

# policynotes

## Building the Future School of Public Policy

### Dean Wilson's First Year



FALL 2022

Meet GSPP's Senior Policy Advisors

25 Years of the Goldman Difference

Tech Policy: a GSPP/CITRIS  
Policy Lab Collaboration

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# From Dean David C. Wilson



IN THE SUMMER OF 2021, MY WIFE ROSALIND AND I SOLD OUR HOUSE in Bear, Delaware, packed up our Subaru (including one grumpy cat) and drove across the country to Berkeley to start my tenure as dean. I was welcomed by a virtually empty campus and a mountain of questions that I could not (at the time) answer. The 2021-22 academic year came and went under a great deal of change and uncertainty, yet the GSPP community made it clear that they were committed to supporting me and serving the school; I would characterize our year as demanding but also remarkably successful.

This fall, I welcomed everyone back to campus, eager to work with you all to continue our school’s tradition of excellence. Academic year 2022–23 has started out strong and we will continue to build on it, as well as explore new opportunities for our school to pursue.

The role of a public policy school is to create new knowledge and expertise that stewards trust in public decision making and government. While this is true for us, it’s also true for most other public policy schools. It is therefore critical that we fulfill this mission in a way that is distinctively Berkeley and Goldman. We can do that. And, if we do it well, we can enhance GSPP’s standing among our peers and chart a clear path for our future. We have deep assets that provide all the requisites of a top public policy school but also effectively distinguish us. This provides a perfect foundation on which to build a better future.

We are committed to more intentional action to facilitate UC Berkeley’s strategic mission to “push the boundaries of knowledge, challenge convention, and expand opportunity to create leaders of tomorrow.” GSPP will expand the meaning and value of public policy by developing new perspectives and demonstrating new approaches to thinking about the public and policy. We will enhance our infrastructure to be an enterprise of entrepreneurial activity and accelerated impact. We will become a stronger resource of information and expertise for the campus, the state, the nation, and the global community. We will model diversity and inclusion with strategy and actions supported by data, and mutual understanding and accountability.

To ensure that we grow in these areas, we must grow our impact through new priority areas. These include democracy policy (citizenship, free speech and expression, elections, voting); security policy (cyber, institutional resilience, (dis)information); and technology policy (artificial intelligence, ethics, regulation). We will also continue to explore innovation in public management, institutional trust, early childhood education, climate change and economic markets, public health, labor, and criminal justice reform, among our many areas.

In addition, we cannot gloss over the fact that after a tumultuous two and a half years of the pandemic that UC is back to operating mostly in person with minimal COVID restrictions. While this is a good sign, we must all do our part to stay healthy and vigilant about new public health concerns, and be prepared for change.

I am excited about reinvigorating our teams with the energy we all draw from working together in our vibrant environment with amazing students, faculty, and staff. We all take great pride at GSPP in providing a top-quality experience across all of our degree programs. The state of the Goldman School is strong. There is much more to come. **G**

THE GOLDMAN SCHOOL  
OF PUBLIC POLICY

# table of contents



## 4 Building the Future School of Public Policy

A Q & A with Dean David C. Wilson

## 7 25 Years of the Goldman Difference

A new investment from the Goldman family positions the school for future success

## 8 Tech Policy

GSPP/CITRIS Policy Lab collaboration spurs tech policy research, innovation, training, and responsible impact

# departments

- 9 Faculty Notes
- 11 Introducing Adam Leive
- 12 Faculty Books
- 13 Introducing Dorothy Kronick
- 14 Senior Policy Advisors to the Dean
- 15 Class Notes
- 18 GSPP Connections
- 18 From the Alumni Board
- 20 Risk Resiliency Lab
- 21 The Possibility Lab
- 22 Master of Development Practice moves to the Goldman School
- 23 PPIA 2022

# Editor’s Note

## HOW A BETTER FUTURE GETS MADE

The Goldman School of Public Policy is a jewel. It is a tightknit community that aspires to the highest standards of analytic rigour. We ask hard questions and aren’t afraid of the intensive work required to solve public problems and make government work more effectively.

The problems we face as a society are intractable, complex, and urgent. Yet there is something intrinsically hopeful about a community willing to devote its time, treasure, intellect, heart, and muscle to make the world a better place. As a student told me last semester, “I always knew my why. I came to GSPP to learn the how.”

I think it’s all summed up beautifully in our new tagline: *how a better future gets made*.

Whether we are researchers, teachers, staff, students, alumni, and friends, the GSPP community is devoted to good public policy that will make a better — a sustainable, democratic, equitable, and just — future for all.

Thank you for being a part of this amazing community. **G** [borareed@berkeley.edu](mailto:borareed@berkeley.edu)



Bora Reed  
Editor

# Building the Future School of Public Policy

**David C. Wilson** began his tenure as dean of the Goldman School on July 1, 2021. **Vanessa Martini**, GSPP’s associate director of communications, spoke with Dean Wilson about what drew him to the Goldman School and his priorities for the next year and beyond.

**What attracted you to Berkeley and GSPP?**

When Berkeley unveiled their updated strategic plan in 2018, “pushing boundaries” and “challenging convention” was at the forefront — and that’s what my research and mindset are all about: really thinking about where we should be going as a society and as individuals. The plan had clear guidance, and values/principles — diversity, excellence, innovation, public mission, and accountability/transparency — that GSPP could contribute to and I saw the potential there.

I believe in diversity in the true sense, in that more perspectives at the table leads to better understanding and better analysis. The interdisciplinary research and curriculum approach at Goldman is an essential part of diversity in learning and problem-solving more generally. That, the strategic plan on a campus level, and being able to use California as a laboratory was, and still is, exciting. I see the campus and the school as a location where real change can happen. Who wouldn’t want to be a part of that?

**What are your top priorities for your second year as dean? What do you consider your highest priority?**

GSPP is the top school for public policy analysis housed at a top public research institution, and, I think, should have a stronger presence than it does. People should know who Goldman is, what it stands for, what it does, how it can have an impact, why it’s important. We are a best-kept secret on campus, and we shouldn’t be. To many in the state who do not know us intimately, we’re distant and elite. Lastly, “public policy” means different things to different people, and we can do a better job helping the campus, the locality and region, the state, the nation, and the world, know that we are a resource. What industry, during this political climate, wouldn’t benefit from working in consultation with a public policy school at UC Berkeley?

So, my top priority is further raising the prominence of the school to match its inherent value. Let’s get off the hill on the northeast corner of campus and go where the action’s happening, whether it’s on campus, in Berkeley or Alameda county, in Sacramento, Washington, DC, or a global location. Goldman has more expertise and tools to contribute to conversations and policies aimed at making a better future.

Of course, as we grow in prominence, we will need to grow our physical space; that is priority two. Our staff is growing and will continue to do so, as will our faculty. The Master of Development

Practice is on board; they will need new space. Our students need space to do research analysis, and to learn and collaborate with one another. It would be great to have a space where we can be a community together. And, I guess we all need a separate space to do Zoom meetings now.

The third priority, for me, is growing our investments, which is generating more philanthropic support to partner with all sectors of government to help them do better research. Growing our investments also means identifying creative ways to have Goldman provide research and analytic expertise, extended learning services, and convenings that bring together experts, elected leaders, practitioners, and the public. This also includes providing our graduates with continuous opportunities to learn and grow and therefore have impact. Some may call it executive education, but I think it’s more around continuous learning to build our intellectual capital.

**What do you see as GSPP/Berkeley’s biggest challenge within the next five years? Where do you see GSPP/Berkeley in five years?**

Our biggest challenge in the next five years is adapting to a changing world in a university setting. A reality of the current economy is that despite rising tuition costs — that produce higher student loan debt — public universities are not being funded heavily by the state. Higher education is steeped in tradition and can be slow to respond and even slower at being proactive. Adaptation for the Goldman School is paramount so that we can think about how to generate resources, get more space, have a stronger presence, and therefore have a measurable impact in the next five years. Again, we can do this if we have the right resources invested in the right areas. But, if we or the system we work in isn’t ready for change, then our value, our competitiveness, and our standing face growing threats.



GSPP faculty and staff at a recent diversity, equity, inclusion training.



GSPP celebrates the opening of its new space on LeConte Ave.

**The updated vision statement of GSPP specifically calls out equity, justice and inclusion. What approach will you take to improve DEIBJ?**

This is an important topic that people feel strongly about and experience daily, and it’s dynamic. The world changes, social norms change, and the problem is redefined, or, at the very least, given more importance and scrutiny. We saw this in 2020 in a sense, in the wake of protests for racial justice and social change. We need to prepare future leaders to emphasize the moment in their operations and vision for the future.

Research dating as far back as the 1960s — in the wake of both the Student Movement and the Civil Rights Movement — find there is no magic solution to DEIBJ. The solutions for diversity can sometimes create challenges for inclusion, and the efforts to include can sometimes create injustices. In general, DEIBJ is a moral imperative because of past injustices and discrimination. Just as society continues to wrestle with progress, GSPP will as well. That said, there are some things that I am committed to as dean.

First, we need to collect good data to understand the needs of our school in this area, and have inclusive conversations to identify opportunities for progress, and find the right partnerships to implement and evaluate what we choose to move forward with. Our students, faculty, staff, and alumni all have done some really good thinking about the nature of the problem, and when an intervention is proposed, we need to work from common data to understand effectiveness.

GSPP will continue to identify ways to integrate the challenges and emphasis on justice from 2020 into our teaching research and service mission. But, we also have to be entrepreneurial and find opportunities outside of our traditional academic lanes. Innovative projects, partnerships, community building activi-

ties, conversations, and comments should not be relegated to only one outlet.

