSPP alums is great because we have a common language like the Eightfold Path and similar standards for communication and organization,” says Jamie.

“We were very methodical and very thoughtful,” says Betsy. “We did a survey. We triangulated evidence. We built on the stuff that was out there and built stakeholder maps. We really went out there as analysts.”

“I also appreciate that our team was laser focused on creating a useful toolkit for the field,” says Corey. “We were able to critique one another’s ideas with a common goal in mind; that ego-free, intellectually-curious environment is one that GSPP cultivates so well.”

Justine agrees: “We all attended GSPP at different times, but the GSPP style of problem solving runs deeply through all of us.”

The result of their hard work is Making Wise Decisions. A Step-by-Step Guide to Selecting the Right Data System, a toolkit designed to help nonprofits choose the data system that best serves their needs.

The toolkit begins with a short quiz that leads to several categories of databases and a “good fit” or “unlikely fit” determination for each one. Participants are then prompted to download the full 80+ page toolkit which will help them develop a understanding of their organization’s needs and goals.

“This toolkit builds on the great advice of several nonprofits, funders, and vendors about what’s worked for them, laying out a clear path to success for other groups considering making a data system switch,” says Corey.

The initial response has been even better than anticipated. So far, about 200 people have taken the quiz and downloaded the planning guide.

“The Making Wise Decisions toolkit will help program officers ask better questions and provide more comprehensive advice, making the tool a trusted source of information for both nonprofits seeking to adopt new database systems and funders that support these efforts,” adds Jamie. “I’ve learned that database vendors were thrilled about the development of the toolkit and want to use it with clients so that clients make good choices, are better equipped to implement a new database, and are happier customers.”

“I’m looking forward to meeting organizations that were able to use the toolkit to find and implement a data system that worked for them,” adds Corey. “Saving money and improving outcomes — that’s what this is all about.”

Clockwise from top left: Betsy Baum Block, Corey Newhouse, Justine Waltzner, Jamie Allison.
Across the Divide

Professor of Practice
Civility & Democratic Engagement and Assistant
By Dan Lindheim

The idea of bringing left/right conversations to campus did not enjoy universal support. Some felt that whatever the importance of the First Amendment, this was time for active resistance to the Trump administration. I planned a series of free speech–related events, including numerous public panels and talks on free speech and First Amendment law, as well as meetings which brought together key student organizations on the issues of free speech.

Of particular interest to the Chancellor was bringing to cam- pus prominent people with disparate views and from various parts of the political spectrum to engage in meaningful and substantive public conversations. She reached out to me as Faculty Director of the Goldman School Center on Civility & Demo-cratic Engagement and after meetings about this proposal, she asked me to head up a faculty/student committee to plan a series of potential speakers and pairings were suggested. We have invited Supreme Court justices, former Secretaries of State, major economic figures, Silicon Valley lead- ers and political figures who have been successful in working together across the partisan aisle.

Regarding the latter, we are trying to schedule Governor John Kasich and former Congressman and Armed Services Commit- tee Chair Ron Dellums to discuss how they were able to create left/right coalitions in Congress to oppose wasteful and purpose- less weapon systems. We are finalizing for the Fall Berkeley Con- gresswoman Barbara Lee in conversation with Republican mem- bers of Congress about her proposal to repeal the AUMF (the justification for all uses of military force since 9/11) that passed the Republican controlled Appropriations Committee. We also hope to bring Cornel West and his conservative Princeton col- league Robert George in the Fall.

Interestingly, while such conversations take place with some regularity in Washington DC venues, it has proved difficult to get prominent people to Berkeley at the same time. In part, this is because prominent people are busy with tight schedules. It has also been particularly problematic getting Republican Congress- men to Berkeley in an election year.

First, Berkeley took a major hit in the national press last spring from the last-minute cancellation of Milo and the sup- posed blocking of Ann Coulter. Much was made of the appar- ent irony that this opposition to Milo and Coulter was occur- ring in Berkeley, the home of the Free Speech Movement. Whatever the rights of Milo and Coulter to speak at a public campus, and their right is almost absolute, the 1964 FSM was not about letting a thousand clowns speak their minds. Rather, it was about changing the world — primarily about the right to organize for civil rights (both in the South and in the Bay Area) and to organize for the 1964 Johnson/Goldwater election. It was about the free exchange of ideas and about hearing from controversial speakers, but people who stood for something, albeit something controversial. Also, everyone with even minimal contact with the FSM understood that under Supreme Court interpretations of First Amendment law, any speech or organizing was subject to “reasonable time, place, and manner restrictions.” In particular, campus free speech advocates from the FSM period understood that Coul- ter’s assertion that she had such an absolute right to speak whenever or wherever was clearly incorrect.

Second, The Reich/Moore conversation was highly successful in allowing the Berkeley audience (and those who watch the event on UCTV) to hear the viewpoint of a Trump economic advisor — one who claims responsibility for much of the Trump tax bill. It was successful in showing the many areas where peo- ple of “left” and “right” actually agree — in this case, primarily in opposition to trade tariffs. It was less successful in getting real discussion about the merits (or lack thereof) of supply side eco- nomics, the value of tax relief for large corporations and the rich- est Americans, particularly in a period of “boom” and heated economy. While the conversation was generally of good humor, friendliness, and civility, it proved difficult to pursue issues of fact and evidence.

