Letter from the Director

Greetings to Public Policy Recent Graduates, Alumni, Faculty and Friends!

I hope this finds you well and that you have been able to have some fun during the summer. This past year has been a very good one for Public Policy, and things have remained relatively stable. In the upcoming year, however, the program will undergo some staffing changes as well as a change in location for our administrative offices. In mid-August, the program will move from the first floor of the SIEPR Gunn building to the first floor of the Landau Economics building. Be sure to come and visit us there whenever you are back on campus!

Meredith Appelbaum, who has taken care of our graduate students since 2012, has left The Farm for UCSF where she will be working in the department of Nursing. Anna Schuessler, a Public Policy alum (class of '11) who has been working with the undergraduates, transitioned into the role of Graduate Student Services Specialist just after Commencement. We are very excited to have her in this new capacity and also to welcome her replacement, Brenna Boerman, who began in mid-June. Brenna spent the past two years working for the Political Science Department, and we are lucky to now have her in Public Policy!

We also have some faculty updates: Alyssa O’Brien, the Public Policy Writing Specialist, accepted a tenure-track position in Sydney, Australia, and so we have welcomed Mary Stroud as our new Writing Specialist. Mary holds a Ph.D. in rhetoric and composition from the University of Arizona and is interested in the fields of environmental rhetoric, composition pedagogy, and organizational leadership in secondary and higher education. Mary Sprague, Senior Lecturer and Director of the Undergraduate Capstone, has left the program to conduct research through the Bill Lane Center for the American West at Stanford. Mary, an alum of the program (class of ’93), has been lecturing for Public Policy since 2003 and directing the Undergraduate Capstone since 2009.

Christine Pal Chee, who teaches the applied data analysis course for Public Policy students, will be taking over many of Mary’s duties (for more, see the Faculty Profile section). We will certainly miss everyone and wish them all the best in their new endeavors, but we are also very excited about our new team. We are even more excited to share with you the accomplishments of our graduating seniors and Masters students along with all of the events and updates from this past year.

On June 12th, 23 seniors graduated from the undergraduate program, with a number of students completing practicum projects for a government or nonprofit organization. Clients this year included the San Francisco Regional Water Quality Control Board and the Bay Area Water Supply and Conservation Agency. Another 20 students graduated from the Masters program, with 12 students completing two-quarter practicum projects. These student teams researched real-world problems and designed practical solutions in their policy recommendation reports. Clients for the graduate practicum teams included the California Governor’s Office, the City of San Jose, and the National Employment Law Project.

This year, nine students completed honors theses. Four students wrote theses through Public Policy and five wrote theirs through other institutions or centers on campus. Rehan Adamjee won an award for the thesis he wrote through the Center on Democracy, Development, and the Rule of Law. We are very proud of this group’s many accomplishments during their years of study with us. 88% of our students pursued internships during their studies. Over 88% have definitive plans after graduation to go into a variety of dynamic organizations (you can find out more in the Student Bio section). We look forward to following their careers and soon reading their updates in the Alumni Updates section of the annual newsletter.

See Letter from the Director, page 27
Commencement and Degree Candidates
Class of 2016 – Graduate Degree Candidates

Cassandra Calderon
Cassandra graduated with a Master of Arts in Public Policy. In 2015, she graduated from Stanford with a bachelor’s degree in Economics. While at Stanford, Cassandra studied abroad in Chile and Moscow. She was also involved with the Stanford Association for International Development (SAID), helping organize their annual conferences. Cassandra recently began work in New York City as a Management Consulting Analyst at Accenture. She hopes to go to law school in the near future. Cassandra would like to thank her mom, dad, sisters, and little brother, Eduardo, for all of their support.

Devora Davis
Dev graduated with a Master of Public Policy and a Master of Arts in Education with a concentration in Policy, Organization, and Leadership Studies (POLS). Prior to attending Stanford as a graduate student, she worked as a K-12 Policy Analyst at the Center for Research on Education Outcomes (CREDO). Dev has a strong interest in community engagement and is immediate past president of the North Willow Glen Neighborhood Association. Dev is currently running for the San Jose City Council in District 6. She is grateful for the support of her husband, Chris, as well as their two children, Charlotte and Dominic, and their two dogs, who make life a lot more fun.

Sarah Flamm
Sarah graduated with a Master of Public Policy with a concentration in International Trade and Economic Policy. In 2011, Sarah graduated from Stanford with a bachelor’s degree in Public Policy. During her time as a graduate student, Sarah worked as a Teaching Assistant for two Public Policy classes and an economics tutor for Stanford athletes. Prior to graduate school Sarah worked at the Migration Policy Institute in Washington, D.C. She also worked as a policy fellow at the ACLU in Honolulu, Hawaii, and a SIG Fellow at the United Nations International Labour Organization in Geneva, Switzerland. Sarah is from Palo Alto, CA, where her wonderful parents currently reside. After graduation, she looks forward to a career in public service based in Brussels and Washington, D.C.

Esteban Guerrero
Esteban graduated with a Master of Public Policy and Master of Science in Management Science and Engineering. Esteban would like to thank both programs for the opportunity to reinvent his 15-year career. Through the joint degree, he developed expertise in policy- and decision-making, as well as in sustainability. Some of his work in sustainability has already been published, and additional work is likely to have an impact on future California legislation. Additionally, Esteban helped develop a portfolio strategy for a nature conservation organization. He is spending the summer in Sacramento executing California’s agreement with Mexico on climate change. He hopes to continue to work publicly or privately for a brighter, more sustainable future for everyone.
Connie Huynh
Connie graduated with a Master of Public Policy with a concentration in Urban Policy. In 2015, Connie graduated from Stanford with a bachelor's degree in Public Policy. During her undergraduate years, Connie participated in the Stanford in Washington Program, studied abroad in Oxford, and was very active with the Haas Center for Public Service. As a graduate student, Connie served as a coordinator for the Science & Technology Policy Roundtable, a program that bridges the gap between the sciences and policy by bringing together experts from both fields across campus. This winter she received a scholarship from the Public Policy Program to attend the League of California Cities’ City Manager’s Conference. After graduation, Connie will put her public policy skills to use in the local government sector as a Management Analyst for the City of Menlo Park.

Jillian Kilby
Jillian graduated with a Master of Public Policy and a Master of Business Administration. As an Australian civil engineer who started her own engineering company in 2009, Jillian chose to do further study overseas as an Australian Monash Scholar. She values life experiences, relationships, and believes education is given to benefit all citizens for purposes greater than oneself. While at Stanford, Jillian led the Science & Technology Policy Roundtable on the future of transportation, competed in the Golden Shovel Real Estate Competition for Fort Mason redevelopment, took a deep dive into the politics and engineering behind Samtran’s Dumbarton Rail Corridor delays, and studied California’s uptake of zero-emission vehicles as part of her Practicum project. After Stanford, Jillian intends to restart her company and focus on accelerating infrastructure projects, taking them off the government shelves to be shovel ready.

Brian Kooiman
Brian graduated with a Master of Public Policy degree with a concentration in Resources, Environment, and Energy Policy. When he wasn’t busy studying, drinking hot chocolate at Coupa Café, or enthusing about corgis, Brian worked on several energy-focused projects. Under the direction of Professor Frank Wolak and Research Scholar Ognen Stojanovski at the Program on Energy and Sustainable Development, he studied the California electricity market and the use of solar home systems in rural Africa. Brian also analyzed the impact of energy storage with Stephen Comello, Associate Director of the Sustainable Energy Initiative. In addition, he completed his Practicum project on accelerating zero-emission vehicle growth within California. After graduation, Brian began work as a Regulatory Analyst at OhmConnect. Brian is incredibly thankful for the M.P.P. program.

Jacob Lopez
Jacob graduated with a Master of Public Policy and a Master of Arts in Education, with a concentration in Policy, Organization, and Leadership Studies (POLS). While on the Farm, he worked on various projects: the design of school interventions, market analysis for sports franchises and facilities, equal employment opportunities, and public pension systems. He also served as the Co-President of the Public Policy Graduate Student Council. This summer, Jacob is participating in the Stanford Ignite Program at the Graduate School of Business. After Ignite, he will head to the East Coast, where he has secured the "Harvard Strategic Data Project Fellowship."

Jeremy Mann
Jeremy graduated with a Master of Arts in Public Policy. In 2015, he graduated Phi Beta Kappa from Stanford with a bachelor's degree in Political Science and a minor in Economics. During his time at Stanford, Jeremy performed research for the Center for Deliberative Democracy, interned under Senator Harry Reid’s speechwriter, and worked as a policy consultant for FWD.us, an immigration reform advocacy organization. His hobbies include obsessively improving at games, getting lost in thought, and staring at cool trees. After graduation, Jeremy
began work at OpenGov, an organization improving government transparency and accountability.

**Myles Mann**
Myles graduated Phi Beta Kappa with a Master of Arts in Public Policy and a bachelor's degree in Economics. At Stanford, Myles explored both the quantitative aspects of economic policy and the political pathways through which policy becomes law. He interned at The White House during his quarter in the Stanford in Washington Program, where he worked on youth advocacy. While on campus, Myles worked as a research assistant at SIEPR and served as a teaching assistant for Economics and Public Policy classes. After graduation, Myles joined Google as a marketing manager and hopes to make a meaningful impact in the policymaking community in the future.

**Matthew McCue**
Matthew graduated with a Master of Public Policy and a Master of Arts in Education, with a concentration in Policy, Organization, and Leadership Studies (POLS). During his time at Stanford, Matthew focused on veteran outreach, community engagement, and mentoring aspiring military leaders. Matthew completed his Practicum project on accelerating zero-emission vehicle growth within California and his POLS project on the impact of mentorship programs on math achievement in middle school students. After graduation, Matthew intends to work for the federal government.

**Charlie Mintz**
Charlie graduated with a Master of Public Policy with a concentration in Urban Policy. Charlie decided to earn a degree in Public Policy after two years reporting on the cities of Oakland and San Francisco. He still has more questions than answers, but he's thrilled that he can now read Greek — or at the very least that he knows the difference between a beta and a theta. One of his most satisfying experiences was his Practicum project, which allowed him and his teammates to analyze San Francisco’s Fair Chance Hiring policy for people with criminal backgrounds. After graduation, Charlie took his passion for education into the classroom as a fifth grade teacher in Oakland.