In addition, we have made progress on diversifying our faculty, staff, and students, but we can do much more. This year, as part of a multi-unit cluster initiative, we will be conducting a faculty search in “anti-Black racism and social inclusion.” We’re going to target the best and brightest faculty with diverse backgrounds and diverse perspectives, and their research and expertise will help our curriculum be more open and inclusive, and committed to issues of racial justice. We spent the past year undertaking a similar approach in international policy and development practice.

But as I’ve commented on in my own research, diversity is about more than sheer numbers of an identity group. We also need diversity in intellectual and methodological thought and perspective. If we are really preparing the next generation of leaders, then we will have to elevate the skills needed to converse and problem-solve with people who think differently than us.

**What are the most important questions/challenges you want to see GSPP students tackle in the next decade?**

I think the most important challenges for students to tackle will be about democracy and grappling with the fact that the U.S. is not one in a literal sense. We have democratic practices (e.g., voting, free expression, and civil liberties and rights) — but those practices are operationalized by rules established by representatives. The U.S. is a republic and our expectations of government and the governed are often misunderstood. In practice, the definition of democracy is not fixed, and as rules change at the local, state, and national level, questions about regarding “who” is a citizen, “what” is a right, “when” can we expect justice, and “how” we come to agreement. Controversial leaders and legislation are constantly pushing and pulling on



Goldman School faculty and staff with Mary Daly, President of the Federal Reserve Bank of San Francisco

the boundaries of American democracy, redefining the terms of our Republic. Thus, the value of a public policy school is that we must provide the public with a toolkit for the hard work of democracy by providing an intellectual laboratory for creating, analyzing, and evaluating effective practices that solve the public problems that threaten the just world we believe in. The most important questions center around how we learn to balance the scales of justice given that we do not all share a universal picture of what that looks like?

**Fill in the blank: When my time as dean is over, I will have considered my deanship successful if \_\_\_\_\_.**

... we are collectively proud of our classmates, colleagues, coworkers, and campus, and especially GSPP. If I can look at the faculty, look at the students, look at our space, look at our partnerships and know that we all have a shared sense of pride in what we've done for the school, I'll know I've done my job. I want our staff to look back on our community and say, I'm proud that I work in this community. And I want our students to say, for example, even though I didn't get all the subjects I was interested in covered in my classes, I'm proud of what we were able to do together as a class. And the faculty — if they look back and say, I'm proud, I had an opportunity to contribute to the broader public mission of Berkeley by generating and sharing knowledge about public policy at the Goldman School. Then, my deanship would've been a success.

When you commit yourself to something excellent, do it well, and then that thing contributes to something broader than yourself? Something you created? Then you look back on it with pride. That's a real accomplishment.

**What can members of the GSPP community do to help support the school?**

I think that everyone in GSPP's orbit — students, staff, faculty, and alumni and friends of GSPP — can do three things to help. First, each day, find a way to invest in someone you do not already know. This action will strengthen our shared belief in altruism and the public mission of our institution. Second, each day, take an opportunity to learn something about another person or subject that you do not already know. This action will provide constant opportunities to learn and grow, expanding our boundaries of knowledge and empathy. Third, each day, take an opportunity to appreciate the moments for what they are, moments in life that we experience but do not define who we are or determine our futures

permanently. This action will move us closer to patience and perspective, and hopefully promote grace in the wake of mistakes, disagreements, and disappointments.

These actions have very little to do with getting a degree, publishing a paper or book, or leading a project, but they have everything to do with creating a community committed to real change. This is our opportunity to build something special, and that is a future school of public policy that prioritizes people.

**Now to more casual, rapid fire questions. What are you reading right now?**

I'm reading a lot of articles on innovation management and change, specifically the psychology of dealing with change. We protect our desire to not have change, and that limits us in our potential. I'm also reading *Seeing Around Corners* by Rita McGrath and *The Common Good* by our own Robert Reich.

**What are you listening to right now?**

I'm not listening to anything. Well, I'm listening to, um, the new Beyonce, *Renaissance*. I'm late to that, I know. Also, Drake's *Honesty*, *Nevermind*.

**Which is a good name for the album, because I thought it was underwhelming.**

<Laugh>. Well, this is the thing about that. I think about the evolution of artists. When we have something in our mind about them, our attitudes and our beliefs about them become a part of our judgment about their work. And when I first heard the album, I'm like, why is he doing this? Drake, where are you going? And it's not this, it's not that, but it's his art.

**Salty or sweet?**

Yes.


**That's not really an answer.**

I love dark chocolate with sea salt, so...I stand by my answer.

**Fair enough. Forest or beach?**

Beach.

**Favorite Quote?**

"Change is never easy, but it's always possible." 

# The Goldman Difference

## Twenty-five years since expansion, GSPP looks to the future

**FOCUSING ON FUTURE GROWTH AND IMPACT**, GSPP is embarking upon facility investments aimed at making the most of our existing campus footprint. It has been 25 years since our last round of physical transformation; we've now launched into an exciting new growth phase.

Thanks to the generosity of the late Richard and Rhoda Goldman of San Francisco, UC Berkeley's Graduate School of Public Policy was expanded in 2002, with the construction of a second building on Leroy Avenue and the addition of a courtyard to link the new facility to the school's original home in the former Beta Theta Pi building on Hearst Avenue.

Twenty-five years later, the Goldman School is poised for its next chapter and the next generation of the Goldman family is eager to lend a hand. The Lisa & Douglas Goldman Fund, led by the children and grandchildren of the original benefactors, has generously contributed a gift of \$2.5 million to upgrade GSPP's existing facilities and exterior space.

"We want to help the Goldman School of Public Policy look as good as it is," says Doug Goldman, President of the family foundation. "It's the #1 policy school in the nation and it should look the part."

Planned improvements will focus on making the existing facilities look and function better, with an emphasis on building community. The living room at 2607 Hearst already has new carpet and furnishings intended to foster communication and collaboration, and the GSPP courtyard will get a much-needed facelift. RHAA has been hired to serve as landscape architect for the project, with construction to commence in April 2023 and a target completion date of late fall 2023. Renovations will level the sloping grounds, add seating and workspace, and better connect the GSPP site with the broader UC Berkeley campus through direct access from Hearst Avenue and prominent signage.

Dean David C. Wilson is inspired by this ongoing partnership with the Goldman family.

"This new round of investment not only continues the legacy of our benefactors, Richard and Rhoda Goldman, but will build the solid foundation the Goldman School needs to tackle the grand challenges of the 21st century," he said. "Public policy is how a better future gets made, and the time for change is now. When people walk past our GSPP campus location, they should be curious about who we are and what we're doing; they should want to be a part of our space and join us in dialogue, learning, and community building."

Dean Wilson summarized that GSPP's mission requires us to be more than a place to work and an academic department. "To build a better future, we need to start by building better community, offering more intentional opportunities to transform how people see and think about public policy." 



Former Dean Michael Nacht, former Vice-Chancellor for Capital Projects Edward Denton, and Richard Goldman at the 2002 groundbreaking for the building at 1893 LeRoy Ave.



The Goldman Family (from left): Jason, Jennifer, Doug, Lisa, Matthew



An artist's rendering of a possible remodel of the GSPP courtyard



# Tech Policy

Partnership between GSPP and CITRIS Policy Lab spurs tech policy research, innovation, training, and responsible impact

**THE GOLDMAN SCHOOL OF PUBLIC POLICY (GSPP) AND THE CITRIS POLICY LAB** have launched a transformative Tech Policy Initiative to strengthen multidisciplinary scholarly collaborations, foster tech policy education and innovation, and inform effective tech-related policy strategies across the public and private sectors.

“Our Tech Policy Initiative will leverage the immense intellectual resources of UC Berkeley as well as the powerful networks of both CITRIS and GSPP to ensure that public good, rigorous analysis, and justice are front and center in the ways we design, deploy, distribute, and govern technology in our ever-changing world,” explained Dean David Wilson.

Brandie Nonnecke, founding director of the CITRIS Policy Lab, will lead this impactful initiative at UC Berkeley.

“The Tech Policy Initiative meets a critical demand for data-driven, actionable research and training into the responsible development, use, and governance of emerging technologies,” said Nonnecke. “The CITRIS Policy Lab is honored to partner with GSPP on this important initiative to train the next generation of tech policy leaders.”

The Tech Policy Initiative benefits from the counsel of experts from industry, academia, and government. Melvin Greer, chief data scientist at Intel, has signed on as a senior advisor, along with John Gage, co-founder of Sun Microsystems. Berkeley faculty advisors include Solomon Hsiang (director of the Global Policy Lab), former Arizona Governor and Secretary of Homeland Security Janet Napolitano (director of the Center for Security in Politics), Costas Spanos (professor and director of CITRIS and the Banatao Institute), and Hany Farid (professor and expert on disinformation and the analysis of digital images). Other key advisors include Camille Crittenden, Executive Director, CITRIS and the Banatao Institute; Kiran Jain, former Chief Resilience Officer for the City of Oakland, technology start-up lawyer and climate investor and former board advisor for Kiva; Ziyang Fan, digital policy expert with experience in the private and public sectors in the U.S., China, and Southeast Asia, tech start up board advisor, and former legal counsel for Airbnb; and Yiaway Yeh, former Mayor for the City of Palo Alto and Co-Chief Innovation Officer for the Metropolitan Government of Nashville and Davidson County.

This initiative builds on years of collaboration between GSPP and CITRIS on emerging tech policy challenges such as artificial intelligence, digital inclusion, and data privacy. Their most recent collaboration, Our Better Web, brings together leadership from GSPP’s Center for Security in Politics; Berkeley Law; the Berkeley Graduate School of Journalism; School of Information; and the Division of Computing, Data Science, and Society to strengthen multidisciplinary research on responsible platform governance.