Third, interestingly, there is seemingly a marked student pref- erence for hearing from cable news pundits rather than more “serious” political actors. Many, whatever their political views, see pundits as purveyors of ideas, while politicians are seen as part of the Washington morass. I asked conservative students why they wanted to bring pundit provocateurs like Milo and Coulter to campus rather than conservatives with real power — especially since Republicans control all three branches of the Federal Government. They offered two responses: (i) students prefer entertainment (i.e., verbal conflict); and (ii) serious Republican politicians don’t want to come to Berkeley. Now that President Trump is filling his cabinet with pundits, maybe stu- dents are on to something.
The Goldman School welcomes Elizabeth Linos, Assistant Professor of Public Policy. Professor Linos’ research focuses on behavioral economics and public management. Policy Notes spoke to her about her interests in improving how government works, her current projects, and her impressions of the Goldman School.

Your research focuses on how to improve government and the workplace through the lens of behavioral economics. How did you get interested in this subject matter?

I’ve been fascinated with how to make government work better ever since I worked for government myself. In 2009, I found myself working for the Greek Prime Minister during the worst financial crisis in its history. We had an incredibly dedicated team internally, as well as the best minds in the world thinking about policy challenges, but we still have a lot of behaviorally informed improvements to make before we can truly say we’ve exhausted the options.

What are your current projects?

I’m currently working on two strands of research. First: I’m continuing my work on how to recruit talent in government, with a particular focus on diversity. I’ve been working with police departments and other law enforcement agencies across the country who are eager to improve their hiring practices because they know that a more diverse police force can provide better services for the community. But I’m also doing more and more research on how to retain and support staff once they’ve been hired. Burnout is a really significant challenge for front line workers and so my second strand of research explores how reducing burnout for various types of government employees — from correctional officers, social workers, 911 dispatchers — can improve their decision making and service delivery.

You believe in good government. With the state of the world as it is, why should Goldman School grads — and others — devote their talent and energy to working in government?

I love the Goldman community and living in the Bay Area. As a new faculty member on the first day of class, I braced myself for a barrage of questions about what’s going to be on the final, and how to get an A in the class. Instead, I got questions about how I was planning on incorporating issues of social justice and racial equity into teaching about public management. I was thrilled to be working with such a thoughtful group of students. The faculty are similarly thoughtful and passionate about making a difference — that’s a rare thing in academia. I thought all public policy schools were pretty similar, but it turns out I was wrong. The Goldman School is a special place.

You are a recent transplant to the Bay Area — how are you finding Berkeley and the Goldman school community? Anything surprising?

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Janelle Scott was named as one of the leading education policy scholars in the Education Research Association. She was also elected to serve as Vice President of the Politics and Policy Division of the American Education Research Association.

Robert Rech’s new book The Common Good debuted on the NY Times bestseller list.


The week-long symposium included a keynote by Panama Jackson, co-founder of Very Smart Brothas; a conversation with Ryan Smith, Executive Director of the Education Trust-West; the annual Blacks in Public Policy debate; a conversation with Devi K., founder of Peacock Rebellion; and sessions on salary negotiations, advocacy training, race in artificial intelligence, and on Islamophobia and public policy.

One session entitled “Allship for All,” looked at what allship looks like across sectors — from the private sector to academia to grassroots organizing — in today’s political climate. Among the topics discussed were addressing blind spots within communities, both as students and as future policymaker/advocates.

The week concluded with the annual Environmental Policy Group alumni dinner.

The symposium was supported and co-sponsored by: Asian Regional Policy Group (ARPG), Thinking about Power and Privilege (TaPP), Black Students in Public Policy (BiPP), Environmental Policy Group (EPG), Food & Agriculture Policy Group (Food & Ag), Housing and Urban Policy (HUP), Migration and Refugee Policy Group (MRPG), Labor Policy Group (LPG), Muslims in Public Policy (MiPP), Queer and Trans Issues in Public Policy (QTIPP), Women in Public Policy (WiPP), Criminal Justice Policy Group (CJP), ACLU of Northern California, private donors, and the UC Berkeley Graduate Assembly.

from the desk of Martha Chavez

The Importance of the GSAPP Alumni Network

Martha Chavez is Senior Assistant Dean for Academic Programs and Dean of Students at the Goldman School. On March 29, 2018, GSAPP hosted an amazing event for newly admitted students at the University of California Washington Center in Washington, DC. The purpose of the event was to encourage newly-admitted students to accept the Goldman School’s offer of admission.

After a brief presentation of GSAPP’s key points of distinction, an alumni panel featuring Terec Giulio (MPP ’96), Max Aarons (MPP ’17), Brandee Tate (MPP ’12), and Jason Burwen (MPP ’09), shared candid and valuable feedback about why each of them chose GSAPP and how their training has prepared them for their careers. The event segued into a reception with School representatives and GSAPP alumni.