**Yash Poddar**
Yash graduated with a Master of Arts in Public Policy. Last year, he graduated from Stanford with a bachelor’s degree in Economics. Yash has enjoyed working at the intersection of the public and private sector. In 2012, he was the youngest intern at the Prime Minister’s Office in India, where he researched ways to improve the corporate bond market. Yash also worked as a cybersecurity lobbyist for one of the largest telecom companies in India and lead strategic partnerships for a venture-backed tech company called Truecaller. After graduation, Yash plans to move to India to build an innovative financial services business to help millions of unbanked Indians.

**Uttara Sivaram**
Uttara graduated with a Master of Arts in Public Policy, with a concentration in Energy and Environmental Policy. In 2015, she graduated from Stanford with a bachelor’s degree in Cognitive Neuroscience and a minor in Economics, also at Stanford. During her time as a graduate student, Uttara studied the nexus between energy finance, infrastructure, and policy, particularly as it relates to grid modernization. This spring, she hosted an expert panel on campus to discuss the energy and environmental implications of the California drought. Outside of Stanford, Uttara worked as an energy policy analyst at several reputable research and financial organizations, including the Carnegie Endowment for International Peace and Tom Steyer’s super PAC, NextGen Climate. Following graduation, Uttara began work at Bidgely, a Silicon Valley start-up that analyzes unique energy-use patterns by disaggregating smart meter data.

**Wendy Sov**
Wendy graduated with a Master of Public Policy with a concentration in Urban Policy. Given her interest in urban planning as a solution to city problems, Wendy interned at the Department of Housing and Urban Development through the Stanford in Washington Program. She also worked for the City of Cupertino, the Los Angeles Chamber of Commerce, and the Los Angeles City Controller’s Office,
where she focused on affordable housing, urban development, and local governance. After graduation, Wendy returned to Los Angeles to intern with the Taproot Foundation, a nonprofit that connects other nonprofits with pro bono services to expand their impact. She hopes to one day become an affordable housing developer.

**James Taechajongjintana**

James graduated with a Master of Arts in Public Policy and a bachelor’s degree with Honors in Economics. He was a recipient of the Royal Thai government scholarship, which enabled him to earn both degrees. During his time at Stanford, James conducted research with faculty members in the Economics department and consulted on an education project for an NGO in China. He was also a writer for the Stanford Economics Association and was actively involved in the Thai Student Association. In the summer of 2015, James launched an education consulting startup in Bangkok to promote better education for Thai students. After graduation, James returned to Thailand to continue working on his education company.

**Warat (Nab) Thavisin**

Nab graduated with a Master of Arts in Public Policy and a bachelor’s degree in Economics. While at Stanford, Nab was a student mentor for Stanford Financial Literacy for Youth (FLY), introducing basic personal finance management skills to local high school students. Nab was also involved with the on-campus student investment group, the Blythe Fund. In his free time, Nab enjoys traveling with his friends and discussing Thai politics. After graduation, Nab began work at the Raine Group, a merchant bank based in New York. In the future, Nab hopes the work at the intersection of public policy, technology, and economic development in Thailand.

**Mark Walsh**

Mark graduated with a Master of Arts in Public Policy with a focus on International Development and a bachelor’s degree with Honors in Economics. Mark discovered his passion for international development while working on community-driven development in the Solomon Islands. Mark continued to pursue his passion by working on education policy in Ghana and healthcare policy in India. Mark’s time in India culminated in a comprehensive report, which he presented at the Consortium of Universities for Global Health conference in San Francisco. After graduation, Mark began work under MIT Economics Professor Esther Duflo at The Abdul Latif Jameel Poverty Action Lab (JPAL).

**Lucy Xiao**

Lucy graduated with a Master of Public Policy degree with a focus on data-driven policymaking and policy communications. After earning her bachelor’s degree in Political Science from Stanford in 2009, Lucy moved to China where she worked for government relations and crisis management consultancies for five years. Back at Stanford, Lucy became active in political campaigning, serving as a Hillary for America Fellow, Team Leader for the Santa Clara County for Hillary grassroots volunteer group, and providing fellow M.P.P. graduate Dev Davis with policy and communications advice for her San Jose City Council candidacy. After graduating, Lucy began work for the Clinton campaign full-time.

**Brian Xu**

Brian graduated with a Master of Arts in Public Policy and a bachelor’s degree in Economics. During his time at Stanford, Brian tried a little bit of everything, from working in tech and government to financial services, non-profits, and research. In addition, Brian participated in the Stanford in Washington Program and conducted field research in Ghana with Economics Professor Pascaline Dupas. Outside of academics, Brian sang with Everyday People A Cappella, led Bible studies with Intervarsity Christian Fellowship, and danced with the Pilipino American Student Union. After graduation, Brian began work at LinkedIn in the Bay Area.
Class of 2016 – Bachelor of Arts Degree Candidates

Rehan Adamjee
Rehan graduated with primary and secondary majors in Economics and Public Policy with respective concentrations in Development and Health Policy. In addition, he completed a minor in History. His core interest is healthcare delivery in urban slum areas, a topic on which he wrote his honors thesis, which won an outstanding thesis award, through the Center for Democracy, Development and the Rule of Law. Rehan grew up in Karachi, Pakistan and served as President of the Pakistani student group and was a member of the men’s squash team. His summer experiences include working with BRAC in Bangladesh and conducting research at MIT. As a Dalai Lama Fellow, he spent last summer and winter break doing field research and helping improving access to drinking water in Karachi. After graduation, Rehan began work with the analytics and operations team at Paladina Health, which delivers primary healthcare services in 15 states and is based out of Denver, Colorado.

Amanda Brockbank
Amanda graduated with Honors and with a concentration in International Conflict and Development. During her time at Stanford, Amanda participated in the Stanford in Washington Program where she interned at the World Bank. While at the Bank, she worked on the Somali security sector reform process, a project that ultimately led to her senior honors thesis on fiscal sustainability in security sector reform. Over the last four years, Amanda tapped into her inner middle schooler at Sierra Camp and Camp Kesem, walked backwards as a tour guide, and led the Stanford Students for Hillary group. After graduation, Amanda moved to New York to work at the Robin Hood Foundation.

Megan Connors
Megan graduated Phi Beta Kappa with a concentration in Education Policy and a minor in History. During her time at Stanford, she studied abroad in both Florence and Cape Town, where she completed a Community-Engaged learning experience with Parkfields Primary School. She was a recipient of a Haas Center Summer Fellowship to work with EPASA, an educational partnership between Stanford and East Palo Alto, which Megan was involved with for four years. Megan was also a member of the Stanford Cheerleading team for two years, serving as Financial Officer, and this past year was the Resident Assistant at Roth House. After graduation, she will pursue a Master’s degree in the Teaching of Social Studies at Columbia University’s Teachers College.

Conner Crane
Conner graduated with a concentration in International and National Security Policy. He is interested in the motivations and constraints of decision-makers in...
domestic and international institutions. Conner spent his summers interning as a research assistant for Dr. Condoleezza Rice at the Hoover Institution, where he focused on global democracy and emerging markets. Conner was also a wide receiver on the Stanford football team for all four years. After graduation, Conner began work as an Analyst at Ikaso Consulting, where he collaborates with public sector clients on projects ranging from strategic procurement to organizational analysis.

**Jackie Fielder**
Jackie graduated with a concentration in Race in Law, Education and Art and a Master of Arts in Sociology. During her time at Stanford, she led Project Motivation, which has introduced over 2,000 first-generation and low-income high school and middle school students to college and its many opportunities. She also tutored and organized after-school activities for low-income youth in East Palo Alto for three years. Jackie was a Gilman Scholar, a member of Stanford’s Public Service Honors Society, and a Stanford in Government stipend recipient. After graduation, she joined the Bar Association of San Francisco’s Homeless Advocacy Project as a Lutheran Volunteer Corps participant.

**Corey Garcia**
Corey graduated with a concentration in Education Policy. During his time at Stanford, he rode dressage for the Stanford Equestrian team and interned with the California Department of Education where he analyzed trends in career technical education. After graduation, Corey moved to Brooklyn, New York, to serve as Development Associate for Success Academy Charter Schools.

**Isaac Gomez**
Isaac graduated with a concentration in Discrimination, Crime, and Poverty Policy. During his time at Stanford, Isaac led a trip to Quito, Ecuador through Volunteers in Latin America and served as a resident assistant in Casa Zapata, the Chicano/Latino themed dorm on campus. Isaac has a passion for community engagement and is especially interested in activism work within immigrant and LGBTQ+ (Lesbian, Gay, Bisexual, Transgender and Queer) communities. He has been actively advocating for transgender rights and against transphobia for about eight years. After graduation, Isaac traveled and returned home to San Diego, California to work in activism.

**Gabriela Greig**
Gabriela graduated with a concentration in Discrimination, Crime, and Poverty Policy. During her time at Stanford, Gabriela’s passion for educational equity and public service brought her to East Palo Alto Tennis and Tutoring, where she served as a Tutor and Tutor Coordinator. She spent a summer in Washington, D.C. interning at the U.S. Department of Education in the Office of the Secretary, and she studied abroad in Madrid. Gabriela was an active member of Stanford Club Tennis, Ballet Folkrico de Stanford, and Alpha Phi. After graduation, she began teaching in an elementary school classroom in Oakland through Teach for America.

**Katharine Hassey**
Kate graduated with a concentration in Education Policy and a minor in African and African American Studies. During her time at Stanford, she focused on access and equity in education. She researched postsecondary education policy at the Center for American Progress, designed a college access program as a Haas Center for Public Service African Service Fellow, and worked as a teacher’s aide at Stanford in Cape Town. Additionally, Kate led backpacking trips for incoming freshmen and an Alternative Spring Break trip that explored issues of housing justice. After graduation, Kate will work with City Year in a San Jose public school before joining The Bridgespan Group.

**Caitlin Hird**
Caitlin graduated with Honors and with a concentration in Health Care Policy. She spent her summers as a global health advocate, interning in Tijuana and Paris for anti-tuberculosis initiatives, as well as working for governments, from the Office
of the City Manager of Palo Alto to the White House. She would like to thank her Public Policy professors for creating such an incredible Stanford experience, and in particular her thesis advisor Hank Greely for helping her reduce her thesis title to only 21 words. After graduation, Caitlin began her career as a Global Management Trainee at Anheuser-Busch.

Zachary Johnson
Zachary graduated with a concentration in Business Policy. Throughout his time at Stanford, he endeavored to leave a lasting impact. He co-chaired Camp Kesem Stanford, a non-profit for children with cancer-affected parents. He explored the arts through music and theater on campus, and he pursued his pre-professional goals through Stanford Marketing. After graduation, Zachary began work at Microsoft as a marketing manager, and he hopes to return to school to pursue an MBA. Zachary aspires to found a company dedicated to elevating education quality and access, which he believes are fundamental to fighting inequality and poverty.