The long-term plan for the initiative includes expansion of GSPP’s degree programs, certificates, designated emphases, and experiential learning opportunities; partnerships with local, state and federal agencies to train global tech policy leaders; cross-cutting research programs to inform evidence-based strategies; and public-private collaborations to support responsible tech development, implementation, and governance. For more information, visit <https://goldman.school/techpolicy> 



Brandie Nonnecke

## FACULTY NOTES

**Anibel Ferus-Comelo** received the 2021-2022 Chancellor’s Award for Public Service for her design of service-learning. Her 2022 chapter on the labor movement in India is part of *The Cambridge Handbook of Labor and Democracy*.

During 2021–22, **Daniel Sargent** taught, co-directed the Institute of International Studies, and completed several overdue essays. These included an appreciation of the work and career of the historian Ernest R. May, a pioneering advocate for the “uses of history” in policy analysis and policy education (<https://issforum.org/forums/31>). Sargent collaborated with Janet Napolitano to create GSPP’s new Certificate in Security Policy, based upon their new course, “Introduction to Security Policy.” He also traveled to Washington D.C. to join a small group of historians who met with Secretary of State Anthony Blinken to discuss the relationship between foreign policy and domestic renewal.

**David C. Wilson** published *Racial Resentment in the Political Mind* (2021) with Darren W. Davis (University of Chicago Press). Articles in peer-reviewed outlets include, “Race, Justice, and Public Opinion: Understanding the Continuing American Dilemma.” with Maria Krysan in *Public Opinion Quarterly* (2022); “The Prospect of Antiracism: Racial Resentment and Resistance to Change,” with Darren Davis in *Public Opinion Quarterly* (2022); “‘Siri, show me scary images of AI’: Effects of text-based frames and visuals on support for artificial intelligence,” with Bingaman, James, Brewer, Painsti in *Science Communication* (2021).

Wilson consulted on the questionnaire design, analysis, and reporting on the Knight Freedom of Expression Survey (N=5,000, October 2021) sponsored by the John S. and James L. Knight Foundation.

Panels and Lectures include the following: “The Integrity of Survey-Based Social Science Research,” National Academy of Sciences and Annenberg Foundation Trust at Sunnylands, 2021. “New Deans and Directors, New Voices and Ideas: How New Academic Leaders Are Bringing Innovation to Teaching and Learning”, Annual Meeting of the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), 2021. “Racial Resentment in the Political Mind,” Rooney Center for the Study of American Democracy, University of Notre Dame (April 2022). “Racial Resentment: I’m Not a Racist but...” Political Psychology Research Group, Stanford University (January 2022). “Racial Resentment and the Consequences of Justice Motives in Politics,” The Science of Racial Justice Conference, sponsored by the New Your Academy of Sciences-November, 2021.

**Jesse Rothstein** was elected fellow of Society of Labor Economists. His publications include, “Winners and Losers? The Effect of Gaining and Losing Access to Selective Colleges on Education and Labor Market Outcomes,” with Sandra E. Black and Jeffrey T. Denning. Forthcoming, *American Economic Journal: Applied Economics*; “The Augmented Synthetic Control Method,” with Eli Ben-Michael and Avi Feller. *Journal of the American Statistical Association* (2021); “Synthetic Controls with Staggered Adoption,” with Eli Ben-Michael and Avi Feller. *Journal of the Royal Statistical Society, Series B* (2022); “Does money still matter? Attainment and earnings effects of post-1990 school finance reforms,” with Diane Schanzenbach. *Journal of Labor Economics* (2022). “Demystifying college costs: How nudges can and can’t help,” with Elizabeth Linos and Vikash Reddy. *Behavioural Public Policy*; “Qualitative information in undergraduate admissions: A pilot study of letters of recommendation,” *Economics of Education Review* (2022); “Independent contracting, self-employment, and gig work: Evidence from California tax data,” with Annette Bernhardt, Chris Campos, Allen Prohofsky, and Aparna Ramesh. *Industrial and Labor Relations Review* (2022).

**Dan Lindheim** just finished spending the past 18 months as a member of the City of Berkeley’s Reimagining Public Safety Task Force. The Task Force engaged with many of Berkeley’s disparate communities as well as police and non-police staff to make recommendations regarding the appropriate roles of police and non-police interventions to address public safety concerns. The

process resulted in often contradictory policy recommendations from the City’s consultant, the Task Force, the City administration, and the City Council. Documents from the process are available at <https://berkeley-rps.org>

**Claire Montialoux** presented at the following seminars and conferences: All-California Labor Economics Conference, PUC-Rio, Erasmus University Rotterdam, Federal Reserve Board, University of Bonn, Princeton, Columbia University, Claremont Colleges (Los Angeles), SoCCAM Conference, University of British Columbia, EALE-SOLE-AASLE Conference, Congressional Budget Office. She organized the Berkeley-Princeton Virtual Convening on Racial and Ethnic Disparities in the Labor Market in April.

**Hilary Hoynes** testified before the House Budget Committee on the importance of early childhood investments. She continues to be a member of the Governor’s Council of Economic Advisors for California, a post she’s held since 2019. With Anna Aizer and Adriana Lleras-Muney, she published “Children and the US Social Safety Net: Balancing Disincentives for Adults and Benefits for Children,” in the *Journal of Economic Perspectives* (2022). Hoynes was the keynote speaker at the California Association of Food Banks, October 2021. She organized the “Economist Letter in Support of Child Tax Credit,” and was a guest on *Freakonomics Radio*, “Why Does the Richest Country in the World Have So Many Poor Kids?” and on the “How Do You Reduce Child Poverty?,” episode of *The Indicator* from *Planet Money*.



Professor Hilary Hoynes testifies at the House Budget Committee on the critical importance of early childhood investments.



The Goldman School honored Jane Mauldon on the occasion of her retirement from the Goldman School faculty. Professor Mauldon served GSPP students and faculty with more than 30 years of teaching, research, and service.

**Cecilia Hyunjung Mo** published the following with peer-reviewed publications: with Katrina Kosec, “Does Relative Deprivation Condition the Effects of Social Protection Programs on Political Attitudes? Experimental Evidence from Pakistan.” *American Journal of Political Science* (forthcoming); with Matthew Graham, Gregory Huber, and Neil Malhotra, “How Should We Think About Replicating Observational Studies? A Reply to Fowler and Montagnes” *Journal of Politics*, (forthcoming); with Matthew Graham, Gregory Huber, and Neil Malhotra, “Irrelevant Events and Voting Behavior: Replications Using Principles from Open Science,” *Journal of Politics* (forthcoming). With John Holbein, and Elizabeth Mitchell, “Civilian National Service Programs Can Powerfully Increases Youth Voter Turnout.” *Proceedings of the National Academy of Sciences*, (2022); with Katharine A. Conn, and Virginia S. Lovison, “What is the Effect of Teaching in Underserved Schools on Beliefs About Education Inequality? Evidence from Teach For America.” *Public Opinion Quarterly*, (2022); with David Laitin and Edward Miguel, Ala’ Alrababa’h, Aleksandar Bogdanoski, Sean Grant, Katherine Hoerberling, Don A. Moore, Simine Vazire, Jeremy Weinstein, and Scott Williamson, “Unlocking the File Drawer: A RARE Proposal to Normalize Complete Reporting.” *Proceedings of the National Academy of Sciences*, (2021).

Mo has received grants CGIAR (\$165,000), Teach For America, External Research and Insights Team (\$65,600), and an anonymous donor (\$10,000). She has given a number of talks, including, “Reducing Vulnerability to Human Trafficking: Experimental Interventions Using Anti-Trafficking Campaigns to Change Knowledge and Attitudes.” Workshop on Human Trafficking,

University of Mannheim, April 2022; “The Impact of Youth Service on Beliefs, Mindsets, and Life Pathways: Evidence from Teach For All.” Causality Workshop, Simons Institute for the Theory of Computing, UC Berkeley, March 2022; and “Does Experience with War Increase Refugee Acceptance?” Annual Meeting of the American Political Science Association (Virtual), Seattle, WA, September 2021.

**Dan Kammen** co-hosted the Blue Climate Summit in French Polynesia, bringing together thought leaders, financiers, and government leaders to develop and implement solutions to implement the Blue New Deal. Topics included a moratorium on deep seabed mining (adopted by several nations), overfishing, and the challenge of marine micro plastics. The Outcomes Report is available online at <https://www.blueclimateinitiative.org/blue-climate-summit>

Kammen continued his work as senior advisor for energy and innovation at the U.S. Agency for International Development. In this role he has helped to launch the “Health Facility Electrification Program” which aims to bring clean and reliable energy solutions to 100,000 health clinics and hospitals across Africa. The HFE Program is a partnership of U.S. government offices, leading foundations, and African governments. He’s also led the USAID teams of Argentina, Chile, Egypt, Indonesia and Nigeria to develop and implement Just Energy Transitions to zero carbon economies. Kammen built partnerships to reduce the environmental and social impact of mining activities for rare earth and other materials critical to the emerging clean energy economy. Focal partnerships are now in place in Rwanda, the Democratic Republic of the Congo and Chile.

**Margaretta Lin** was selected as an honorary coach for the Cal Women’s Basketball team, nominated by Jadyn Bush, Forward, MPP ’23. Go Bears! She testified before the New York State Advisory Committee to the U.S. Civil Rights Commission on the structural roots of racism on COVID disparate impacts and tenant evictions.