Many of the new admissions commented on how important it was to hear from current alumni about their GSAPP choice and experiences. Our best ambassadors are our very own GSAPP alumni, and we hope to encourage more participation at events like these and also increase engagement and connections among GSAPP alumni around the nation and world.

Currently, there are eight cities with GSAPP Alumni Regional Coordinators who connect and organize alumni activities: San Francisco Bay Area (Jay Liao, MPP ’11), Los Angeles (Corey Mathews, MPP ’15), New York (Maureen Fraz, MPP ’90), Portland (Maura Boyle, ’11), Sacramento (Orville Thomas, MPP ’13), Seattle (Bonnie Berk, MPP ’79), and Washington, DC (Danielle Green, MPP ’16). We also have an international alumni, Armando Salcedo Caceres (MPP ’10), who is serving as the Regional Coordinator for international locations, such as Mexico.

With over 2,000 alumni nationwide and globally, our hope is that GSAPP alumni will connect with each other in their regional locations for social and professional opportunities. If you are interested in getting connected to alumni in your area, contact your Regional Coordinator, or if there isn’t a regional coordinator, you can contact the GSAPP Alumni Board at gsppaa_board@lists.berkeley.edu or volunteer to become a Regional Coordinator in your area. We invite you to join us in connecting with fellow GSAPP alumni. The opportunity to strengthen our alumni network is a keystroke away!
Can Worker Co-ops Reduce Inequality?

By Gaealan Ash (MPP Candidate ’19)

DERIVED AS UTOPIAN in the 19th century, the co-operative movement is experiencing a modern renaissance, popping up in low-income communities to address bread and butter issues like income inequality and economic exclusion. For Taye McGee, a worker-owner at Rich City Rides, a bike shop in Richmond, California, co-operatives are anything but utopian. His job in the co-op has enabled him to make a positive impact in his community of North Richmond through workshops and trainings, all while earning a living in a democratic, worker-controlled enterprise.

From the earliest days of the movement, there has persisted a notion that the co-operative model is anything but utopian. His job in the co-op has enabled him to make a positive impact in his community of North Richmond through workshops and trainings, all while earning a living in a democratic, worker-controlled enterprise.

The co-operative model in the US fell out of favor in the 1930s, in which certain workers are hired on a temporary basis and without ownership and voting rights. Some of these workers and their supporters have blasted Mondragon for maintaining a structure in which some workers are “more equal” than others.

However, within the capitalist US economy, we see what Peter Marcuse calls a “silo effect” in which isolated co-ops face market pressures, which push worker-owners to focus on “defense of the soil” rather than an outward focus on expanding the co-operative enterprise. He writes that worker co-ops can be supportive of efforts to oppose capitalism, but cannot be the instruments of opposition themselves. The USFWC seeks to mitigate this silo effect by fostering connections between co-ops.

Worker co-ops currently exist in a niche corner of the US market and command a small share of the national economy. They effectively reduce inequality and improve conditions for workers, particularly when targeted at low-income communities with ample institutional support and funding. However, without the government support found in Venezuela or the property laws of Argentina, the prospects for large scale growth of worker co-ops in the US are bleak. Despite the big picture, for co-op workers like McGee, going to work and making decisions collectively is a small but significant act of daily economic empowerment.

Balancing Audacious Goals with the Real-Life Needs of Adult Learners

The 115th Online Community College Proposal

By Taylor Myers (MPP ’17)

ONE OF THE FIRST ACTS of Governor Jerry Brown’s last year in office was his final state budget proposal in January. In what’s become typical fashion during his tenure, the proposal included not only a financial plan for California for the upcoming year, but a boldly comprehen-

sive policy blueprint. Several innovative changes for California Community Col-

leges were part of that blueprint, including a proposal to create the 115th community college campus, fully online and under the stewardship of the California Community Colleges Board of Governors.

The current budget includes $120 mil-

lion in one-time and continuing funds to launch the new campus, which would not offer associate degrees but focus on cer-
fificates and industry credentials. The Community College Chancellor’s Office strongly supports the idea as a way of pro-

viding highly specific mobility pathways for 2.5 million Californians who have graduated from high school and who may have attempted college but have not com-

pleted a degree — a group referred to as “stranded workers” by the Department of Finance and the Governor’s office.

Undeniably, today’s college students — especially returning and non-traditional students — face significant barriers to suc-

cess; employment, parenting, family responsibilities, and many other factors mean that reaching and supporting this group requires intensive resources and innovative collaboration to help them achieve their academic goals. However, as bold and innovative as the current pro-

posal might be in its intentions, online learning is not without its challenges. To-

date, success of online programs of study are mixed. Given how important it is that this group of adults achieve economic suc-

cess, there are some hard questions that need answering. The Governor’s audacity cannot overshadow the needs of millions of Californians who face limited career mobility options due to their educational attainment. Thus, an online system to balance the real-life constraints faced by working adults with known best practices like deep instructor engagement, rigorous content, and oppor-
tunities for face-to-face interaction with the learning community.