Joshua Jones
Josh graduated with a concentration in Law and the Legal System. While at Stanford, he attended the Stanford in Washington Program, working for Chairman Jason Chaffetz on the House Committee on Oversight and Government Reform. He also interned for U.S. Senator Rand Paul and worked as a Maffucci Fellow at the public interest law firm, The Institute for Justice. Josh wrote for the Stanford Review for three years, eventually serving as Executive Editor. He was also a teaching assistant for Joe Nation and David Crane’s Health Care Policy and Reform class. Currently, Josh is undergoing training at Officer Candidates School, and he will be attending BYU Law School in the fall to become a judge advocate officer in the United States Marine Corps.

Vihan Khanna
Vihan graduated with a concentration in Resources, Environment, and Energy policy. Vihan worked as a research assistant for Stanford’s Political Science Department as well as for the Council on Energy, Environment, and Water, a leading Indian think tank. During his time at Stanford, Vihan was a member and two-time captain of the Stanford squash team as well as a member of Stanford Marketing. Vihan had the opportunity to study abroad in Cape Town, South Africa, where he worked for Young in Prison, an NGO that mentors incarcerated youth and helps them find employment opportunities. After graduation, Vihan joined an education-technology company in New Delhi.

Tremaine Kirkman
Tremaine graduated with a concentration in Education Policy and a double-major in African and African American Studies. Throughout high school and college, Tre served as President of the Student Equity Action Network, overseeing corporate governance of a start-up and coordinating a youth TEDx conference. Tre also interned with Google’s Legal Team and the Office of Early Learning in the U.S. Department of Education. He is the co-founder of Grio, a mobile learning experience that empowers millennials to connect with one another over educational content and motivational speakers. After graduation, Tre continued to work on expanding Grio.

Jelani Munroe
Jelani graduated with Honors and with a concentration in Development and Growth Policies and a secondary major in Economics. He wrote a senior honors thesis through the Center on Democracy, Development and the Rule of Law, researching the implications of IMF structural adjustment for incumbent voter support in Jamaica. He is grateful to have interned at the Embassy of Jamaica in Washington, D.C. Jelani deeply treasures all he has learnt through his co-curricular experiences — especially as a Resident Assistant in Otero and Director of Stanford Talisman A Capella. After graduation, Jelani will remain in the Bay Area to serve as CEO for Stanford Student Enterprises.

Foluke Nunn
Foluke graduated with a concentration in Discrimination, Crime and Poverty Policy and a double-major in African and African American Studies. Her time at Stanford was shaped by her commitment to activism and public service. She was a part of Stanford NAACP for four years, and she contributed to several campus campaigns for social justice. In 2015, she spent a quarter studying abroad in Cape Town, South Africa. Foluke worked for the Martin Luther King, Jr. Research & Education Institute and for Residential Education as a staff member in Ujamaa House. After graduation, she plans to do advocacy and empowerment work around issues of racial justice.

Jana Persky
Jana Persky graduated with a concentration in National and International Security and Honors in International Security
Studies. She wrote her honors thesis on the relationship between the CIA Director and the President through the Center for International Security and Cooperation (CISAC). At Stanford, Jana was the editor in chief of The Stanford Daily, captained the women’s club soccer team, and enjoyed the Bay Area and its outdoor opportunities as much as possible. She interned at policy organizations in Washington, D.C. and Brussels, Belgium. She also studied abroad in Cape Town, South Africa. Last summer, Jana worked for McKinsey & Company in San Francisco and joined McKinsey’s Denver office after graduation. She will return to Stanford’s Graduate School of Business in the Fall of 2018.

Tebello Qhotsokoane
Tebello graduated with a concentration in Development and Growth Policies and Honors through the Center on Democracy, Development and the Rule of Law. He believes that the degree he received was not a solitary effort, but the work of many hands, to which he is both indebted and betrothed. Being from Southern Africa, his interests, activism and academic engagement have involved the region almost exclusively. He wrote a senior honors thesis through the Center on Democracy, Development and the Rule of Law, researching South African migration and return migration narratives. In the autumn, he will embark on an M.P.P. and DPhil at the University of Oxford.

Nicolle Richards
Nicolle graduated with a concentration in Human Rights and with Honors in Ethics in Society. Inspired by her role serving on Stanford’s Investment Responsibility Board, she wrote her honors thesis on investment responsibility for foundation endowments. During her time at Stanford, Nicolle spent a summer developing a micro-business program in Guatemala through a fellowship from the Program for Human Rights. She also participated in the Stanford in Washington Program, where she worked at the U.S. State Department in the anti-human trafficking office. After graduation, Nicolle spent the summer in Vienna, Austria, volunteering at a refugee camp. Next year, Nicolle will serve as a Tom Ford Fellow at the Draper Richards Kaplan Foundation.

Lucy Svoboda
Lucy graduated Phi Beta Kappa, with Honors and with a concentration in the Design of Public Institutions. During her time at Stanford, she served as a Senior Class President and was involved with The Stanford Daily, several academic advisory boards, and Camp Kesem. Lucy is passionate about K-12 education reform and took multiple courses on philanthropy, entrepreneurship, and social impact. This past year, Lucy wrote her honors thesis analyzing the impact of for-profit EdTech firms in K-12 schools. After graduation, she joined an EdTech start-up in San Francisco. She will return to Stanford’s Graduate School of Business in the Fall of 2018.

Scott Welder
Scott graduated with a concentration in International and National Security. He was an active member of the Stanford in Government International Fellowships team, overseeing fellowships in both Belgium and India. He also served as an intern at the U.S. Consulate in Florence. Scott’s work focused on a variety of topics ranging from the effectiveness of restorative justice programs in schools to how initiative processes can be used to combat political corruption. After graduation, Scott hopes to work for the U.S. Foreign Service.

Kaitlyn Williams
Kaitlyn graduated with a concentration in Law and the Legal System. During her time at Stanford, Kaitlyn ran the 400 meter dash as a member of the varsity track and field team, and she served as co-President of the Stanford’s Black Pre-Law Society. She was awarded the Boothe Prize for Excellence in Undergraduate Writing for her research essay, “When Gaming Goes Bad.” Kaitlyn spent her summers interning at the American Bar Foundation in Chicago, Illinois, and at the American Enterprise Institute in Washington, D.C. After graduation, Kaitlyn traveled abroad before starting work as an associate consultant with the Boston Consulting Group in Los Angeles.

Kate Wilson
Kate graduated with Honors and with a concentration in the Design of Public Institutions and a minor in Computer Science. During her time at Stanford, she studied abroad at Oxford and interned in Brussels with the Stanford in Government program. Kate pursued her interest in science and technology by writing a thesis on orbital debris. On campus, Kate was the president of her sorority Alpha Epsilon Phi, served on the Viennese Ball Steering Committee, and was a Public Policy Peer Advisor. She also worked as a Research Assistant for Professor Mary Sprague and as an office assistant for the Public Policy Program. After graduation, Kate will begin conducting research at Stanford before going on to pursue a Ph.D. in Political Science.
2015–2016
Practicum Projects

Undergraduate Practicum Projects

AUTUMN QUARTER
Improving Environmental Regulation: Lessons from the San Francisquito Creek Flood Control Project
Team Members: Gabriela Greig, Zach Johnson, Vihan Khanna, Tremaine Kirkman, Tebello Qhotsokoane
Client: San Francisco Bay Regional Water Quality Control Board

WINTER QUARTER
Conserving Water, Conserving Cash: Agency-Specific Strategies for Water Conservation
Team Members: Megan Connors, Jackie Fielder, Corey Garcia, Kate Hassey, Josh Jones
Client: Bay Area Water Supply and Conservation Agency

SPRING QUARTER
The Last Frontier: Best Management Practices for Turf Removal and Landscape Programs
Team Members: Conner Crane, Isaac Gomez, Foluke Nunn, Scott Welder, Kaitlyn Williams
Client: Bay Area Water Supply and Conservation Agency

Graduate Practicum Projects

WINTER QUARTER 2015-16
Zero-Emission Vehicles in California: Policy Options to Accelerate Adoption
Team Members: Esteban Guerrero, Jillian Kilby, Brian Kooiman, Matt McCue
Client: Office of Governor Jerry Brown

An Analysis of the City of San Jose’s Community Service Officer Program
Team Members: Dev Davis, Connie Huynh, Wendy Sov, Lucy Xiao
Client: City of San Jose

The Impact of Fair Chance Hiring: A Study of San Francisco’s Centralized Conviction History Review Program
Team Members: Sarah Flamm, Jacob Lopez, Charlie Mintz
Client: National Employment Law Project

2016 PROGRAM AWARDS

University Distinction
Megan Elizabeth Connors
Katharine Elinor Hassey
Caitlin Hird
Jana Persky
Lucy Simon Svoboda
Kate Wilson

Award of Excellence
Amanda Brockbank
Megan Elizabeth Connors
Isaac Gomez
Katharine Elinor Hassey
Jelani Munroe
Jana Persky
Nicolle Richards
Lucy Simon Svoboda

Phi Beta Kappa
Megan Elizabeth Connors
Lucy Simon Svoboda

Roger G. Noll Award for Outstanding Public Policy Senior
Katharine Elinor Hassey

Bruce M. Owen Award for Outstanding Public Policy Graduate Student
Jacob Andrew Lopez

Humanities and Sciences Dean’s Award for Lifetime Achievement in Teaching
Bruce M. Owen
Graduate Public Policy Practicum Presentation

Ways to Increase ZEV Mandates: Public Policy Practicum Team Advises the Governor’s Office

By Brian Kooiman, ’16

What could four Master of Public Policy (M.P.P.) candidates be doing presenting to thirty representatives from several different California government agencies at the Governor’s Office in Sacramento?

Esteban Guerrero, Jillian Kilby, Matthew McCue, and I recently had the tremendous honor of presenting the findings from our Practicum project to our client, the California Governor’s Office on Planning and Research (OPR). The focus of our presentation, and the project itself, was on whether California would reach its stated goal of 1.5 million zero-emission vehicles (ZEVs) on the road by 2025, and to offer policy proposals that could accelerate adoption.

On April 14, 2016, the four of us arrived to a room full of thirty representatives from several different California government agencies, including the California Air Resources Board, the California Energy Commission, the California Independent System Operator, the California Public Utilities Commission, the Department of General Services, the Department of Motor Vehicles, and, of course, OPR. We presented in front of the group for about forty minutes on ZEV (which include battery electric, plug-in hybrid electric, and fuel-cell vehicle) adoption trends, potential policy levers to increase adoption, and the impact of the Tesla Model 3 on our analysis, and then ended with another thirty minutes of formal questions and answers. We left thrilled that so many agencies were interested in hearing about our project, and ended up staying in the conference room talking about our findings for well beyond our allotted time.