As a hopeful sign of public agency transformations, she and her teams/partners launched new initiatives funded by the state of California and Bay Area public agencies that address the legacy of and current racism in housing, environmental, land use, and transportation public policies and plans (public awards totaling over \$3 million). GSPP and other students involved in these initiatives include Agnes Cho MPP ’23, Amy Chu Urban Studies ’22, Angela Laureano MPP ’23, Aukeem Ballard Ed PhD, Cesar Garcia Sociology, Emily Jacobson MPP ’23, Jadyn Bush MPP ’23, Kya Chen Urban Studies ’22, Mariel Mendoza MPP ’22, Marshal Galvan MSW ’23, Natalie Spievack MCP ’23, Navid Goodarzi Urban Studies ’22, Nia Jones MS ’22, Omaka Johnson BA ’22, Prentiss Mayo Sociology, Reniya Dinkins MPP ’23, Talia Smith MPP ’23.

**Jack Glaser** has been serving on an advisory group to the Governor of California on police use of force policy reform. They have released a comprehensive set of recommendations on policing of protests, including limits on weapon use, and are finalizing a set of recommendations for reforms to use of force more generally. Jack has also been serving as a consultant to California’s Department of Justice as they analyze and interpret police stop data coming in under the Racial and Identity Profiling Act. Glaser recently co-authored an article in the *Journal of Quantitative Criminology* showing how different analytic assumptions about police use of force data can have dramatic effects on evaluations and rankings of departments. With former PhD student, Amanda Charbonneau (now a researcher at RAND), he has a forthcoming article in the *UC Irvine Law Review* on suspicion and discretion in policing. **G**

## Introducing Adam Lieve

**THE EARLY SEEDS OF ADAM LEIVE’S** interest in health economics were sown in conversations around the dinner table in the suburbs of Philadelphia. Growing up with a physician (mother), a hospital attorney (stepfather), and a hospital fundraiser (father), Leive understood early how important healthcare was to a person’s well-being.

As a new assistant professor at the Goldman School, Leive’s teaching and research will focus on consumer decision-making in healthcare, as well as household finance and public economics.

### What led you to work on healthcare using an economics lens?

Economics provides a powerful framework to analyze key questions of incentives and the allocation of scarce resources in healthcare. And because healthcare is so critical for society, working on health policy is a way to help others on a large scale.

### One of the areas you study is how consumers make decisions about healthcare in different stages of their lives. What are some examples of how life-cycle decisions might impact a person’s choice about health insurance?

In the U.S., health insurance options depend on many factors like age, income, whether people work, and even where they work. In making employment decisions, people may trade off higher wages against better health insurance and retirement benefits. Deciding how much to save for retirement can also affect a person’s health insurance choice and vice versa. Saving more for retirement means having less to spend on health insurance today. Employees today are increasingly responsible for making these decisions, which can be quite complicated. As employers have replaced defined-benefit pensions with defined contribution plans and have embraced high-deductible health plans with Health Savings Accounts, they have shifted more risk and decision-making to the employee.

### What issues around health insurance has the COVID pandemic surfaced?

COVID exposed key problems with our employment-based system of health insurance. Although Medicare, Medicaid, and Affordable Care Act coverage receive the majority of debate, most people in the U.S. get health insurance through their employer. Many people have long criticized linking insurance to employment,



but the downsides of this system became more apparent when people simultaneously lost their job, lost their health insurance, and became sick. Fortunately, Medicaid coverage served as a crucial part of the safety net. But many low-income childless adults still cannot get Medicaid coverage in the dozen of states that have yet to expand eligibility.

### Moving forward, what opportunities do you see for health policy?

Policies over the last few decades have focused on expanding coverage, which has benefited many people. But less attention has been devoted to addressing the rising costs of care. So I think policies focused on making healthcare more

affordable are likely to gain traction, especially given today’s high rate of inflation. The market for prescription drugs is one particular area where reforms could be economically meaningful and seem realistic. The high price of drugs is a major strain for many households and competition between branded and generic drugs could be strengthened in a variety of ways.

### What excites you about joining the GSPP faculty?

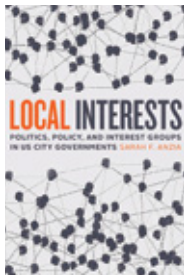
Where to begin?! The scholarship of the GSPP faculty is at the forefront of social science research and impacts policy in major ways. I’m inspired by the work of the faculty and look forward to contributing to the school’s reputation for research excellence. I think that public policy schools at public universities have a unique responsibility to help address society’s biggest challenges. I’ve seen the outsized impact a policy school can have on local, state, national and international issues from my experience at the University of Virginia’s School of Leadership and Public Policy. To now join GSPP — one of the top policy schools in the world at the top public university in the world — is a dream come true.

### Who are you when you’re not a professor? Personal interests and hobbies?

I love traveling and spending time outdoors. I am excited to explore all the natural beauty in the East Bay and surrounding areas. I am an avid runner and am a big fan of track and field. **G**

# Faculty Books

**Local Interests: Politics, Policy, and Interest Groups in US City Governments** (University of Chicago Press, 2022) by Sarah F. Anzia is a policy-focused approach to understanding the role of interest groups in U.S. municipal governments.

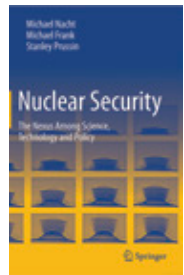


Local politics in the United States once seemed tranquil compared to the divisiveness and dysfunction of the country’s national politics. Those days have passed. As multiple wide-ranging crises have thrust America’s local governments into the spotlight, they have also exposed policy failures and systemic problems that have mounted for years. While issues such as policing and the cost of housing are debated nationally, much of the policymaking surrounding these issues occurs locally. In *Local Interests*, Sarah Anzia explores how local governments — and the interest groups that try to influence them — create the policies that drive the national conversation: policing, economic development, housing, and challenges of taxing and spending.

Anzia examines local interest groups in terms of the specific policies they pursue, including how these groups get active in politics and what impact they have. By offering new perspectives on these issues, Anzia contributes to our understanding of how interest groups function and the significant role they play in shaping broader social outcomes.

“Most local governments get a lot less attention than the federal government, but they make really important policy decisions that affect people’s day-to-day lives — on housing development, policing, economic development, taxes, fire protection, and so on,” said Anzia. “In most cases there are interest groups involved in making policy decisions in those areas, and they are involved on a regular, ongoing basis, even when the rest of the public isn’t paying attention. By analyzing hundreds of cities across the country, the book highlights patterns in how those groups get politically active and how they influence policy. For people trying to improve local policy outcomes, I hope this generates ideas for how to make those changes. After all, a first step toward policy reform is understanding the barriers we face and the political incentives that give rise to them.”

**Nuclear Security: The Nexus Among Science, Technology and Policy** by Michael Nacht, Michael Frank (LBNL), Stanley Prussin (UC Berkeley, nuclear engineering) (Springer International Publishing, 2021) offers a comprehensive and authoritative account of both the technical and policy dimensions of nuclear energy and nuclear weapons.



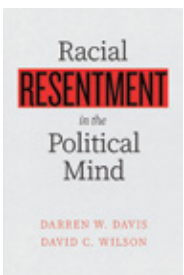
The textbook is designed for senior undergraduate and graduate students in nuclear engineering, materials science, physics, chemistry, public policy, and political science programs and as a reference for researchers and policy-makers

in nuclear security. It includes worked problems to develop a deeper understanding of the technical issues and provides technical depth on nuclear policy issues not found in nuclear engineering textbooks.

“We’re now into a second Cold War,” said Nacht, who has served in two presidential administrations. “We are entering a season of very tense, prolonged relations between the U.S. and Russia.”

“There weren’t many universities thinking about nuclear weapons, and those that did so were primarily working on the policy side without much technical input,” said Nacht. “This book was a unique chance to partner with technical experts on the subject.”

**Racial Resentment in the Political Mind** by Darren W. Davis (Notre Dame) and David C. Wilson (University of Chicago Press, 2022) is a thought-provoking look at how racial resentment, rather than racial prejudice alone, motivate a growing resistance to change.



Davis and Wilson challenge the commonly held notion that all racial negativity, disagreements, and objections to policies that seek to help racial minorities stem from racial prejudice. They propose that the fundamental problem for politics is “race” itself — having to deal with it — rather than mere antipathy toward racial groups, per se. They argue that racial resentment arises primarily from just-world beliefs that provoke judgements about whether African Americans and other groups deserve the effort and costs required to alleviate racial inequality in America. Acknowledging that racism and racial prejudice are still fundamental, they show that these two concepts alone no longer help to explain the continuance of racial injustice.

Davis and Wilson using several surveys to reveal how Whites perceive people of color as undeserving significant political investment because race is an unworthy criteria for merit. Thus, when African Americans benefit from policies, they are presumed to have done so at Whites’ expense — a worldview in which any attempt at modest change is seen as a challenge to the status quo and privilege. In short, many Whites have become racially resentful due to their perceptions that African Americans skirt the “rules of the game” and violate traditional values by using race to their advantage. Resulting attempts at racial progress lead Whites to respond in ways that retain their own social advantage — opposing ameliorative policies, minority candidates, and other advancement on racial progress. Because racial resentment is rooted in beliefs about justice, fairness, and deservingness, ordinary citizens, who may not harbor racist motivations, may wind up in the same political position as racists, but for different reasons.

“When policies aimed at producing racial equality and justice are proposed, there is no denying that racism or prejudice play a role in opposition, but those are not the only attitudes, beliefs, and values that matter,” said Wilson. **G**

# Introducing Dorothy Kronick

Dorothy Kronick didn’t give much forethought to her decision to move to Venezuela after college. Working as a reporter, she knew that editors would be interested in Hugo Chávez, the country’s charismatic president. That decision put her on the path to study political science, with an emphasis on Venezuelan politics. This fall, she began her appointment as assistant professor of public policy at the Goldman School.