The 115th California Community Col-

lege campus could be part of an innovative strategy geared toward mobility by offer-

ing competency-based learning tied to industry recognized credentials outside of the traditional academic calendar. This type of offering isn’t currently available through California’s public offerings; in fact, most adults looking for this type of schooling often turn to for-profit institu-

tions. A public option, held accountable by the state legislature, and developed with the needs of students — rather than profits — is the state’s best chance to boost mobility for millions of work-

ers at scale.
event highlights

The Power of Public Investment: Improving Our Economy, Our Climate, and Our Future
CA State Treasurer John Chiang spoke about how public investment powers innovative social policies that dramatically improve lives, reduce income inequality, and give the planet a fighting chance against global warming. This Michael Nacht Distinguished Lecture in Politics and Public Policy was sponsored by the Goldman School of Public Policy and the Berkeley Forum.

Senator Kevin de León: Dispatch from the Resistance
The Goldman School of Policy and the Berkeley Forum sponsored a public lecture with California State Senate President Pro Tempore Kevin de León on the State’s climate policy leadership and its broader efforts to protect progressive policies, economy, and people from federal overreach.

The Good Neighbor: Addressing Global Poverty in an Age of Xenophobia
Visiting Professor William Easterly of NYU explored ways global poverty is connected to the contentious issue of migration from poor to rich countries and how the connection perpetuates a stereotype of poor people as violent, unintentionally fueling xenophobia and restrictions on migration.

Saving Capitalism: Film Screening and Q&A
Chancellor’s Professor and Carmel P. Friesen Chair in Public Policy Robert B. Reich and the directors and producers of Saving Capitalism followed up the Berkeley premiere of Professor Reich’s latest documentary with a lively conversation with the audience and one another.

California Live! A Matter of Degree: California Spending on Prisons and Higher Education
Professor Steven Raphael, Chancellor Emeritus Robert Birgeneau, and CA State Senator Carol Liu discussed why California has invested so heavily in incarceration while divesting from higher education in a panel discussion moderated by Kim Baldonado in Los Angeles.

The 2016 Election: What Working Class Voters are Thinking
Panelists Arlie Hochschild, UC Berkeley Professor and author of Strangers in Their Own Land: Anger and Mourning on the American Right and Steven Hayward, Ronald Reagan Professor of Public Policy at Pepperdine University and Fox News commentator discussed working class voters, their mindsets, and how our country can bridge its galloping political divide. The Homecoming event was sponsored by the Center on Civility & Democratic Engagement and moderated by CCDE Faculty Director Dan Lindheim.
The Future We Want

By Joseph Monardo and Henriette Ruhrmann
Co-Editors-in-Chief of the Berkeley Public Policy Journal

NOW IS A FASCINATING TIME TO STUDY POLICY.

As the US and the global community are searching for policy approaches to the future, we at GSPP are discussing how we can advocate for the future we want as policy professionals. Our thoughts and conversations with current and previous students at GSPP shape our perspective on the world. For us, the Berkeley Public Policy Journal (BPPJ) is an opportunity to capture important ideas and structure nuanced assessments relevant to the policy issues that inspire us most.

This fall, under the guidance of outgoing chief editors Manasa Gummi and Anna Radoff, the BPPJ published its Spring 2018 edition featuring five articles across a spectrum of policy issues. The BPPJ strives to be a valuable reflection of the diversity of voices within the UC Berkeley student body, and this latest edition benefited from a cast of authors composed entirely of people of color. With topics including turnaround school strategies, enterprise development models, and the treatment of pregnant women in prisons, the Spring 2018 edition highlighted the quality of work being done within the walls of Goldman. Conversations with William Easterly, an expert on development and economic policy, and GSPP alumna Corey Newhouse, the Founder and Principal of Oakland-based Public Profit, extend the conversation into the real world of policy and complete the Spring edition.

Between the bi-annual publication of our print editions, we highlight incisive analyses of current policy issues in the US and around the world from within our diverse community at GSPP on our BPPJ blog. We are thrilled that the BPPJ blog serves as a platform for members of our community to share insights from their broad range of professional backgrounds with ongoing research to enrich our discussions. Looking ahead, our editorial team is excited by the quality of writing within the upcoming Fall 2018 edition. Currently in the editing stages, this edition will present perspectives from our GSPP community on domestic social justice and corrective policy measures. With the Fall 2018 edition, we hope to contribute to the important current debate on the role of social justice in our society. In keeping with the GSPP tradition of speaking truth to power, our student contributors have developed nuanced academic writing that identifies pressing policy issues and develops robust solutions. Our staff — composed of first-year MPP students Daniel Lao-Talens, Emily McCaffrey, Joony Moon, Randall Tran, Emory Wolf, and Chenchen Zhang — has been working all semester to ensure that each article reaches its full potential as a valuable contribution to the BPPJ, and to the broader policy conversation we seek to engage in and lead.

As we continue to work hard to do justice to the expertise and intelligence of our student community, we invite you to engage in our mission. We welcome submissions of policy analysis, opinionated viewpoints, and insightful assessments to the BPPJ blog (https://bppj.berkeley.edu). At this critical juncture for policy making, we hope you will feel empowered to engage with our editorial team and add your voice to a publication at the heart of our GSPP community.