Our trip to the Governor’s Office to present the findings represented a culmination of nearly nine months of research, literature review, interviews, and writing. Our findings have the potential to immediately and positively impact California as ZEVs (especially with the release of the Model 3) become more salient. In 2012, Governor Jerry Brown issued Executive Order B-16-2012, requiring that by 2025 over 1.5 million ZEVs be on California roads. This mandate was made largely to help reduce greenhouse gas (GHG) emissions—the current emissions from light-duty vehicles (of which ZEVs are a subset) in California account for 26% of the entire State’s GHG emissions. Increasing ZEV usage is critical if the State is to meet its long-term climate goals.

However, the current ZEV adoption trends and predictive models paint a fairly muddy picture. Our group performed analysis using the yearly growth rates of hybrid-electric vehicles (HEVs) from 1999 to 2014 as a proxy for ZEV growth rate from 2010 to 2025, and found that if ZEVs follow the same trend as HEVs then California will far surpass its goal, likely around 2023. Given that ZEVs embody several of the primary characteristics that early HEV adopters cited as reasons they ultimately purchased their HEV, this is a good trend for California. Yet the current adoption trends are at a historic low in California. The year-over-year growth rate has declined annually since ZEVs were first introduced, and the current growth rate of 4.5% is nearly three times below the necessary 13.2% annual growth rate to reach the 1.5 million ZEV goal.

Our analysis suggests that California must continue to explore ways to increase ZEV adoption rates in order to meet the mandate. From September to March, we conducted interviews with twenty-five experts on ZEVs, including government employees, researchers, and car manufacturers. We concluded that there were several policies the government should explore implementing in order to reach the goal:

See Public Policy Practicum, page 25
Graduate Student Trip to Washington, D.C.
Public Policy Student Spring Break Trip
By Connie Huynh, '16; Jillian Kilby, '16; Sarah Flamm, '16; Uttara Sivaram, '16; Wendy Sov, '16; and Yash Poddar, '16

Each year, a group of Public Policy graduate students receive funding from the Public Policy Program to travel to Washington, D.C. over spring break. The group meets with leading policy officials, learns about current policy issues, and witnesses policymaking in action. This year, six of us were able to travel to D.C. and meet with leaders from all over the city.

We began our trip by meeting with Margaret Miller, a Senior Economist in the Finance and Markets Global Practice at the World Bank, to learn more about Margaret’s work on financial inclusion. Margaret shared with us the World Bank Group’s goals to end extreme poverty and promote shared prosperity, describing her efforts to increase financial access in South Asia for poor populations to save and borrow. Following an overview of Margaret’s work, we broke up into two groups to pitch ideas on promoting financial inclusion in Vietnam. From microfinance institutions, to mobile technology, to the role of local governments, the case study got us thinking about a wide range of topics the World Bank must consider today in changing development landscapes.

Next, we met with a group of portfolio managers at IFC’s Asset Management Company. IFC is World Bank’s lending arm that works with the private sector and focuses on development finance. The portfolio managers shared insights into AMC’s governance structure and how they’ve built strong local teams in Africa and Asia to support their D.C. team in due diligence. It was interesting to learn how the organization manages some of the challenges of emerging markets, such as political risks, corruption, and poor corporate governance standards. We left the meeting inspired by how difficult yet impactful it can be to work at the intersection of the government and private sector. Even in these conditions, the IFC has been successful in earning above market returns in the high teens!

Our final meeting on our first day was with the National Venture Capital Association (NVCA). We were joined by Jessica Straus, NVCA’s VP of Business Development, Jeff Farah, NVCA’s VP of Government Affairs, and Laurent Crenshaw — Stanford alum (International Relations, Class of ’02) and the head of federal public policy for Yelp in Washington, D.C. The discussion centered on the changing nature of the technology industry’s influence in Washington, specifically in politics. We discussed issues including tax on capital gains and bipartisan elements of tech policy. We left reminded of how much D.C. and the nation is watching Silicon Valley, and how much influence it has in shaping the nation’s evolving tech landscape.

The following day, some group members met with Stacie Rumenap, the President of Stop Child Predators based in D.C. Stacie was able to share her experiences lobbying in D.C. and addressing challenges like securing employment for ex-felons to reduce recidivism rates. She has worked with Stop Child Predators for more than three years and has extensive insight and experience into legislative affairs and nonprofit management and a dedication to ending the sexual exploitation of children.

Next, the group headed to the Council on Foreign Relations to learn more about the role that policy plays in a large, well-funded think-tank. We met with Varun Sivaram, CFR’s Douglas Dillon fellow and scholar in the realm of clean energy finance and technology, who spoke about his current work at the Council and how CFR influences policy at the state and national level. We gained more insight into the various functions of CFR, which include the publication of its magazine, Foreign Affairs, independent research, and the maintenance of a broad network of scholars from around the world. These roles, combined with CFR’s close proximity to the White House and Congress, allows the think-tank to preserve its objectivity while developing strong relationships with influential policy makers and federal agencies. Varun left us with the impression that the think-tank environment and mission statement—which generally involves some combination of policy analysis and research—could offer attractive opportunities for graduating Public Policy students.

Our final meeting took place at the Department of Justice with Alberto Ruisanchez, Deputy Special Counsel at the Office of Special Counsel for Immigration-Related Unfair Employment Practices (OSC). The OSC enforces the anti-discrimination provision of the Immigration and Nationality Act. Alberto
also serves as a Stanford in Washington (SIW) Consulting Professor and teaches Civil Rights Law to SIW students in the evening. Alberto filled us in on some interesting cases he has worked on and how cases make their way into the office. We left with a better understanding of how one office in the DOJ mediates and enforces citizen rights.

While we are grateful for the opportunity to meet so many policymakers, we are also thankful that this experience allowed us to get to know each other beyond the classroom at Stanford. Looking back, some of the most memorable experiences we had were the evening discussions we had at our Airbnb. We would like to thank the Public Policy Program for helping sponsor this trip; without their support, we would not have had the chance to meet with the above experts or enjoy our break in D.C. This has truly been a spring break we will never forget and will continue to reflect upon as we pursue careers in public policy.

Public Policy Student Event

California Policy: Live from Sacramento!

By Amanda Jaffe, ’17

Each winter, students in Public Policy 154, Politics and Policy in California, travel to Sacramento to witness the topic we have been studying all quarter firsthand. Professors Joe Nation and David Crane have made many connections in Sacramento, having previously served in the State Assembly and as a special advisor to Governor Arnold Schwarzenegger, respectively. Because of this, students had the opportunity to meet with policymakers and policy influencers from all sides of the political spectrum.

The trip began with a private tour of the Senate floor with California State Senator Steve Glazer. He discussed how many of the inefficiency problems within the State Legislature are associated with redistricting and strong bipartisanship. Students also met with California State Assembly Members Catharine Baker and Marc Levine on the Assembly floor.

In addition to top government policymakers, students also spoke with leaders in a variety of other policy-related fields. We learned about California’s finances from Michael Cohen, the Director of the California Department of Finance; John Chiang, California State Treasurer; and Sarah Kleinberg, a representative from the Legislative Analyst’s Office. We spoke with three top journalists about the relationship between politics and the media and were able to directly ask lobbyists about their practices. We even learned about California’s water crisis and current policy solutions from the California Secretary for Natural Resources, Lester Snow.

The day concluded with a tour of Governor Brown’s office and a photo op, of course. We left Sacramento feeling motivated and educated, ready to tackle California’s leading issues for ourselves! As an aspiring future policymaker, having the opportunity to meet so many elected officials and advocates was truly inspiring.
Rubbing Elbows with City Managers
By Connie Huynh, ’16

City Managers are a unique breed of individuals, and after attending the League of California Cities’ City Managers Department Meeting in early February, I am certain that I want to join this group of men and women who serve their communities with great honor. I was selected as one of five graduate student scholarship recipients to attend this conference in Indian Wells, CA, along with two students from USC, one from CSU Northridge, and one from CSU Long Beach. At the conference, I attended sessions that covered a wide range of topics, such as community engagement with diversity, public-private partnerships, overcoming city hardships, sustainable infrastructure projects, and ethical management.

During this three-day conference I shook a lot of hands, attended informative sessions, and talked with many City Managers. I felt like a child walking into a foreign candy store—not knowing all the opportunities available, but knowing all of them would result in sweet outcomes. I do not think I was prepared walking into the conference, but walking away from the experience, I am able to reflect on how far I have come in such a short period of time.

At Stanford, local government is not the most popular area of study. Most internships, jobs, and clubs on campus that revolve around government generally focus on federal issues. My undergraduate years at Stanford were filled with trying to find the right niche, and it was not until fall of my senior year that I discovered local government, specifically city management. Since then, life has been a whirlwind of trying to immerse myself in all things local government: my courses have all been related to urban issues, I speak with many City Managers, and I even interned with a City Manager over the summer.

Attending this conference was the pinnacle of my experience with local government thus far. It tested the theories I learned in class with real urban issues, and it proposed actual solutions to the city troubles I have witnessed. From this conference, I left with three main take-aways:

1. Ethics is a Must: One should always perform his or her duties ethically regardless of profession, but when you are in the public eye and are entrusted with public dollars, behaving ethically is a must. City Managers take Ethics seriously and abide by ICMA’s Code of Ethics.

2. Get Connected: The thick stack of business cards I received at the conference is a testament to how helpful and willing City Managers are when it comes to providing assistance to others. I received great advice from many City Managers who used to be in my shoes, and I have kept in touch with a handful of them.

3. Work Hard: City Managers are some of the hardest working individuals I know. They are also often under-appreciated, yet they have a sense of the intrinsic value in the work they do. The challenges City Managers face are vast, but the passion they pour into their work is inspiring and requires hard work.

Attending the event exposed me to all the resources available to students and young professionals interested in pursuing a career in city management. Since the event, I have joined the Women Leading Government Organization within ICMA and the Municipal Management Association of Southern California (MMASC). I foresee that the contacts I made at the conference will serve as a vital source of advice as I begin my journey towards city management.

Moving on Mobility
By Andrew Ntim, ’18

How do we solve the critical transit and transportation issues — bike lanes, parking spots, public transit — that the Bay Area faces today? That was the question of the day for the policy forum, “Moving on Mobility: Last Mile Transportation Solutions,” held on May 2, 2016 at Stanford. Organized by the Bill Lane Center for the American West, the Public Policy Program, The Precourt Institute for Energy, and Joint Venture Silicon Valley, the event brought together City Managers and transit specialists from around the Bay Area to advance the discussion of regional mobility issues.