## How did you get interested in political science?

By accident. I studied history and economics as an undergraduate, and I planned to apply to PhD programs in economics. Only when a mentor suggested that I consider political science instead did I see how well-suited it is for understanding policy: why bad policy gets made, why it persists, and how we can do better.

You study “democratic backsliding and competitive authoritarianism.” What does that mean and what are some examples of these dynamics?

I’ll skip the fancy formal definitions. The basic idea is: your country is becoming less democratic than it used to be. Elections are less free and less fair. The press is diminished. Courts are compromised. In my research, I try to learn by comparing the experiences of countries that have faced these problems. And I ask: what can we do about it?

## What drew you to the Goldman School?

In every sense, location, location, location. GSPP students and alums are shaping policy here in the United States and around the world. My new colleagues are at the tops of their respective fields. Also, I’m from California, and there’s no place like home.

## How is the Venezuelan experience of backsliding similar to or different from what’s going on here in the United States?

There are perhaps more differences than similarities. But right after Trump took office, a Venezuelan analyst published an advice column in the *Washington Post*, writing, “Don’t try to force [Trump] out.” He said that the Venezuelan opposition’s attempts to oust Hugo Chávez (by means other than elections) had been counterproductive. “You will have proved yourself to be the very thing you’re claiming to be fighting against: an enemy of democracy.” Political scientists have made related points. Something to keep in mind as we head into election season.

## What do you hope to bring to students at GSPP? How will your research inform your teaching and advising at GSPP?

Here in California, we’re already so close to Latin America. I hope to bring GSPP even closer — by teaching about policy innovations from the region, by building connections with Latin American clients for capstone projects, and by continuing to learn alongside GSPP students. What a privilege.

## Who are you outside of work and academia? Hobbies and personal interests?

I take a lot of pictures. I read a lot of fiction and nonfiction — at least, as much as I can while raising two adorable little boys. And now that I’m back in the Bay, I’m looking forward to getting out on my road bike. **G**

# Senior Policy Advisors to the Dean

This past year, three prominent policy experts have volunteered their time and expertise to serve as senior policy advisors to Dean David C. Wilson and the Goldman School. Senior policy advisors are ambassadors for GSPP and support the School's strategic development, professional relations, national and international expansion opportunities, and reputational affairs.

## Carla Javits



Carla Javits (MPP '85) led REDF as its President and CEO from 2007–21. Under her leadership, REDF invested in more than 220 social enterprises in 30 states. These

businesses have generated \$1.3B in revenue and employed more than 74,000 people. She currently serves as senior advisor and board member to REDF.

In her capacity as senior policy advisor to the dean, Javits will help the Goldman School develop new programs, extend learning opportunities, and connect policy with social entrepreneurship.

“Dean Wilson has set out a vision for GSPP that is both inspiring and right for these times, when many citizens are questioning their trust in our most fundamental democratic institutions,” said Javits. “I’m excited to work with the special community at GSPP to implement the dean’s goals of bridging divergent policy perspectives by raising the bar on ‘dialogue across difference’ and supporting urgently needed social change by integrating the nuances of policy implementation with top-notch analytics and data.”

Javits also serves on the Board of Directors of KQED and the Melville Charitable Trust and is the president of the Marian B. and Jacob K. Javits Foundation. She is involved in advisory roles with Third Sector Capital Partners, Inc., the Center for the Advancement of Social Entrepreneurship at Duke University, the Regional Impact Council of All Home California, and BARHII’s Bay Area: Rise Together.

## Mark Baldassare



Dr. Mark Baldassare is the president and CEO of the Public Policy Institute of California (PPIC) and a leading expert on public opinion and survey methods. He

has directed the PPIC Statewide Survey, which has delivered nonpartisan information on policy preference of Californians, since 1998. Previously, he served as PPIC’s director of research and senior fellow.

As senior policy advisor, Baldassare will focus on democracy policy, a pillar of GSPP’s research and curriculum.

“I want to be a resource for not only the dean and faculty, but also students,” Baldassare said. “I have been interested in making a meaningful contribution since my first meeting with Dean Wilson and learning of his exciting plans and vision for GSPP.”

Baldassare will continue to lead PPIC during his tenure at GSPP, and is engaged in full-time work on his tenth book, *California’s Recall and the Future of Democracy*, which focuses on the attitudes and policies that surrounded the 2021 gubernatorial recall election.

Baldassare has numerous journal articles and other publications on elections, voter behavior, and political and fiscal reform. Before joining PPIC, he was a professor of urban and regional planning in the School of Social Ecology at the University of California, Irvine, where he held the Johnson Chair in Civic Governance. He holds a Ph.D. in Sociology from the University of California at Berkeley.

## Melvin Greer




Dr. Melvin Greer is an Intel Fellow and Chief Data Scientist for Intel Corporation. He’s achieved the company’s pre-eminent technical distinction in recognition of out-

standing achievements and leadership in engineering, programming, services, science, design, and technology. He is focused on the application of advanced mathematics, graph analytics, machine learning, and blockchain zero trust models to accelerate the transformation of data into a strategic asset for federal agencies and global enterprises.

As senior policy advisor, Greer will focus on an urgent and rapidly-changing policy area: tech policy.

“As a senior technologist focused on advanced and evolving technologies, I realize the need for policy that provides a sense of impact to society at large,” said Greer. “I’m excited to contribute to innovation associated with the development and adoption of public policy which supports human-centric technical deployment.”

In addition to his work at Intel, Greer is a fellow of the National Cybersecurity Institute where he assists government, industry, military, and academic sectors in meeting the challenges in cyber security policy, technology, and education. He is Founder and Managing Director of the Greer Institute for Leadership and Innovation, which is focused on research and deployment of a 21st Century Leadership Model.

Greer is a frequent speaker at conferences and universities and is an accomplished author; his fifth and most recently published book is *Practical Cloud Security: A Cross Industry View*. 

## CLASS NOTES

**Jennifer Friedman** (MPP '97) spent the last year as a counselor for Medicare and Health IT to HHS Secretary Xavier Becerra. Thank you to GSPP for helping her to hit this long-time career goal of serving as a political appointee! She’s currently taking a break from Medicare regulations to watch her kids’ baseball and softball games, do yoga, and figure out what comes next. She also planned an amazing Avengers-themed bat mitzvah for her daughter this spring, so rest assured she has skills beyond Medicare!

This next academic year, **Andrew Wilson** (MPP '17) will be taking a leave of absence from his PhD program at Columbia to join the White House Council of Economic Advisors as a Staff Economist, where he’ll work on environmental policy.

**Dan Smith** (MPP '76) is the founder and principal of The Tioga Group, Inc., a nationally recognized freight transportation consulting and research firm. He is currently active in regional transportation planning, port strategy, supply chain issues, and autonomous freight vehicles.

**Ian Hart** (MPP '05) and his family moved to Hopkinton, New Hampshire. They’re now close to family and much, much closer to nature. In August, Ian started as the CFO for the New Hampshire Community Development Finance Authority. The nonprofit supports redevelopment, housing, energy, and other great projects throughout the Granite State.

In Fall 2021 **David Deming** (MPP '05) became the Academic Dean of the Harvard Kennedy School. In May 2022, he won the Sherwin Rosen Prize for outstanding contributions to the field of labor economics.

**Jeremy Sherman** (MPP '95) writes: “I was going through a juicy midlife crisis while in the program. It turned my attention to evolution and decision theory. I got a PhD in that pairing. My committee included Rob McCoun and soon-to-be Berkeley neuroscientist, biological anthropologist Terrence Deacon with whom I’ve worked closely for 25 years.

“I’m a full time gent scholar. I’ve written 1000 blog articles for *Psychology Today*, and two recent books. *Neither Ghost Nor Machine: The emergence and nature of selves* (Columbia University Press 2017) and a close-study in what I call psychoproctology: *What’s up with A\*\*holes?: How to spot and stop them without becoming one* (Evolving Press, 2021). I consider myself a cradle-to-grave researcher: From the origins of life to our grave situation. GSPP was the pivot that reoriented me. It sobered up the romantic idealism I entered the program with. I play jazz bass and sing on the side. My research agenda: [jeremysherman.com](http://jeremysherman.com)”

**Martha Ture** (MPP '04) writes: “In August 2021, Jim and I moved to Easthampton, Massachusetts. We left Marin County, where we had lived most of our lives, because drought, fire, money, and the invasion of the tech bros made it impossible for us to buy a house or pay the increasing cost of living. We have now found ourselves in a strong, vibrant music and arts community, which is part of the outstanding academic culture of the Pioneer Valley. Five colleges are here — Amherst, University of Massachusetts at Amherst, Smith, Holyoke, and Northampton College. The academic economy creates a political and social atmosphere we greatly appreciate. Also, everything is green — it rains during the summer! People have houses on huge lots! We seem to have stepped back in time about 20 years. While the condition of California makes me weep, I am relieved to be here, where we have some breathing room for what’s left of our lives.

“A photo of mine was accepted into the de Young Museum’s exhibition ‘Pictures of People.’ Two photos were accepted into the Marin Society of Artists’ exhibit ‘Exposed.’ I have published two small books of photos, one of trees and the other of beasts and birds. Both sold out the first printing; there are still some available from the second printing. I’m plotting to put out a 2023 calendar of my photographs also, and propose a book of Mt. Tamalpais and Pt. Reyes photos to UC Press.”

**Julia Forte Frudden** is an associate at Social Policy Research Associates in the equity, education, and community change division. They’re currently hiring, looking for someone who has experience in racial equity work and/or can bring a racial equity and justice lens to the work.