Meet Anne Campbell Washington

ANNE CAMPBELL WASHINGTON (MPP '00) is the new Assistant Dean for the Master of Public Affairs (MPA) degree program. She is also an Oakland City councilmember and a Goldman School alumna. Policy Notes spoke to her about her passion for public service, what MPPs bring to the GSPP community and who should consider running for public office.

You hold an MPP from the Goldman School. What initially drew you to public policy school? Did you have an interest in local government even then?

My passion in life is serving people, particularly children. The passion that brought me to the Goldman School was a desire to uncover ways to break the systemic barriers that hold back children who grow up in poverty — particularly children of color. I came to GSPP after a stint as Executive Director of the “I Have A Dream” Foundation with a desire to gain the skills to sustainably and systematically change the life trajectory of children and families living in poverty.

After graduation, a fellow student from my class told me about a job opening in the Budget Office in the City of Oakland. I had literally never thought about working in local government, but taking that job was one of the best decisions of my life. It began my now 18-year love affair with Oakland, Oakland children and families, and local government. When I started working in local government in Oakland, I soon realized it was exactly what I was looking for — the ability to change systems that impact the lives of families living in poverty.

Over the past 18 years, I have served Oakland residents as a Budget & Policy Analyst, an Assistant to the City Manager, Chief of Staff to the Fire Chief, Chief of Staff to two Mayors, Oakland Unified School Board Member and now as Vice Mayor and Oakland City Councilmember for District 4.

The lens that I use every day in my decision-making regardless of what role I am serving in is, “What can I do to make things better for Oakland children?”

You've served as Chief of Staff to Mayors Brown and Quan and worked as a budget and policy analyst. Why did you decide to move from being a staff member to being an elected official?

I was encouraged and was asked several times to run for a seat on the Oakland Unified School District Board. I had never considered running for office, but when you are asked several times, you begin to think about it. We in Oakland are lucky to have many women in leadership in local government, so it seemed accessible.

The District 4 School Board seat opened up unexpectedly with only a year and a half left in the 4-year term. The School Board held an appointment process to fill the seat, so it was like applying for a job rather than running for office. I applied along with 17 others and was thrilled to be chosen. I intended to run for that seat again, but the District 4 City Council seat opened up when Libby Schaff decided to run for Mayor instead. So, I chose to run for City Council instead of the School Board.

My decision to run for City Council was also driven by my passion to serve. I felt that my talents and experience working in city government would be best used in that seat. It has been an honor to serve the residents and families of District 4 as the City Councilmember.

Would you encourage Goldman grads to run for public office? If so, why?

If your heart draws you to serve people with integrity and care — to stay true to working hard to understand people and their problems and develop systemic solutions to those problems — I highly encourage running for office.

What drew you to the MPA program?

The MPA is an exciting program to lead because we have the opportunity to shape and assist future public sector leaders who are ready to make a big impact on the world upon graduation. For me personally, this is the perfect way to marry my passion for education, shaping policy, and providing leaders with the tools they need to make systemic change in our world.

How is the MPA adding to the already-rich community life of the Goldman School?

The MPA is attracting individuals with on average, 10–11 years of work experience. These are very impressive people when they enter the program and they are looking for the skills and education to pivot to the next leap in their career. It brings rich discussion and real-world experience to the classroom that benefits instructors and students alike.

What's it like to be back at the Goldman School as an Assistant Dean?

It is a true honor to serve in this capacity. I am so happy to be back on campus, and particularly back at GSPP. The students fill me with so much optimism for our future and for our world!

2018 Goldman School of Public Policy Alumni Dinner

Friday, October 19, 2018
5:30–10:00 pm
The Berkeley City Club
http://goldman.scholar/alumnidinner

A GSPP tradition since 1999, the Alumni Dinner is an opportunity for the GSPP Community to come together to celebrate our alumni. We hope you will attend to reconnect with GSPP — with fellow alumni, faculty, staff, and friends of the School.

If you are celebrating a milestone reunion year in 2018 — Classes 1973, 1978, 1983, 1988, 1993, 1998, 2003, 2008, and 2013 — we especially hope you will attend! If you are interested in organizing your class to attend the dinner together, please contact Cecille Cabacungan (cecille@berkeley.edu) for information on getting in touch with your classmates.
Denise Bradby (MPP ’88) passed away on March 5, 2021 after a courageous battle with pulmonary hypertension (PAH). For 26 years, Denise worked at MPR Associates, later bought by RTI International, as a Senior Research Associate. She also held numer- ous volunteer roles within the community, including with the San Francisco AIDS Foundation and Pulmonary Hypertension Association. She enjoyed active hobbies, including travel, gourmet cooking and photography, and even started her own business, DB ArtWorx, specializing in custom jewelry. She was a devoted family and friend, including dozens from her years at GSPP, despite her 10-year battle with PAH, and heart/lung transplant in 2013, and a rejec- tion episode in 2016, she remained strong in spirit and an inspiration to everyone who knew her. She truly believed we are all in this world together and she made it her mission to spread that mes- sage of inclusion.