Following introductory remarks from Stanford professor and Bill Lane Center for the American West Director, Bruce
Cain, and Palo Alto’s City Manager, James Keene, the forum began with a discussion of “Last Mile” problems and solutions in the Bay Area from the Precourt Institute for Energy Professor Stefan Heck. In his presentation, Heck discussed the various inefficiencies and dangers in various car-centric Bay Area downtowns, advocating for a future that is more biker-, transit- and pedestrian-friendly. According to Heck, new technologies such as e-bikes, car sharing, and driverless vehicles will assist in making this future a reality. The following speaker, Jamie Jarvis, Stanford Research Park’s Transportation Demand Manager, provided a deeper perspective on the transit issue, offering up employer-based solutions that Stanford Research Park has recently pursued. In the same vein, Jeff Tumlin, of Nelson\Nygaard Consulting Associates discussed various solutions to Mountain View’s North Bayshore neighborhood — a so-called “Impossible First/Last Mile Problem” due to its lack of services and transit.

Throughout the forum, Heck and other presenters used mobile polling technology to determine particular transit pain points and priorities for the attendees. Following a short Q&A session with each of the speakers, breakout sessions involving each of the audience’s highest polled priorities – including Caltrain, bike infrastructure, and parking/mobility — took place, generating a plethora of actionable items for quality and access improvement in all three areas. From here, the forum transitioned to “Next Steps for Implementing Regional Transportation Solutions,” including, most critically, the signing of a formal “Managers’ Mobility Partnership” between the City Managers of Menlo Park, Mountain View, Palo Alto and representatives from Stanford University. This partnership will provide a formal process through which regional transportation and mobility challenges can be addressed with specific policy goals and procedures. More than just the discussion of problems, it represents the beginning of true solutions to the quagmire that is Bay Area transit.

Model World Trade Organization
By Sarah Flamm, ’16

I had the pleasure of representing the delegation of the United States at the 19th annual Model World Trade Organization (WTO) this April. With the generous support of SIEPR and the Europe Center at the Freeman Spogli Institute, I traveled to Switzerland to join 60 graduate and undergraduate students from different parts of the world to deliberate over the Government Procurement Agreement (GPA). The simulation took place at the University of St. Gallen and the WTO headquarters in Geneva. Over the course of an intense week, we delegates negotiated and drafted amendments to the GPA to reflect changing national and international priorities and values.

Government procurement refers to purchases of goods and services made by government agencies with public money for public purposes. Sound dull? Well, the topic is way more interesting and polemical than one might suspect. Federal procurement represents a huge market ($530 billion in the United States), making its impact quite consequential. The goal of the GPA is to facilitate and to open trade opportunities, ensuring that governments follow non-discrimination, transparency and procedural fairness in procurement. It is one of the few agreements whereby the United States has allowed itself to be subject to international arbitration, favoring the benefits of market access. Government procurement is also symbolically important, reflecting how nations choose to spend their money, and whom they decide to support.

I represented the delegation of the United States, along with four others students hailing from Belgium, Switzerland, China and Hong Kong. We all were assigned to represent the United States on committees: Green Procurement, Anti-corruption, African Participation, SMEs, and Social Issues. I served on the Social Issues Committee, addressing priorities in government procurement as they relate to labor standards, minority rights and discrimination, among other issues. Our goal was to promote the United States’ agenda across each committee, and ultimately we succeeded.

See Public Policy Events, page 16
On the Social Committee my negotiation goals were not overly ambitious, considering how wary the United States is of international bodies, and its long-standing aversion to committing to international standards. I wanted to achieve two main goals: 1) insert the term “social issues” into the GPA text in order to empower governments to explicitly take social responsibility into account when awarding government contracts, and 2) define “social issues” to mean meeting minimum labor standards, notably complying with the two International Labour Organization conventions that the United States has signed (Convention 105- Abolition of Forced Labour and Convention 182- Worst Forms of Child Labour).

Over the course of six moderated negotiation rounds (it was a challenge to follow the overly formal WTO procedural rules), we discussed these as well as priorities raised by other countries. The negotiations varied from meticulous arguments over text (for example, should social responsibility be a mandatory consideration or simply one of several factors that along with cost and performance metrics, governments may take into account when tendering and awarding contracts?) to practical discussions on how to create allowances for developing countries that currently rely on child and cheap labor, which makes them presently unable to meet the requirements of developed countries in order to compete for contracts.

Amidst negotiations, our delegation consulted with David Bisbee, the “real life” Attaché at the U.S. Mission to the WTO. He advised on negotiations and strategy, and upon conclusion of the negotiations we met with him in person at the U.S. embassy in Geneva. It was interesting playing a country that is not very enthusiastic about multilateral bodies such as the WTO. In reality, the United States would probably have abstained from voting to include the Social Issues language that we had promoted, because of the fear that it would open the door to discrimination. Such broad language could be used for exclusionary purposes by Parties. But this ambiguity also means the United States could exclude as well...

At the end of the week, we met with lawyers from the WTO Secretariat in Geneva who gave us detailed feedback on the new GPA text we had created. This provided an opportunity to better understand whether our results were realistic, and how they compared to real negotiation outcomes. We also learned about the procedure for ratification of the amended document.

Simulations like Model WTO differ from reality in that countries such as China are more willing to compromise than they would in reality. But the absence of politics and personalities allowed for expanded policy space in which our countries could come up with workable solutions. Furthermore, I enjoyed meeting new friends from all over the world. I would love to one day in “real life” represent the labor and trade priorities of the United States, much as I had the opportunity to do in the Model WTO simulation.

2016 Zale Lecture — Tom Campbell
By Amanda Lu, MA/MPP, ’17

The Stanford Public Policy Program hosted Professor Thomas Campbell for the 2016 Zale Lecture. The Morris B. and Edna Zale Lectureship, initially made possible by a gift from the The Morris B. and Edna Zale Foundation, was established in 1980 and seeks to bring leading figures from a broad spectrum of public and private life to Stanford for a lecture open to the Stanford Public Policy community. Since its inception, the Lectureship has hosted such distinguished speakers as George Shultz, Lewis Branscomb, Mark McClellan, Robert Reischauer, and Christina Romer.

Professor Campbell gave an engaging lecture about the current political climate in California and the United States. Although Professor Campbell is a loyal Republican, he stressed the need for bipartisan cooperation and increasing the strength of both parties to create better policy outcomes. He spoke candidly about his own experiences in public service and how he continues to push for bipartisan policies which lead to better outcomes for all of American society. Given both his practical experience and academic expertise, Professor Campbell also gave his
predictions for the upcoming election cycle and how certain results may impact the strength of our governmental institutions.

Tom Campbell embodies the spirit of the Zale lectureship because of his diverse experiences in academia and politics, and his devotion to public service. He is currently a Professor of Law and a Professor of Economics at Chapman University. Prior to this, he also served as Dean of the Fowler School of Law at Chapman, and, before that, Dean of the Haas School of Business at Berkeley. He was a United States Congressman for five terms, a California State Senator, Director of Finance for the State of California, Director of the Bureau of Competition of the Federal Trade Commission, a tenured law professor at Stanford, a White House Fellow in the office of the Chief of Staff at the White House, law clerk to U.S. Supreme Court Justice Byron R. White, and U.S. Court of Appeals Judge George MacKinnon.

It was a privilege for the Stanford Public Policy students to have had the opportunity to hear Mr. Campbell speak as this year’s Zale Lecturer. His words inspired us to seek out the more difficult, but more beneficial policy solutions, to build relationships and collaborate with our ideological counterparts, and to lead with our values. He serves as an exemplar of how one can contribute meaningfully in multiple spheres of politics, academic, and public service.

Shark Tank Challenge... Stanford Style
By Nicole Hensel, MA/MPP, ’17

“If you were given $200 million, how might you transform the education landscape in Santa Clara County in order to drastically improve student achievement?” That was the question posed to our cohort in late December, and, as students of Education Policy, this challenge was incredibly exciting. Most of us have pondered this question for as long as we can remember. Personally, I have been searching for big ways to change education in our country since I was an undergraduate student of Public Policy. One of the main reasons I chose the joint degree program in Education and Public Policy (MA/MPP) at Stanford was to gather the skills and knowledge to one day answer a question like this.

Our program director in the Graduate School of Education, David Brazer, separated our 40-person cohort into teams, specifically tailored to include a heterogenous mix of interests. As I naturally tend to flock to others who share my education interests, this was a true opportunity to ideate solutions with experts from the diverse fields of higher education, policy analysis, early childhood education, community engagement, and the nonprofit sector. We took it as an opportunity to “go big or go home,” and to pitch an idea so crazy that it might just work.

As we talked through the problem definition and ideation phase, it was amazing to see how we quickly encountered many of the core issues facing education today. Who are we designing for: students, teachers, families, or society as a whole? Who should hold the decision-making power? How might we incorporate diverse definitions of student success? How can we leverage parents? All of these questions remain unanswered in the education policy arena today, and we were able to grapple with them while drawing upon our knowledge gained from our work experience as well as our new insight from our coursework thus far.

In the end, our team pitched a Contextualized Collective Impact Model — we designed a community college and mobile community center, sponsored by Stanford, that would serve as a pipeline for talented, low-income students to attend a four-year college while providing a continuum of support to the community. From birth to age 80, our mobile community center could meet your needs by providing rotating services including women’s health, financial planning, tutoring, voter registration, etc. We sought to break down barriers and connect existing resources in low-income communities, in order to have a sustainable and contextualized impact. Our idea encompassed our desire for educational equity and the knowledge that it takes a strong and empowered community to make change.

Our team received $2 million in seed funding for our mobile community center, but more importantly we received incredible feedback about the feasibility of our idea, our presentation and delivery, the sustainability of our operations, and potential next steps. Although the process was fictitious, we left feeling proud that we were addressing the problems we came to Stanford to solve.

The POLS Challenge allowed for creativity and innovation and provided students the space to explore questions that were meaningful to our cohort. It has been one of the most rewarding experiences thus far at Stanford, because it’s exactly the type of question I came here to answer.
Faculty Profiles

Paul Brest
Paul Brest teaches courses on social change, nonprofit strategy, philanthropy, and impact investing at the Law School, Public Policy and IPS programs, as well as the Graduate School of Business. He is also a faculty co-director of the Stanford Center on Philanthropy and Civil Society (Stanford PACS).