**Leah Koestner** (MPP '15) writes: “I recently gave birth to identical twin baby girls! We’re renovating our house so we’re temporarily staying in a friend’s house, which coincidentally is a block away from another GSPP alum (Brendan Rowan, MPP '16). I keep in touch with a number of my classmates! Tara Lewis came over just the other day, and Catherine Schwarz flew to visit last year to help me prepare my nursery before the girls were born. Lifelong friendships!”

**Julia Hubbell** (MPP '20) and Daniel Lynn got married in October, 2022 in Southern California! Julia’s sister, honorary Goldman alumna Jackie Hubbell, and Matthew Unrath (MPP '16 / PhD '21) were both in the bridal party.

**Jeff Colgan’s** (MPP '02) new award-winning book, *Partial Hegemony: Oil Politics and International Order* (Oxford University Press), explains the last century of oil politics, and draws on that history to create lessons for dealing with climate change today.

**David Kwok** (MPP '06) is now Associate Professor, George A. Butler Research Professor, and co-director of the Criminal Justice Institute at the University of Houston Law Center.

**Phil Karp** (MPP '83) retired from the World Bank in March 2020 after 26 years in the organization. He is currently involved in several projects focused on the interface between marine conservation and livelihoods of coastal communities, including production of a feature-length documentary film on marine conservation and women’s leadership in Belize. Scheduled for release during the second half of 2023, the film showcases the stories of a multigenerational group of women from all walks of life who are leading efforts to protect Belize’s marine environment and associated livelihoods.

**Alexander Polta** (MPP '10) has two daughters and is the team leader for homicide at the Circuit Attorney’s Office in St. Louis.

After finishing his PhD, **Cristian Crespo** (MPP '12) managed the Chilean Public Policy Evaluation Department for the Undersecretary of Crime Prevention. Now he holds the applied research subdirector role at the Public Policy Center at Pontificia Universidad Católica de Chile. He is also teaching policy design and impact evaluation courses.

**Ryan Hunter** (MPP '11) recently launched a new consulting firm, Partners in Public Innovation, whose mission is to transform public service by empowering staff to create a culture of continuous improvement ([publicinnovation.net](http://publicinnovation.net)). They’re working with state and local governments to untangle thorny bureaucratic problems. PPI is the next iteration of the work he did in San Francisco, creating a citywide program in lean process improvement. He loves working with emerging leaders to issue permits faster, increase public access to benefits, and keep public assets well maintained!

He and his family moved up to Sacramento in the early pandemic, and have been figuring out how to be homeowners. His proudest homeowner moment so far was building and irrigating a set of custom raised beds in the backyard. If you’re in town, drop by for some Hunter-family strawberries!

**Rob Moore’s** (MPP '17) practice, Scioto Analysis, has been busy, releasing a study on the cost of climate change for local governments this summer that was cited in testimony to the U.S. Senate Banking Committee. The firm also released an analysis of a clean fuel standard for New York that was included in testimony to the state of New York.

**Debbie Gordon** (MPP '89) just published a new book, *No Standard Oil: Managing Abundant Petroleum in a Warming World* (Oxford University Press, 2022). She is now working at RMI, heading the Oil and Gas Solutions Initiative in the Climate Intelligence Program.

**Meredith Dodson** (MPP '09) co-founded a grassroots parent advocacy organization in San Francisco which empowers families to advocate for thriving and equitable public schools. The organization has a non-political nonprofit arm, SF Parent Coalition, and a political arm, SF Parent Action, to elect student-centered leaders to our School Board.

San Francisco's public schools have some of the poorest educational outcomes across California, and one of the widest achievement or opportunity gaps. Their large and diverse coalition is lifting up family voices to influence change for our schools, for their students. Web: [SFParents.org](http://SFParents.org) / [www.sfparentaction.org](http://www.sfparentaction.org); Twitter: @MeredithWDodson @SFParents

**Velrasu Periyasamy** (MPA '17) is currently the city manager of Mumbai City in India. His division plans and executes large infrastructure projects covering areas like drinking water supply, roads, bridges, storm water and sewerage. They have recently planned and executed three large storm water holding tanks to give major relief to certain areas from flooding during monsoon rains. All projects collectively amount to 3 billion US\$ for years 2021–22. In deciding the projects, prioritisation, exercising selection among available choices are some of the areas where his education at Goldman School training is most helpful.

**Merav Zafary Odiz** (MPP '00) completed three years as the chief instructor of the Israel National Defense College, and is now back at the Israel Atomic Energy Commission.

**Nida Zafary Odiz** (MPA '22) is happy to share that she's started a new position as Director of New Venture Strategy & Operations at A3Ventures. They're the innovation lab and capital investment engine of AAA. A3 LABS provides research and development services and software design services in the fields of transportation and mobility, home, leisure, travel, financial services, healthcare, insurance and retail, and product development. With A3Ventures, she'll be leading a specialized team, and steering resources, to explore this emerging landscape and she's incredibly excited to help shape this work!

**Marianna Marysheva** (MPP '00) recently started her tenure as the City Manager of Livermore, California. Her twin children, Enrique (Tolik) and Mari (Marisha) turned 13 on 8/8.

After almost 4 years as Superintendent of Public Utilities of Colombia, **Natasha Avendaño** (MPP '08/PhD '11) started a new exciting position as expert commissioner of the national regulatory agency of energy, gas and hydrocarbons of Colombia (CREG). During the following 4 years she will participate in the drafting of the regulation of these important sectors for the economic and social development of her country and help to consolidate Colombia's energy transition.

**Todd Spitzer** (MPP '89) is currently the elected District Attorney of Orange County, CA.

**Andy Manale** (MPP '81) is still working, though not formally. He will soon have a new publication out in a special issue of the *Journal of Soil and Water Conservation* on climate change, agriculture, and environmental justice and is co-lead on a new FAO Report, *Sourcebook for Sustainable Management of Agricultural Lands*. He will also be starting work soon on his second book on sustainable management of agricultural lands with IWA Publishing: *Sustainable Management of Agricultural Lands: It Ain't Magic — Policy Matters*. Finally, he has been serving as a consultant to the Okinawa Institute for Science and Technology. "Is this what retirement is supposed to be?"

**Phillip Cryan** (MPP '09) writes: "13 years into post-GSPP career as a union organizer, St. Paul Mayor Melvin Carter asked me to co-chair a raucous 41-person task force charged with making recommendations for policy changes to the very strong and stringent rent-control ordinance approved by St. Paul voters last November by a 53–47% margin. While there were many reasonable and open-minded people on the taskforce, they learned quickly to feel fear and stay silent, as the most passionate advocates from the anti-rent-control and pro-rent-control sides took every opportunity to go for the jugular and publicly tear each other to shreds. It proved, in the end, a sort of bizarre, three-month-long variation on the basic design of the 48-hour project, plus regular political warfare and ad hominem attacks from the most extreme groups on both sides ... and I loved every minute of it. In the end, despite all the vitriol, we were able to put forward some pretty reasonable, supermajority-support recommendations for changes to the city's rent-control ordinance, which are now before the St. Paul City Council to act on. I don't know how I would have even survived this experience, much less come out of it with policy recommendations I'm proud of, without GSPP."

**Trish Koman** (MPP '94) returned to the U.S. Environmental Protection Agency as senior environmental justice coordinator and scientist for the Office of Air and Radiation.

After her post-GSPP stint at the International Atomic Energy Agency (IAEA) in Vienna, Austria, ended in 2021, **Sarah Laderman** decided to pursue her PhD in political science at the University of Vienna. She has also just begun a job with Open Nuclear Network, a program of One Earth Future, a foundation that seeks to decrease the risk of war and conflict around the world. Please reach out if you find yourself in Vienna, or Europe in general!

**Hannah Phalen** (MPP '22) is thrilled to share that she has been selected as a fellow through the Partnership for the Bay's Future. For the next two years, she'll be part of a leadership cohort focused on moving the needle on affordable housing in the Bay Area, in partnership with the San Francisco Foundation, Enterprise Community Partners, and Coro Northern California.

Each of the 11 fellows have been placed in a community throughout the Bay Area. She's lucky to get to work with the county where she grew up, Contra Costa County, to help the housing authority revitalize and reposition a former public housing property, and ensure existing families and organizations are not displaced by passing a local preference policy.

**Patricio Dominguez** (MPP '14/PhD '18) is assistant professor at Pontificia Universidad Católica, Chile.

**Kim Malcom** (MPP '82) is retired and living in San Miguel de Allende, Mexico after seven years of full-time travel. She's working on a second book and working with local nonprofits on community projects.

In Spring 2022, **Enrique Ruacho** (MPP '12) moved to San Diego where he started in a new role for San Diego Unified as Chief of Staff to recently appointed Superintendent, Dr. Lamont Jackson. Enrique also recently completed an Education Doctorate in Organizational Change and Leadership from USC.

**Doug Spencer** (MPP '08) has been appointed the associate dean for faculty affairs and research at the University of Colorado, Boulder School of Law.

**Robin Shapiro** (MPA '22) has been elected vice president of the San Francisco Elections Commission.

**Corey Newhouse** (MPP '03) founded Public Profit, which celebrated its 15th year this fall! Corey writes: "It's been a joy to help so many mission-driven organizations make sense of their data over the years. We're looking forward to helping cities, nonprofits and philanthropies to keep thriving in the future."

In April, **Lindsay Rosenfeld** (MPP '18) joined the North Carolina Housing Finance Agency as a senior member of the Policy & Research team. She'll be supporting the Agency's efforts to expand the use of evidence and research in policy decisions and program design.