Marian Milkay (MPP ’89) is now an indepen- dent consultant. She has been fortunate to engage in a diverse range of activities and chal- lenging projects with wonderful partners and colleagues. Recently she has served as a board member for a training institute on the Data California Department of Managed Health Care co-authored a report to the California Data Select Committee. She has been a consultant to Delivery Systems and Universal Coverage, and served as Fellow with Philanthropy for a Civic议程.
Goldman Alums Shape the Future of Mobility

TRANSPORTATION RECENTLY SURPASSED electricity generation as the largest source of carbon pollution in the United States; it’s the second-highest expense for most households, and how we move people and goods has profound impacts on our communities and our quality of life. The current transportation system is hideously inefficient. Internal combustion vehicles are only about 25 percent efficient in translating the energy content of gasoline into motion. The average American car today is parked over 90 percent of the time, and has an average occupancy of just 1.08 people when it is driven. Those numbers, together, and cars may just be the least efficiently used capital asset in our modern economy.

However, mobility is going through major disruptions from new technologies that are autonomous, connected, electric and comprises ten utility initiatives to boost EV adoption and provide economic and environmental benefits to EV drivers and other utility customers alike. Similar work for California, Washington, Ohio and New York has sparked EV adoption, and e-vans and trucks are close behind. There are even pilots training in electric airplanes in California’s Central Valley.

Nick Nigro (MPP ’09) has started his own firm, Atlas Public Policy, to build tools that help policymakers make better decisions. The company works with a number of leading stakeholders in transportation electrification. "New mobility requires the greater use of data to drive decisions at car companies, electric utilities, government at all levels, and a host of other stakeholders. We work to empower our customers to spend less time collecting various datasets and more time making sense of them!"

Surveying this rapidly changing landscape, with its difficult tradeoffs and complex stakeholder relationships, Jeff sums it up this way: "I can’t think of a better way to prepare for this work than the training we received at GSPP."
Big Thanks to Everyone Who Participated in the Big Give!

By Annette Doornbos Assistant Dean, External Relations and Development and Sarah Baughn (MPP ’00) Director of Annual Fund and Alumni Relations


At the onset, the Class of 2005, self-described as “the greatest, most-spirited class to ever attend GSPP!” threw the gauntlet. In short order, Kody Kinsley begged his 2012 classmates to beat the 2005: “Do it for me. Do it for problem sets. DO IT FOR Dan Acland’s socks!” We are not entirely clear on the socks reference, particularly looking for expertise in community awareness. Under the gentle (and often hilarious) exhortations of Shelly Gehshan, Aaron Estis, Avi Black (1985); Jaimey Chadam and Deb Leland (1995); Jen Hutkoff and Annie Campbell Washington (2000), Elisabeth Hensley, Anat Shenker-Osorio and Cordelia Leoncio (2005); Evan White and Armando Salcedo Cisneros (2010), Julia Nagle, Jay Liao and Evan (2011); and Kody Kingsley, KerriAnn LaSpina and Evan again (2012); we raised $13,272 from just these classes!

By Shelly Gehshan’s observation: “The class of 1985 is tiny but innovative — show ‘em what turtles do to hares,” and followed it up with “Hey ‘85, we’re on the board — go time for Operatic Fritzie — show ‘em what turtles do to hares,” and followed it up with “Hey ‘85, we’re on the board — go time for Operatic Fritzie — show ‘em what turtles do to hares, “ and followed it up with “Hey ‘85, we’re on the board — go time for Operatic Fritzie — show ‘em what turtles do to hares.”

The Class of 1995 came back 2005: “Do it for me. Do it for problem sets. DO IT FOR Dan Acland’s ‘04 socks right off!” We are not entirely clear on the socks reference, particularly looking for expertise in community awareness.

Our special thanks to these generous launch and day-of-donation donors who made gifts totaling more than $46,000: Marlene Keller MPP ’82, Joanne Kozberg, our GSPP Board of Advisors member and a UC Berkeley Foundation Trustee, Susan Cham-berlin, the current chair of the UC Berkeley Foundation Board of Trustees, Dean Henry E. Brady and Patty Kates, and two anonymous donors.

With such outstanding alumni support, we succeeded in raising our participation numbers campus-wide — from 8th place last Big Give to 4th place this year. That is much more impressive given only one academic unit is more diminutive than GSPP!

Our students, staff, faculty, alumni and friends overall made almost 250 individual gifts to support our fellowship program, along with our Annual Fund and our student group Students of Color in Public Policy. At the end of 24 hours, we raised over $75,000 in total — winning $7,000 in prize money for our participation numbers, and increasing the number of online gifts by 60% over last Big Give.

Next Big Give we will be challenging even more alumni classes to help the coming generation of GSPP students. Thank you all so much for supporting our community. G

alumni board What We’re Up To

By Shelly Gehshan (MPP ’85) ACC, (’85) Chair, GSPP Alumni Association Board of Directors 2017-2018

Every year I’ve had the pleasure of serving on the alumni board teaches me what our extended GSPP family is all about: the pursuit of excellence, making the world a better place, giving back and having fun while we’re at it. How does that show up?