After two years of practicing as a civil rights lawyer with the NAACP Legal Defense Fund in Mississippi, he joined the Stanford Law School faculty in 1969, where his teaching and research focused on constitutional law. He coined the term “originalism” in an article that argued that appeal to the “intent of the framers” was a misconceived approach to interpretation—an argument that was subsequently rejected by a majority of the Supreme Court. Maintaining his low batting average, he also argued unsuccessfully that the equal protection clause was concerned with the subordination of minority groups and therefore that affirmative action did not raise significant constitutional problems.

Stung by these defeats, he became dean of the Law School in 1987 and, after 13 years in the job, became president of the William and Flora Hewlett Foundation, the fourth largest foundation in the United States.


He returned to Stanford in 2010 as an active (arguably hyperactive) emeritus professor, where he is teaching the courses mentioned above and writing articles on those subjects. In addition, he taught an online course on the essentials of nonprofit strategy for Philanthropy University, and is engaged in a grant-funded research project on how to encourage high net worth donors to be strategic in their philanthropy.

Christine Pal Chee
Christine Pal Chee is an economist at the Department of Veterans Affairs, where she serves as the Associate Director of the Health Economics Resource Center, and an Associate at Stanford’s Center for Health Policy and the Center for Primary Care and Outcomes Research. Her research focuses on understanding the efficiency and effectiveness of health care systems; how public and organizational policies affect incentives and behavior; determinants of health care utilization and spending; and policies to improve the health and wellbeing of vulnerable populations.

Christine teaches the Public Policy applied data analysis course (Public Policy 105/205: Empirical Methods in Public Policy), in which students develop tools to evaluate evidence used to make policy decisions and perform their own empirical analyses to answer questions in public policy. Next year, Christine will be joining the Public Policy faculty full-time. In addition to teaching Public Policy 105/205, Christine will also teach the Senior Honors Seminar, direct the undergraduate practicum courses, and co-teach the graduate practicum with Joe Nation.

As an undergraduate at Stanford, Christine majored in economics with a focus in public policy. One of the highlights of her time at Stanford was participating in the Stanford in Washington Program. After leaving Stanford, Christine worked in public policy consulting before pursuing her Ph.D. in economics at Columbia University. Through the years, Christine has maintained close connections to Stanford, and she is very excited to return and work with students in a greater capacity. She and her husband Cyrus are enthusiastic Stanford Football fans and are expecting their first child this October.

WAYS TO GIVE TO PUBLIC POLICY

Funds are focused on activities that impact the broadest range of faculty and students, and on activities that offer high leverage by encouraging communication and collaboration. Such activities include summer internships and fellowships for students; curriculum development; seminars, symposia, and conferences; development of research networks linking internal and external faculty and students; research initiatives on key topics; and financial support for our students - the next generation of outstanding leaders, scholars and policy makers.

For more information about working with us to enhance public policy initiatives at Stanford, please contact Katie DuPlessis via email at katiej2@stanford.edu or by calling 650-736-2319.
The Science and Technology Policy Roundtable is funded by the Vice Provost for Graduate Education and hosted by the Public Policy Program. The panel discussions invite three to four professors from various disciplines each quarter to discuss a Science and Technology Policy topic with the goals of connecting students and professors in STEM and policy programs on campus, encouraging STEM graduate students to explore science and technology policy issues, and learning about careers in Science and Technology Policy.

For Autumn quarter, the roundtable was titled, “The New Era of Genome Engineering: How CRISPR-Cas9 is Changing the Biosecurity and Policy Landscape.” CRISPR-Cas9 technology is relatively new; however, its use has spread like wild fire into almost every corner of bioscience research. The technology allows researchers to easily and cheaply introduce genetic mutations, from years and months down to mere weeks, using conventional lab equipment. The ability to rapidly synthesize mutated organisms has raised policy issues, such as how to regulate the use of CRISPR-Cas9, and policy-ethics questions on whether the technology can and should be used to mutate human embryo.

We invited Professor Henry T. “Hank” Greely, the top policy/law expert on the topic, and rounded out our panel with Professors Milana Trounce, Marius Wernig, and Andrew “Drew” Endy (as moderator). CRISPR-Cas9 is a very hot topic for both science and policy fields, so we took the opportunity to gather a group of experts on the issue for the Autumn Quarter STPR on November 11, 2015.

We had a diverse audience of about 60 people: graduate students, postdocs, industry researchers, professors, and journalists. A very lively Q/A with the audience occurred at the end of the panel discussion, and we were surprised (and very happy) to learn that Discover magazine published a news article about the event a few days later (http://blogs.discovermagazine.com/crux/2015/11/17/gene-editing-new-frontiers/#VrjWKlt0zzZ).

For Winter quarter, the roundtable was titled, “How Universities Drive Innovation: Reaffirming the Importance of Basic Science and Engineering Research at Stanford.” We were fortunate to have Professor John Hennessy, Dr. Lucy Shapiro, Professor Dian Grueneich, and Dr. William Talbot leading this discussion, with Dr. Greg Rosston, Director of the Public Policy Program, as moderator.

The panel discussion focused on public funding for basic science research at the university level—particularly for large institutions like Stanford—which have fueled private innovation for decades. Given Stanford’s unique location, rich available resources, and breakthrough research, this roundtable served as an introduction to how STEM graduate students can further their research with a public-oriented focus. The speakers focused on how policy connects with STEM research and how policy directly influences their research.

For Spring quarter, we chose to focus on the California drought and the many ways the drought intersects with new technology, climate change, and urban planning. Our panelists included moderator David Crane, Professor of Public Policy and former adviser to Governor Schwarzenegger, Newsha Ajami, a scholar at Stanford’s Water in the West program, Steven Moore, a member of the California state water board, and Noah Diffenbaugh, an earth sciences scholar who studies climate effects.

Professor Crane was an excellent moderator, and began by pushing the policy experts to evaluate the successes and failures of California’s water infrastructure. Dr. Diffenbaugh was then able to bring his climate expertise into the discussion and expand on potential future improvements to this infrastructure, which was an important segue into a discussion about ideal water policies. This included water pricing mechanisms, net metering, reform of antiquated property and mineral rights in California, and outsized influence of agriculture when it comes to allocating water resources.

Issues of equity were also discussed, as well as conversations about the very nature of water as a resource and its importance to human and ecological environments. Dr. Moore spoke about the pitfalls of state-controlled water allocation, including the large number of independent agencies that struggle to coordinate policies, which results in policy inefficiencies and redundancies that can be ameliorated with the consolidation of air quality, water quality, and land-use commissions and agencies.

Graduate students in STEM are interested in science and technology policy issues and they want to help solve them. The panel discussion is a great place for STEM students to learn about how they can be drivers of solutions to these issues by utilizing their expertise in the sciences.
Report


by Esteban Guerrero, MS/MPP, ’16

The Stanford Social Innovation Review’s inaugural leadership forum, Frontiers of Social Innovation, took place on May 3-5, 2016. Leaders from domestic and global NGOs, foundations, academia, and business convened at Stanford to discuss ways to close the social and economic inequity gap, in addition to or in lieu of current endeavors.

The answer that emerged from most of the presentations and discussions, in sum, seems rather straightforward: design interventions whose richness can better match the complexity of the problem at hand. However, translating this overarching strategy into executable plans will be key. After the thought-provoking three days, the messages from the key speakers can be summed up into a three-step approach: design the right solutions, invest more, and invest better.

Designing the right solution in each case implies that there is no one-size-fits-all solution for all cases; “no silver bullet,” said Asif Saleh, Senior Director of Strategy at BRAC (one of the world’s largest development NGOs, in operation for over 40 years). In his experience, the development sector “suffers from oversimplification,” because it seems to want to treat the poor all the same, when they are not. And, perhaps more interestingly, he highlights the fact that middle-income countries have greater poor populations than poor countries.

Coincidentally, Dean Karlan, an economics professor at Yale University and founder of Innovations for Poverty Action and ImpactMatters, presented evidence that microfinance is one of these square peg solutions that has been tried so hard to put into countless round holes, with mixed and even negative outcomes. And Zia Khan, VP for Initiative and Strategy at the Rockefeller Foundation, spoke of the importance of adjusting expectations: we may be able to design the “gold standard” solution, but after vetting with the target community, on-the-ground experts, and others, we may have to accept the “bronze standard” version and implement that.

Angela Glover Blackwell, president and CEO of PolicyLink, then urged society and funders to invest more. “We’re so worried about keeping our slice of the pie that we forget about investing” in helping everyone grow, so that “all can participate, prosper, and reach their full potential.” She went on to argue that, if we are not going to help others for moral reasons, we should do it for selfish reasons: “Solve the problems of the most vulnerable, and we all benefit,” because once a problem becomes pervasive in society, it will reach higher social strata and it will be much harder to eradicate.

The third step in this overall strategy, invest better, was a message that was reinforced by several speakers who recommended we measure impact, collect evidence for better decision-making, and make NGOs and Foundations accountable. Dean Karlan simplified this with two questions: Donors ask themselves, “How do I find nonprofits that use and produce appropriate evidence of impact?” And nonprofits ask themselves, “How can we use evidence to establish impact and guide our decisions?”

Saleh reminded us that neither the public nor the private sector is all good or all bad. The reality is, we need both. Government can broker novel alliances, such as those around pay-for-success co-funding schemes. Policy and partnerships can help create “pathways—steady, one-way to the middle class,” Blackwell said.

The goal of lifting people out of poverty is a noble one. How we go about it is what makes the difference. How do we “unwind the system?” The Ford Foundation’s President, Darren Walker wondered. “You should be asking us why we’re doing so little to improve,” he urged the audience. Being more deliberate by carefully designing the right solutions for the right circumstances (including the right dose of policy), investing more in those who need it more, and investing better through evidence-based decision-making may be a more effective ways to improve.
Public Service and Public Policy

By Annabel Wong, MA/MPP, ’17

Thanks to the Public Policy Program, I was able to attend and present at the 30th Anniversary Campus Compact conference in Boston, MA. Campus Compact, a national coalition of post-secondary institutions, supports colleges and universities in educating their students for civic and social responsibility. The conference brought together approximately 700 researchers, practitioners, and others working on service learning and community engagement across the country.

The conference was a valuable chance for me to hear from pioneers regarding their hopes for the future and frustrations from the last 30 years. Panelists discussed equalizing the university and community, or “town and gown”, relationship, and the underdeveloped leadership potential of the community. Some questions included, “How can we de-emphasize universities as seats of power/actors/leaders in service learning relationships?” and “Can universities be dependable allies for communities struggling for justice?” There was genuine preoccupation with the tension between the institution’s focus on building students’ skills and knowledge through service learning, and the pursuit of a democratic commitment to social justice. I have been working with Stanford’s own Haas Center for Public Service on an exciting tool that could assist in collaborative research on both sides of this tension.