**Kathryn White** (MPA '22) was proud to advance her capstone work to be published by the World Economic Forum in July 2022: [https://www3.weforum.org/docs/WEF\\_The\\_Macroeconomic\\_Impact\\_of\\_Cryptocurrency\\_and\\_Stablecoins\\_2022.pdf](https://www3.weforum.org/docs/WEF_The_Macroeconomic_Impact_of_Cryptocurrency_and_Stablecoins_2022.pdf). She will return full time to Accenture to consult for central banks globally regarding digital currency.

**Pajouablai Monica Lee** (MPA '21) writes: "I finally had my wedding over Labor Day weekend in Hawaii and started at WHIAANHPI in September."

**Clare Nolan** (MPP '03) is co-founder of Engage R+D, a consulting firm that helps changemakers harness the power of learning, evaluation, and strategy to advance equity. Engage R+D celebrated its 5-year anniversary in spring of 2022. Clare is also proud to serve on the board of *Nonprofit Quarterly*, a leading journal focused on the U.S. civil sector.

**Gustavo Westmann** (MPA '19) currently lives in Brasilia, Brazil. After a few months as the chief of staff at the Brazilian Cooperation Agency, he is now working at the Ministry of Foreign Affairs of Brazil as deputy coordinator-general and senior negotiator for BRICS, IBSA and FEALAC. He is pursuing a PhD at JGU/India and is an Invited professor at PUC/RJ.

**Greg Linden** (MPP '95) co-edited *The New Enlightenment: Reshaping Capitalism and the Global Order in the 21st Century* (Cambridge University Press), a new book in the Cambridge Elements series on Reinventing Capitalism.

**Roger Martinez-Davila** (MPP '94) writes: "Dear Friends, Libby and I hope you are well and healthy. Libby, former attorney and now author, is finalizing a travelogue and literary piece about our 3 years as expats in Spain and the intriguing writing of Ernest Hemingway. Now an academic since 2002, I was recently promoted to full professor of medieval European history at the University of Colorado-Colorado Springs. Most of my work focuses on Spanish Jews and converts during the 15th century, but I'm now working in the digital humanities — crowdsourcing interreligious documents about Jews, Christians, and Muslims (Deciphering Secrets @ Zooniverse) and co-directing a National Endowment for the Humanities institute (The Immersive Global Middle Ages) where 15 colleagues are recreating 3D virtual worlds of many



**Woody Kongsamut** (MPP '17) writes: "Gita DeVaney (MPP '17) and I first met at GSPP in the fall of 2015 when we were put into the same group project for one of our core courses. Fast forward almost seven years to March 2022: we tied the knot in front of our friends and family. We have continued our strong community ties with our MPP 2017 cohort and had 30+ friends from GSPP at our wedding!"

cultures during the period of 500 to 1500 CE). In a full circle twist, the MPP has served me well at the university, where I lead diversity, equity, and inclusion efforts for our graduate school. Fondly remembering each of you! Roger and Libby."

After completing her PhD in Geography at the University of Colorado Boulder, **Jessica DiCarlo** (MDP '16) joined the University of British Columbia as the Chevalier Postdoctoral Research Fellow in Transportation and Development in China (2021–23) at the Institute of Asian Research in the School of Public Policy and Global Affairs. The fellowship supports an emerging China scholar to pursue a dual academic and policy program of research related to Chinese development and investment in infrastructure across Asia. She is thrilled to be able to expand on her research from UC Berkeley and CU Boulder to launch an ambitious research agenda that is concerned with policy, as she begins to apply for tenure track professorships.

**Aarij Bashir** (MPA '22) returned to work with Agriculture and Agri-Food Canada with a focus on applying the lessons from GSPP to advance climate smart agriculture and innovation in Western Canada. Aarij writes: "the MPA experience has enabled me to bring a fresh perspective to my department as we incentivize adoption of climate smart technologies and practices in Canada."

**Kate Harrison** (MPP '84) writes: "I have had an exciting year serving as Vice Mayor of Berkeley. This year's November ballot includes a vacancy tax I proposed on long-term vacant housing units with the help of a GSPP student, Bailey Schweitzer. I established a climate equity fund for low-income homeowners and tenants and am trying to pass a fair work week ordinance

to give scheduling certainty to low-wage workers who often have multiple jobs to survive and a ban on all plastic bags in grocery stores (did you know the so-called compostable ones aren't actually composted?). GSPP prepared me for this role — thank you!"

**Zack Subin** (MPP '07) writes: "I am entering my third year at RMI (the artist formerly known as Rocky Mountain Institute), based out of our Oakland office (more commonly my Ingleside SF home these days), where I am cross-staffed between the state policy analysis initiative and a new Climate-Aligned Urbanism initiative. I was glad to have contributed to some state climate action scorecards earlier this year (<https://rmi.org/press-release/new-scorecards-show-climate-progress-of-six-front-runner-states/>) and contribute an essay to a national housing report (<https://www.upforgrowth.org/underproduction>) on the intersection of housing and climate — with copious references to Prof. Dan Kammen's research with Chris Jones. I had the chance to contribute several op-eds to the SF Examiner as part of a new RMI series, beginning with one on SF's streets and climate.

"I continue to focus volunteer time towards Urban Environmentalists, a YIMBY Action chapter focused on the intersection of housing, climate, and transportation policy in the Bay Area. I am pleased that these themes increasingly overlap with my work at RMI and in the climate space more broadly, while Urban Environmentalists allows me to stay close to local political action. I am motivated by the possibility that despite its challenges, SF could emerge from the pandemic more sustainable, inclusive, and thriving than before and once again be a model for cities around the country."

# GSPP Connections

After the long isolation of the pandemic, the Goldman School community relished moments to gather and connect in person. Here are a selection of photos from this past year. If we haven't already, we look forward to connecting with you soon!



Leo Levenson (MPP '90) with Mary Wildavsky at the 2022 Wildavsky Forum



Quyncc Johnson, Dylan Bach, Maria Cecilia Perez (all MPP '22) at the GSPP holiday party



GSPP faculty and staff at the fall retreat



GSPP honors Ana Jackson (MPP '01/PhD '10), GSPP's first Black PhD graduate at the student-run Friday Forum



Dean David C. Wilson mingles with students after the Friday Forum



Aarij Bashir (MPA '22) and family



Senior Assistant Dean of Academic Affairs and Dean of Students Annie Campbell Washington and Professor Michael Nacht.

## Note from the Alumni Board

Dear GSPP Community:

As we turn the page on a global pandemic that has become endemic, we all continue to adjust to a new normal. While the virus itself remains prevalent, we have developed policies and implemented systems that allow us to return safely to our offices, classrooms, and places of recreation and worship. The ingenuity and resiliency of the human spirit — in the face of tragedy, trauma, and turmoil — reminds me that, collectively, the only limits that exist are

the limitations we place upon ourselves. It is in that spirit that I share and celebrate the innovative contributions of the Alumni Board, a group of dedicated volunteers who themselves were navigating very difficult personal situations near and far.

Of note, the Alumni Board developed and adopted a three-year strategic plan, effective through 2025, which outlines the positive impact the board aspires to achieve. A few key activities include:

- Increasing communication and engagement among the alumni community.
- Advancing student and faculty diversity by assisting in the recruitment of students and faculty from backgrounds historically underrepresented in graduate school education.

sented in graduate school education.

- Cultivating regional GSPP ambassadors.
- Supporting IPA, APA, CAP, summer internship and full-time job opportunities for current students and alumni.
- Organizing alumni calls to prospective students and new admits.
- Developing and maintaining trusted relationships with student body representatives to identify needs alumni can help meet.

To that end, the board as a body supported the establishment of the Blue Skies Fund, which provides emergency financial assistance to GSPP students impacted by the pandemic. Additionally, the Alumni

Student Services Committee officially launched a mentorship program, pairing 85 students with alumni who share personal, professional and policy interests. The Alumni Activities Committee has remained active hosting virtual networking events and convenings, as well as continuing its book club that commenced last year. As a reminder, the book club is open to alumni, current students, faculty and staff. Finally, the board welcomed five new members following an election process led by the Governance Committee. A slate of impressive candidates, representing a diversity of academic programs and ethnicities, graced the ballot thanks in large part to the Governance Committee's recruitment efforts.

Working alongside such dedicated and selfless individuals has been inspiring to say the least, and it is indicative of the shared values that drew each of us, including you, to GSPP. We all seek, in our own way, to contribute to a more just, inclusive, and equitable society. And now more than ever, given what is taking place both nationally and abroad from a political and policy perspective, I call on you to cling to those shared values, refusing to abstain when the opportunity arises to speak truth to power.



Godspeed my fellow bears, Daryl R. Dunston (MPA '18) GSPP Alumni Board, Chair

### Alumni Board 2022-2023

- Avi Black (MPP '85)
- Ashley Bliss Lima (MPP '14)
- Michelle Chang (MPP '10)
- Daryl R. Dunston (MPA '18)
- Joyce Halabi (MPA '19)
- Anna Johnson (MPP '13)
- Muneeb Khan (MPA '20)
- Chung-Han Lee (MPP '97)
- Jennifer Liu (MDP '20)
- Brenda Muñoz (MPP '10)
- Karely Ordaz (MPA '22)
- Nida Osei (MPA '22)
- Daniel Payares-Montoya (MDP '20)
- Corey Ponder (MPP '09)
- Aaron Scherf (MDP '20)

# Risk Resiliency Lab

By Margaret Cullen

**CAN A VIDEO GAME IMPROVE ADOLESCENTS’ MENTAL HEALTH?** Can eliminating juvenile justice fees improve families’ financial health? How can firm, fair, caring relationships help justice-involved people succeed?