• The most recent example is the Big Give March 8th, which spurred a fierce competition to see which class could generate the most contributions. The effort involved friendly banter, in jokes, hundreds of alumni, and success beyond our hopes.

• For the past year, the board has been helping to encourage classes to plan reunions. At least four are likely to take place the weekend of October 19th in conjunction with the GSPP Alumni Dinner.

• In early April, we enlisted volunteers for the Alumni Phone Bank, ensuring that every newly admitted MPP student receives a personal call to encourage them to make GSPP their first choice.

• As we speak, we’re working on a new Alumni Board strategic plan for 2019-2021 that will build on our successes in serving the School, alumni and current students.

Please consider running for a seat on the Alumni Board! Elections for 5 board members will be held this June. We’re particularly looking for expertise in commu- nications, fundraising, and working in the private sector. Nominations can be submitted forms can be found here: goldman.school/alumniboardnominations

Editor’s note: In the last decade the Center has awarded financial assistance to 49 undergraduate students through our UC in Washington Program, and to 12 GSPP graduate students for their research projects that inform the Center’s mission.
By Sarah Anzia, William Glassglash and Sarah Swanbeck

The future of California’s cap and trade system to control greenhouse gas (GHG) emissions was threatened by concerns that people in poor communities living near refineries, maritime ports, warehousing and oil production suffered higher levels of air pollution exposure and sickness due to CO₂ emission trading. That is, the ability of industrial sources to meet GHG limits by purchasing emission allowances from sources located elsewhere, could allow them to increase local GHG emissions, instead of controlling both GHG and related air emissions at the local industrial source. Concerns on GHG emissions do not always affect emissions of air pollutants that cause asthma, heart and lung disease, but sometimes they do. For this reason, the elements of environmental justice community opposed legislation to extend the CA GHG cap and trade system to 2030. Failure to renew would have sent a shock wave through the CA and international GHG control world and could have disrupted progress toward climate goals of the Paris Agreement on Climate.

A Solution
Through public and private dialogue with all the key players, CEPP identified then popularized a solution: reconcile the need for action on climate protection with the need to save people from exposure to air pollution hot spots. This could be done by filling gaps in the state’s air pollution control program that allow air pollution hot spots to endure near large industrial pollution sources.

The Result
In July the California Legislature passed AB167, requiring state agencies to: 1) use new monitoring technology to identify disadvantaged communities that suffer elevated air pollution exposure, 2) develop plans to reduce emissions; and, 3) within three years begin to reduce those emissions to abate the problem.

By David Wooley
Executive Director

Now for the hard part
Passage of that bill was a huge achievement, a first in the nation, and GSPP played an important behind-the-scenes role during a very difficult political moment. But now everything depends on effective implementation. In the Fall, I joined CEPP to help out, succeeding Ned as Executive Director, with a goal to use my thirty years of air quality policy experience to help make this new law work.

With help from GSPP students, we assembled a work-group of scientists, engineers and public health experts to characterize the air pollution problem in West Oakland neighborhoods near the maritime port. These experts included professors from UC Berkeley who had deployed a dense network of stationary and mobile air quality monitors in partnership with the West Oakland Environmental Indicators Project, Google, Environmental Defense Fund and many others. This work-group developed a description of the air pollution problems in West Oakland, including detailed analysis of health data from area hospitals on a basis from which to move quickly into abatement planning.

Then we started talking to a wide range of stakeholders with interest in, or powers to help abate the problem. These have included: citizen groups like West Oakland, the City of Oakland, Port Administration, Pacific Gas and Electric, Bay Area Regional Air Quality Management District, CA Air Resources Board, diesel truck emission experts, ship terminal operators and others. Later this spring CEPP will help convene work groups to explore how to introduce zero emission electric engines, streamline port logistics, make land use changes and take other actions to gradually reduce exposure in neighborhoods near port operations. This work builds on regional efforts over the past 15 years to reduce emissions, but now for the first time, will focus on specific neighborhood hotspots and link to clean transportation initiatives.

That latter point is important for two reasons. First, while the regional air quality has been improving, people in some neighborhoods still suffer exposure to diesel emissions and other pollutants at 2-3 times that experienced in wealthier East Bay communities. Second, unless something is done, greenhouse gases from Port operations are projected to increase, thereby undermining the state’s climate goals and also increasing related pollutants that cause illness in nearby neighborhoods.

The work in West Oakland will help establish a pattern of monitoring, health assessment, and abatement planning to be repeated across dozens of communities in CA over the next ten years. This work will unfold at the intersection between climate and public health, between state and local policy authority and between economic and environmental imperatives. Success will depend on breakthroughs in technology deployment, policy changes at the local and state levels, and a coming together of diverse interests to solve problems. The Goldman School hopes to be a catalyst for all this. That’s one thing a policy school can do.
Berkeley Global Executive Education

Custom Programs
In the last few months of 2017 the GSPP Executive Education Team hosted four global programs: Making Leadership Count for officers from the Comptroller General of India, Value of the Public Good for the Indian Economic Service; Imper- tial and Effective Justice: Reimagining the Possibilities for the very first cohort of Judges from India’s Ministry of Justice; and Our Environment: Intersectionality of Performance & Accountability for officials from South Korea’s Forest Service. Each of these programs were led by a distin- guished group of UC Berkeley faculty and well-known Bay Area practitioners including several judges from the Califor- nia Court System.