Service learning is a decentralized field, with programs that vary widely between institutions and in terms that are not consistently defined. The Haas Center initiated a project in 2014 that aims to provide a common language and facilitate research in the field. The Pathways of Public Service and Civic Engagement is a diagnostic survey tool that educates students on six pathways to public service and surveys them for their levels of experience, skill, and interest in activism, community engaged learning and research, direct service, philanthropy, politics, and social entrepreneurship. The tool also collects data on the students’ perceived impact of each pathway. At the conference, I co-presented data that Pathways collected from six institutions across the US. Nearly 500 students who are engaged in service responded, and we were able to aggregate their responses to seek out trends. For example, female participants outnumbered male participants two to one, and the majority identified with a faith tradition. Students expressed stronger interest in direct service than any other public service pathway, and interest in policy/politics was the lowest.

These results may signal a need to generate more interest in service activities among men enrolled in universities, as well as more exposure to service pathways.

See Public Service, page 27
News From Our Grads

Public Policy Program Alumni Updates

Jen Ang
Class of 2013

Jen graduated from Stanford in 2013 with a Master of Arts in Public Policy and a Bachelor’s Degree with Honors in Psychology. After graduation, she flew to Lyon, France, where she worked in Interpol’s Integrated Border Management Task Force. Her team conducted 15 operations across 46 countries (and 6 continents), training more than 500 law enforcement officers on border security, providing these countries with access to Interpol’s tools and services, and catching a good number of criminals along the way. Her most memorable “missions” were in Cartagena, Columbia, where she got to attend the Interpol General Assembly and saw international diplomacy in action, and in Ethiopia — a wholly different world from the Bay Area!

In 2015, Jen returned to her home country of Singapore where she now works for the Ministry of Home Affairs on local drug policy and youth crime. Her duties include policy reviews, research, communications and even speechwriting, when necessary. With the growing decriminalization of drugs around the world, Jen evaluates the best ways to tell youth how to “say no to drugs,” and how existing rehabilitation programs can best help the recovery of drug abusers while maintaining a deterrent effect.

Outside of work, Jen has a number of ongoing side-projects that she is active in. Mental health is a cause that she feels strongly about, and she teaches free classes (and guest lectures) to youth who are keen to learn about the nexus between personality and neuroses via the Enneagram, a personality-typing tool. Active in the social dance scene at Stanford, Jen also started a social dance scene in Singapore (Jammix@SG) together with other Stanford alumni for anyone who is looking to be infected by the welcoming and warm energy of the Stanford dance scenes!

Another project that she has continued from her Stanford days is publishing her psychology honors thesis in a scientific journal with the help of her advisor, Prof Jeanne Tsai. You can find her published paper, “Leaders’ Smiles Reflect Cultural Differences in Ideal Affect,” in the journal “Emotion.”

Jen misses Europe and the Bay Area dearly, and she is continuously on a quest to find time to visit!

Jason Bade
Class of 2013

Jason Bade graduated from Stanford with a B.A. in Public Policy in 2013. Since then, he has become a best-selling author of More Human: Designing a World Where People Come First, published in 2016. He also teaches at Stanford Law School while working at a Bay Area start up. He believes his Public Policy degree gave him the tools necessary to pursue all of his wide-ranging interests.

While at Stanford, Bade was attracted to the Public Policy degree because of the people and the ethos of the program. He also appreciated the large number of classes that could be applied to his major. He was very interested in behavioral economics, and the flexibility of the degree allowed him to design his own concentration in that field. His favorite classes were all taken at the d.school, where he worked with clients to solve public policy issues.

Bade began a career in consulting following Stanford and enjoyed applying behavior economics to design thinking and strategy. He soon began to work with Professor Paul Brest at the Stanford Center for Philanthropy and Civil Society and Imprint Capital on issues of impact investing, another area of great interest. His expertise in human-side design, business strategy, and policy led him to write More Human: Designing a World Where People Come First, which applied human-centered design to government and policymaking. He worked on the book with his twin brother Scott (who was a history major at Stanford) and his former professor Steve Hilton, from which he took a class on innovating policy his senior year. Hilton’s class sparked Bade’s interest in early prevention as a means of addressing social problems, and inspired him to want to examine how to make government and policymaking more human. He hopes his book will inspire policymakers and policy students to approach current policy issues in new, innovative, and more human ways.

Bade now co-teaches with Paul Breast “Law 333: Problem Solving and Decision Making for Public Policy and Social Change” for law and policy students. The class teaches students about social problem solving and how to use a logic model to make effective policy changes.

Sahil Bloom
Class of 2014

After graduating from the Public Policy Masters program in 2014, Sahil accepted a position as an analyst at Altamont Capital Partners, a middle market private equity fund based in Palo Alto with $1.3B under management. At Altamont, Sahil enjoys the diverse experiences — executing multiple transactions in the financial services industry as well as driving value creation initiatives at Altamont’s portfolio companies in the consumer retail sector. Most recently, Sahil was involved in the acquisition of Access Insurance, a car insurance company focused on the California market, where he played a critical role in a complex due diligence process. Additionally, Sahil spends
a considerable amount of time working on the ground at Altamont’s portfolio companies, such as Fox Head, the #1 performance and lifestyle motocross brand in the world. Outside of work, Sahil enjoys lively policy discussions with friends (especially regarding the upcoming Presidential election!), and continues to have a keen interest in American foreign policy. Sahil recently became engaged to his high school sweetheart, Elizabeth Gordon, and the two plan to marry in December 2016 in Boston, Massachusetts.

Nicholas Fram  
Class of 2006

Nick received his B.A. in Public Policy and then remained at Stanford for another year to complete his M.A. in International Policy Studies. After graduation, he moved to New York and worked for two years in a fixed income group at BlackRock, an investment manager, which gave Nick a front row seat to one of the greatest periods of market turmoil in history.

Nick left BlackRock in 2009 to return to the Bay Area and start a law degree at UC Berkeley. While in law school, Nick competed on moot court and mock trial teams, worked on housing issues in conjunction with the East Bay Community Law Center, and was an editor on the law review. He also spent a summer working in Arusha, Tanzania at the International Criminal Tribunal for Rwanda.

After obtaining his J.D. in 2012, Nick moved back to New York to start the first of two federal judicial clerkships. He worked for Judge George B. Daniels on the U.S. District Court for the Southern District of New York, and then for Judge Michael A. Chagares on the U.S. Court of Appeals for the Third Circuit.

Nick once again moved back to the Bay Area in the fall of 2014 to begin working as a litigator at Munger, Tolles & Olson. His practice, which he greatly enjoys, focuses on internal and government investigations, complex commercial disputes, and trials. He lives in San Francisco with his wife Victoria Fram (nee Babin), also of the class of 2006. They welcomed their first child, Peter, on July 4, 2015.

Nick frequently utilizes the skills he learned in the Public Policy Program. Counseling clients in high-stakes disputes often requires navigating complex sets of facts and understanding how the political or legal backdrop motivates key actors and drives outcomes -- two important areas of emphasis in the Public Policy Program. He is grateful for his Public Policy training and is happy the program is still going strong!

Alison Ge  
Class of 2014

Alison graduated in 2014 with a B.A. in Economics and International Relations and an M.A. in Public Policy. After graduating, she joined Compass Lexicon, where she worked closely with economists to develop expert testimony in antitrust litigation cases and mergers. She has helped craft arguments and conduct analyses for a diverse array of antitrust cases spanning the airline, pharmaceutical, technology, and entertainment industries.

She has also been instrumental in Compass’s pro bono collaboration with the Lawyer’s Committee for Civil Rights in San Francisco, analyzing the impact of policies on discrimination in math misplacement and disciplinary action in several Bay Area schools. Math placement in high school is subject to standardized test scores and grades but is often a subjective process, and minority students are disparately impacted by misplacement, particularly in the transition from middle to high school. While largely unintentional, math misplacement has enduring implications, creating barriers to higher education and career options in STEM fields. The collaboration will help to guide the conversation with administrators to create and enforce a more objective and transparent process.

Furthermore, Alison is passionate about her involvement with the non-profit Exhale, an organization dedicated towards taking a pro-voice approach to abortion dialogues. She serves as a talk-line counselor, speaking with people from all walks of life about their personal abortion experiences several times a month, while working to introduce new initiatives such as a chat-line and a personalized after-abortion self-care assistant app to complement the services of the talk-line.

Outside of work, she is an avid aerialist, performing and teaching on apparatuses such as aerial silks and lyra. She also performed last December as a guest figure skater in the “Christmas on Main Street” show in Salinas.

This summer, she is joining the Hillary for America/Ohio Democrats Coordinated Campaign as a Deputy State Director of Data and Analytics. She is thrilled to have the opportunity to use data to reach and target voters through field operations and digital campaigns in what may be the most consequential election of her lifetime.

Kevin Jason  
Class of 2014

After graduating from Stanford in 2014 with a joint J.D./M.A. in Public Policy, Kevin returned to his hometown of Brooklyn and served as a federal law clerk to two wonderful judges in the U.S. District Courts for the Eastern and Southern Districts of New York. Next year, Kevin will begin his work as a Stanford Law School Postgraduate Public Interest Fellow at the New York Civil Liberties Union (a mouthful, I know). There, his work will focus on identifying, developing, and implementing legal and policy solutions to combat the extreme racial and economic segregation of public schools in New York State. Kevin is enormously grateful for the opportunity to apply the skills he developed in the joint degree program toward helping a vulnerable and underserved population.

See Alumni Updates, page 24
Alumni Updates, continued from page 23

Anna Schickele
Class of 2013

Since graduation, Anna has used the rigorous quantitative methods she first encountered in the Public Policy Program in her work at the Abdul Latif Jameel Poverty Action Lab (J-PAL). Anna moved to Cambridge, MA to join J-PAL’s Policy Group, which synthesizes and disseminates findings from randomized evaluations of programs and policies aimed at reducing poverty. Over the past three years, she’s had numerous opportunities to travel for work. She spent three months in Cape Town, South Africa, working on an impact evaluation of pre-paid electricity meters — while avoiding a particularly snowy winter in the Northeast. She has also planned high-profile events on voter engagement in Accra, Ghana and on public sector management in Delhi, India. When in Cambridge, Anna enjoys working out with the November Project, a free fitness movement that runs the stairs at Harvard Stadium every Wednesday morning, and attending classes at her local Bikram yoga studio.