UC Berkeley’s Risk Resilience lab at the Goldman School of Public Policy is tackling such questions — and more. Led by Professor Jennifer Skeem, the lab is pursuing its mission to improve justice, safety, and well-being for people and communities at risk, through policy-relevant research.

“Our lab continues to focus on intersections between mental health and involvement in the justice system,” said Skeem. “We’re increasingly doing work that focuses on prevention with young people.”

In one project, the RR lab is developing a video game that discourages aggression and promotes choice — and one that kids actually want to play. In collaboration with Seneca Family of Agencies’ “Unconditional Education” program and experts at the Gaming for Emotional and Mental Health Lab, they are working with students from

Richmond (mostly boys between the ages of 9 and 11) who provide input on game mechanics and characters, play-test game prototypes, and give real-time advice on what they find fun and helpful.

“They have unique expertise and big opinions,” said Skeem. “They’re powerfully motivated to play games; especially with friends — and that’s why we’ve moved into this space. We’re moving beyond the idea that services just mean going to an office and talking with a counselor; we’re designing something school-connected that can be an immersive part of their natural digital playground.”

As concern about mental illness among children and adolescents rise and as only 5% of youth at risk for violence and justice involve-

ment get traditional evidence-based treatment, technology could be an unprecedented opportunity to reduce the treatment gap and provide an appealing, accessible mental health support — either as a standalone or adjunct to basic services.

Right now, the game is in the process of being designed and play-tested. The next step will be to find out its effectiveness.

In another project, the lab is working to inform efforts to reduce incarceration rates. Some of these efforts use risk assessments.

Risk assessments, according to Skeem, are a way of putting together data about a person that helps to forecast how likely it is that they’re going to reoffend.

There has been concern that the use of these assessments could exacerbate racial disparities in the justice system. But after partnering with the U.S. Office of the Courts and looking at data across all 94 districts in the nation, Skeem and her colleagues found that using risk assessment could actually result in both a lot less pre-trial detention and fewer racial disparities.

“We are more accurate when we use these risk assessments or algorithms than when we rely on our own intuition or judgment,” said

Skeem. “And that’s true whether the person making a judgment about dangerousness is a layperson, clinician, or judge.”

“If we were able to use an existing tool more systematically and broadly, we could decrease detention by 38%, increase successful release 36% and increase unsuccessful release only 1%. And those benefits — particularly successful releases — would disproportionately accrue to Black defendants,” said Skeem.

All of the projects in the lab fall into one of three categories: “Preventing violence and promoting well-being,” “Transforming justice services and supervision,” and “Reducing inequality in the justice system.” The third also includes a major project on understanding and reducing racial disparities in the federal criminal legal system, on which a paper was just released this past July. **G**



# The Possibility Lab

Community-centered, data-driven collaboration to transform ideas into impact

By Kate Sadowsky

**AT HEART, MANY OF US ARE IDEALISTS.** We enter the policy world hoping our efforts will create a meaningful shift in the complex public systems that impact people’s day-to-day lives. We want our findings to increase access to health care and higher education, find ways to make neighborhoods safer and their residents healthier, realize new pathways to accelerate justice and racial equity, and increase civic engagement.

But the system doesn’t always work the way we hope it will. We see programs and policies designed and deployed that never get tested to see if they actually work. We see experts and decision-makers who do not incorporate or reflect the lived experiences of communities that are most affected by the social problems they are seeking to solve. We gather groundbreaking data only to see the results wind up in a binder on a dusty shelf (or untouched files in the cloud). We see cutting-edge research in the pages of academic journals without it ever impacting the neighborhoods where people live and work.

We think it’s time for research to roll up its sleeves, hit the streets, and do what it was intended to do: improve people’s lives.

UC Berkeley has long championed the value of ethical and evidence-based policymaking, and the Possibility Lab reflects this commitment. Through sustained research-practice collaborations with partners both inside and outside government, we are embedding new frameworks into public problem-solving, and creating a more responsive, equitable public-sector ecosystem that centers community voices and allows data to inform our collective future.

We know that public sector changemakers need support that can enable them to look up from the day-to-day, to envision a dif-

ferent path or future. Many people who work in government are eager to facilitate progress, but public agencies are often siloed and frequently lack the resources, training, and infrastructure to focus on anything but short-term needs, narrowly-defined objectives, and incremental improvements.

Meanwhile, universities across the country produce cutting-edge insights based on rigorous research, but are often disconnected from the practical problems of policy design and implementation. As a result, much of the evidence produced by academic researchers never makes it into the hands of those who could most directly benefit from the insights this research has to offer.

So we believe something amazing can happen when university researchers and policy practitioners join forces. The Possibility Lab is driven by the belief that data can and should guide decision-making, and supersede political divides. We also know that policies are smarter and work better when stakeholders — including those most directly harmed by broken systems — are actively involved in their design, implementation, and evaluation. And we imagine the public sector as

a place that can become more capable of visioning boldly, iterating quickly, evaluating objectively, attracting and retaining innovative thinkers, and proving itself to be a powerful engine for change.

Now is the moment to get creative, and to think and act in new ways. We know that the path of least resistance is to keep doing the same thing and to maintain the status quo, regardless of the outcome. But we believe things can be done differently, and every project we take on provides an opportunity to test new, tangible possibilities for a better world. **G**



Professor Amy Lerman (top left) with some of the members of the Possibility Lab team.

# Master of Development Practice moves to GSPP



MPD students with Annie Campbell Washington (center), Senior Assistant Dean of Academic Affairs and Dean of Students

ON JULY 1, 2021, UC BERKELEY’S Master of Development Practice program moved to the Goldman School after being housed for nine years in the Rausser College of Natural Resources.

“The Goldman School is the number one U.S. public policy school, and MDP’s largely international focus will solidify and enhance Goldman’s standing,” said Vice Provost for Graduate Studies Lisa García Bedolla, noting that the move strategically expands the Goldman School’s international presence and interdisciplinary offerings. “This move is good for the program, good for the campus, and above all, good for the students.”

The Master of Development Practice is a university Graduate Group that delivers a two-year professional degree program. The multidisciplinary curriculum includes the natural sciences, public health, management, economics, systems thinking, quantitative and qualitative methods, and a hands-on, experiential learning approach. Students build upon the core foundation of knowledge, skills, and tools to customize their learning experience through electives drawn from across the UC campus. The program prepares professionals to contribute to solving global and local challenges related to sustainability — including food

security, climate change, energy, global health, environmental decline, migration, poverty, and inequality. Graduates go on to careers in the non-profit sector, government, international organizations, business, and social enterprises.

Working with the MDP Graduate Group, Rausser College successfully launched and nurtured MDP as it grew from an initial cohort of 15 students in 2012 to an expected fall 2022 enrollment of 61 students, representing 16 nationalities. RCNR Dean David Ackerly credited the program’s success to the leadership of Faculty Director David Zilberman, its ability to attract faculty from across campus, and its students’ commitment and engagement. “We look forward

to a continuation and a strengthening of RCNR’s involvement in MDP and to the new opportunities for RCNR-GSPP collaboration to which this move will undoubtedly give rise,” said Ackerly.

The move was initiated during Dean Henry E. Brady’s tenure, who pointed to the synergies that motivated the transition. “At GSPP, MDP fits squarely into our expanding focus on global issues and challenges — issues such as climate change and border-spanning environmental, health, and security concerns. We see this program as a bridge among GSPP, RCNR, and other campus units as we develop collaborative initiatives in these areas.”

This fall, Michelle Reddy joined the MDP program and its faculty director. Prior to receiving her PhD from Stanford, she launched the MDP program at the Paris Institute of Political Studies.

“I visited Berkeley and the MDP program 11 years ago not knowing that one day I would be the program director of the Berkeley MDP,” Reddy said. “I look forward to working with the students and faculty at the Goldman School of Public Policy to re-envision international development policy while continuing to engage with our MDP partners globally.”



Michelle Reddy

## policy notes

FALL 2022

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# PPIA 2022

Summer 2022 marked the 40th anniversary of the Public Policy International Affairs (PPIA) program. The PPIA Junior Summer Institute brings 30 college juniors together for a 7-week intensive designed to prepare them for graduate school and careers in public policy and law. As always, this summer’s cohort brought with them an impressive array of lived experiences, academic interests, and passion to served the underserved. Learn more about the PPIA program at <https://goldman.school/PPIA>.



## Sandy Mekany

As an Arab-American woman, I believe that education is one of the most powerful tools that can be used to propel our generation forward in the policymaking process. Every young woman deserves a chance to learn, and I refuse to be silent while thousands of girls worldwide are being turned away from receiving an education.



## Alton Coston, III

I chose the PPIA program because I have seen the deliberate withholding of educational opportunities for marginalized communities both domestic and abroad; with this experience, I can add practical skills to my intellectual toolkit to ensure that the opportunity for educational advancement for all people across the world is occurring sufficiently.”



## Gabriel Young

I joined PPIA to not only fulfill my cultural identity, but to speak for those who are often silence and unaddressed by those in government.

I cannot stand by as the next generation of Filipino-American and Asian-American youth are forced to reject public service career paths and submit to the colonial mindset. I want to learn, develop, and acquire the skills, knowledge, and connections, so I can return to student and community spaces and make sure that no one undergoes the same trauma that I went through.”



## Minh Pham

I hope one day I will do something to give back to our PPIA Community. Together, we will fight for a better society and world.



## Alice Kahkajian

I look forward to leveraging my academic experiences, intensive JSI training, and cross-cultural background as an Armenian American to advocate for the enactment of policies that cultivate equity and confront systemic inequities.

# policy notes

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