In January 2018, the GSPP Executive Education Team hosted the sixth Ethics & Governance Training Program bringing the total of high ranking Government of India officials who have graduated from this program to more than 150. This spring, the team will host a new training program in collaboration with the College of Environmental Design (CED) that will provide cutting-edge education about city planning, urban policy, construction and building technologies, and affordable housing design for 21 officers from the Maharashtra Housing and Area Development Authority in India.

This first of its kind collaborative train- ing program organized by GSPP in part- nership with CED kicks off the brand new SMALL SCHOOLS EXECUTIVE EDUCATION CONSORTIUM venture.

Small Schools Executive Education Consortium
Under the leadership and direction of Assistant Dean for International Partner- ships & Alliances, Sudha Shetty, the Gold- man School, the College of Environmental Design, the School of Education, the School of Journalism, and the School of Social Welfare came together this year to form the Small Schools Executive Education Consortium. The Consortium venture was set up under a joint MOU between the different schools and created with the idea of building a streamlined non-degree exec- utive and continuing education program platform to connect smaller, professional schools at UC Berkeley and leverage their assets and capabilities for the executive education market, locally and globally.

The Consortium has already begun development of two collaborative pro- grams on Housing & Energy with the State of Maharashtra (Government of India), and it promises to be an exciting year ahead.

Scholar Programs
Fall 2017 was another successful semester for Berkeley Global Executive Education (BGEE) with the graduation of 17 Fellows: 12 civil servants from Hong Kong and 5 from the Government of India. These Fellows came to Berkeley from a variety of offices, departments, and bureaus. From Hong Kong this included the Police Force, the Financial Services & Treasury Bureau, Hong Kong Housing Authority, and the Geotechnical Engineering Office.

From the Government of India, the Min- istry of Defense, the National Institution for Transforming India, and the Depart- ment of Heavy Industry. In January, we welcomed 9 new fellows for the Spring 2018 semester: 2 New Zea- land practitioners sponsored by the Tua- nuku Trust, 2 graduate students from the Universiti Brunei Darussalam, and 5 civil servants from the Government of India.

This is our second year partnering with the School of Social Welfare, who is hosting New Zealand Fellow Peta Ruha, a clinical manager of an NGO specializing in Maori Mental health in Kawerau, New Zealand. She is joined by a barrister and solicitor of the High Court of New Zealand.

Our current Brunei cohort of Concur- rent Enrollment fellows include the Finance Officer at the Research & Interna- tional Division of the Ministry of Finance Brunei Darussalam, and the Principal Assistant Director of the Tax Division at the Malaysian Ministry of Finance.

Both of these cohorts are joined by an impressive and diverse group of civil ser- vants from the Government of India. These individuals come to us from the Provincial Civil Service (Uttar Pradesh), the Indian Railway Accounts Service, the Atal Mission for Rejuvenation and Urban Transformation, the Ministry of External Affairs, and the Gujarat Subordinate Ser- vices Selection Board.

BGEE’s semester programs provide GSPP’s students with the opportunity to establish long-standing relationships with emerging leaders from around the world. We are delighted to welcome these fellows to the Goldman School for this semester, furthering our mission to develop Thought Leaders for a Just Society.

Food Labor Research Center
THE FOOD LABOR RESEARCH CENTER (FLRC) at UC Berkeley is now housed at the Goldman School of Public Policy and affiliated with the Berkeley Food Institute. The FLRC focuses on research and policy with regard to the 20 million workers in the food system.

This year, the FLRC is prioritizing research and policy interventions aimed at improving the wages and working conditions of tipped restaurant workers. Harnessing the power and momentum of the #MeToo and #TimesUp movements, the FLRC will have a special focus on women in the restaurant industry, who face the highest rates of sexual harassment of any industry in the country.

The Food Labor Research Center is led by Saru Jayaraman, director and Assistant Adjunct Professor at the Goldman School of Public Policy. She is also the Co-Founder and President of the Restaurant Opportunities Centers United (ROC United), which has organized rest- aurant workers to win workplace justice campaigns, con- duct research and policy work, partner with responsible restaurants, and launch cooperatively-owned restaurants. Her most recent book is Forked: A New Standard for Amer- ican Dining (Oxford University Press, 2016).
Voting Innovations in Washington State
Continued from page 21

funded by regular voters — and better transparency of that funding. Recent high school graduates getting a ballot in the mail as soon as they turn 18, without having to wait in a long line or show up to a physical polling place, and having the time to think carefully about their political decisions before dropping their ballot in the mail. And ultimately, elected leaders who are more accountable to their voters.

This isn't a pipe dream; it's a burgeoning political reality unfolding in a corner of the United States. I cling to this knowledge, because it reminds me that American democracy is not dead. Far from it. In Washington State — and in many other cities and states all across this country — creative policymakers are rewriting the political rules to limit special-interest influence and help their constituents have a stronger say. Thanks to them, our democracy has a fighting chance. G