In August, Anna will be moving to J-PAL’s office for Latin America and the Caribbean, in Santiago, Chile, where she’ll be responsible for designing a strategy to scale-up successful programs and track J-PAL’s policy influence in the region. She’s looking forward to eating avocado with J-PAL’s policy influence in the region. She’s looking forward to eating avocado with host all the friends and family who have continuously benefited her from being in Latin America.

Namir Shah
Class of 2014

Namir received his M.A. in Public Policy and B.A. in Economics at Stanford in 2014. Through the Department of Economics, Namir wrote an Honors Thesis on the impact of in-state merit-based tuition scholarships on college choice among high school students. He was largely motivated to pursue Public Policy to better inform policy proposals and agenda setting through the election process and to understand the role of public-private partnerships in the legislative and regulatory atmosphere, both of which have already proven useful in Namir’s work.

While at Stanford, Namir co-founded the Quest for Excellence New York City program, which continues to provide enrichment and college prep experiences to high-achieving, low-income students in NYC. After graduating, Namir served as Campaign Manager for a regional legislative campaign in Iowa, while working for Governor Martin O'Malley’s PAC in Iowa just before the presidential primary season kicked off. He had previously worked as a Policy Lead for President Obama’s re-election campaign in Pennsylvania and served as Legislative Director for California Young Democrats.

Upon returning to the East coast, Namir moved to his current home in the Logan Circle neighborhood of Washington, D.C. Namir is now an Associate at The Boston Consulting Group in Washington. At BCG, he has worked across industrial and pharmaceutical operations, retail strategy, and financial regulation. This included writing a public report for a federal regulator on the impact of lending technologies on consumer empowerment in the mortgage closing process. After a national pilot program with various regional mortgage lenders, this report found that borrowers perceived greater understanding and empowerment when using “eClosing” technologies rather than a fully paper-based process.

Throughout 2016, Namir has worked as a pro bono consultant for the DC Fiscal Policy Institute, a policy and research organization working to reduce poverty and inequality through an accountable and transparent budget process. In his spare time, Namir has taken every opportunity to travel the world, visiting 15 additional countries in the two years since graduating.

Daniel Tublin
Class of 2015

Daniel Tublin is originally from Pittsburgh, Pennsylvania. He completed his B.A. in Public Policy in 2014 and his coterminal M.A. in 2015. Since graduation, Daniel worked as a summer intern for OSKR Economic Consulting in Emeryville, CA, and was able to analyze financial data for the ongoing litigation of NCAA v. Jenkins, as well as other antitrust suits in the sports industry.

Daniel then continued his volleyball career professionally in Germany. As a starting player for TV Bühl in the Bundesliga, he not only continued to improve his athletic ability, but also capitalized on the opportunity to struggle with a new language, learn a new culture, and develop relationships with people from all over the world. Some of his more memorable matches included playing in Berlin in front of 8,000 fans and against his former Stanford teammate, Erik Shoji. Unfortunately, due to lingering injuries, Daniel returned back to the States before the season’s completion.

The timing was perfect, and Daniel found a position back home with former mentor and now current U.S. Senate Candidate John Fetterman, the Mayor of Braddock, PA. As a junior, Daniel worked with Fetterman over the summer of 2013 with the support of a grant from the Public Policy Program. On the campaign, Daniel learned the essentials of volunteer outreach and retention. He primarily served as the “Body Man” for Fetterman, which ended up being an all-inclusive term for the right hand man of the candidate. As a side note, both Daniel and Fetterman are 6’8”. On primary day, Fetterman lost to another Democratic candidate but received 20 percent of the statewide vote, a pleasant surprise given the lack of funding and prior recognition as a small-town mayor.
Daniel recently decided to continue with politics and accepted an organizing position for the Democratic Party of Virginia for this presidential election cycle. Daniel’s turf consists of the communities in Richmond and Southern Virginia. His goal for the experience is not only to learn effective management techniques, but also to synthesize the economics and policies he learned as a student at Stanford with the stories of the individuals and families he meets in the field. When November rolls around, Daniel will be looking for his next gig.

**Fang (Mila) Xia**
Class of 2013

Mila graduated in 2013 with a dual MPP/MA degree from Stanford. She was born in China and moved to Brazil at a young age. Living in these two distinct developing countries allowed her to learn many important lessons that she carries wherever she goes.

For her, the most important of these learnings is her sense of empathy for all types of people and for her surroundings — putting yourself in other people shoes to understand their feelings, emotions and experiences is impossible, but trying to keep yourself open-minded, to learn and listen to their experiences is the first step to triggering positive impact and action. Mila’s decision to study public policy was driven in part by this empathy for others, which allowed her to develop an interest in public policy. She sought to understand how macro policies impact people’s lives on a micro level, and how these may be affected by culture, education, and personal experiences.

While at Stanford, Mila also had a side project that further fueled her sense of empathy and community. She co-founded a dance company called Bachata Sentimiento that teaches students, professionals, and other residents of the Bay Area how to dance Bachata and to perform on stage. Mila learned that helping her students build up their confidence on stage and creating a sense of belonging to a group was very powerful and could be transformative in her students’ lives.

After completing graduate school, Mila moved to NYC. There she worked for two years at NERA Economic Consulting on Antitrust and Litigation cases. In this role, she was able to gain a deep knowledge of data analytics and to understand the power of data and its impact on the decisions made by the major institutions and corporations of the world. Currently, Mila is working at Facebook New York on analyzing big data for the Marketing Science Team. At Facebook, Mila is able to combine her passion and empathy for understanding people with her love for data into actionable insights for large-scale business decisions. In the near future, Mila will be moving back to the Bay Area to take on an expanded role at Facebook headquarters. She is looking forward to seeing everyone again!

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**Public Policy Practicum, continued from page 11**

1. Offer consumer incentives, such as financial incentives specifically targeted towards low-income households, point-of-sale discounts instead of rebates, 100% depreciation of ZEVs purchased by a business, and continued carpool lane access for ZEV owners.

2. Accelerate fleet turnover by encouraging State departments to immediately trade in their vehicles for ZEVs, and incentive commercial fleets to purchase ZEVs.

3. Motivate developers and utilities to invest in EV charging infrastructure, and co-fund infrastructure where developers cannot.

4. Establish a public-private ZEV awareness campaign, partly to address the fact that a majority of Californians cannot name a single ZEV.

The results from our interviews suggested that these four policy themes can directly increase the adoption rate of ZEVs.

Esteban, Jillian, Matthew, and I very much enjoyed presenting our findings on a topic that ultimately became one of our passions to policymakers in Sacramento. From the positive feedback we received, we are optimistic that our policies will be incorporated in the latest version of California’s ZEV Action Plan, which outlines how the State will reach its 1.5 million ZEV goal. Our sincere gratitude goes to our clients, Ken Alex and Randall Winston at the Governor’s Office of Planning and Research, our Practicum Director Dr. Joe Nation, and our advisor Dr. Stephen Comello for a fantastic experience. We learned a great deal about ZEVs and California’s climate legislation and can only imagine the positive outcomes that this work may bring. We greatly value this kind of opportunity only afforded to us through Stanford’s Public Policy Program.
Daniel Raymond Wong Fellowship

2016 Daniel Raymond Wong Memorial Summer Fellowship Recipient

We are thrilled to announce that Laura Zhang will be the first ever Daniel Raymond Wong Memorial Fellowship summer intern, beginning in June 2016. As many of you know, Daniel graduated in June of 2013 and passed away 6 months later. Thanks to the generous support of Daniel’s friends, family, and the Public Policy community, the Daniel Raymond Wong Memorial Fund was created and is now able to support summer internships for policy-related work.

Laura is a rising sophomore in the Economics department, originally from Houston, Texas. Laura will be working in Washington, D.C. this summer with The Council of Economic Advisers at The White House. She will be working on a variety of projects but is most interested in those that relate to health care, education, the environment, and finance. Additionally, she is interested in making a broader impact, hoping to eventually gain a Ph.D. in Economics and wind up in the policy world where she hopes to influence domestic policies to be more equal and just for American families. Laura clearly embodies many of the things that Daniel cared deeply about.

Thank you very much for your help in making this opportunity possible for Laura and for the numerous other students who will follow in her footsteps.

While we have come a long way, we still need your support and encourage you to continue donating to the fund so that Public Policy can support more students like Laura each summer. Want to help support Public Policy? Consider making a contribution that really matters.

How to Donate

You can donate to the Daniel Raymond Wong Memorial Fellowship and support a student’s summer internship by doing one of the following:

1. **By check**, made out to: Stanford University—Daniel Raymond Wong Memorial Fund. Please mail to Public Policy Program, 579 Serra Mall, Stanford, CA 94305-6050.

2. **Online** at http://giving.stanford.edu
   - Click on the upper right button at ‘Make a Gift.’
   - Use the following drop down choices: ‘Centers, Institutes, and More’ in the first box and ‘Other Designation (specify below)’ in the second.
   - Type ‘Daniel Raymond Wong Memorial Fund’ in the ‘Special Instructions/Other Designation’ box.
   - Under Gift Type, choose ‘One-Time Gift’ and enter the amount you wish to donate.
   - (Do not check any boxes under ‘Options.’)
   - Sign in as a guest (or with your Stanford Development account if you have one) and enter the information requested on the following page. Please do check if your employer will match your gift.

Thank you again for your support. We look forward to seeing Laura make an impact in the policy world, just as Daniel did.

Laura Zhang

PUBLIC POLICY IS MOVING!

Please make a note that as of mid-August, Public Policy will no longer reside in the SIEPR Gunn building. After five years in our old location, we have relocated to the Landau Economics building, located at 579 Serra Mall — directly next door. Please make sure to stop by when you are on campus!

QUARTERLY DINNERS AT THE ROSSTON HOME

Spring quarter dinner attendees featured here.
Public Service, continued from page 21

Aside from direct service. Our results are less important than the interest that the presentation generated among the audience. Many members approached us afterwards, eager to test the tool with their own institutions. Continued expansion in the use of the Pathways tool has research implications that could invigorate the field and motivate collaboration. Findings could also inform institutional and governmental policy regarding civic education.

Throughout the conference, I encountered thought-provoking questions. In addition to presenting at the conference, Robert Putnam’s keynote presentation was a highlight. Putnam, author of Bowling Alone: The Collapse and Revival of American Community and Our Kids: The American Dream in Crisis, spoke about inequality and social trust. His sobering conclusion is that growing income inequality has social impacts on working class children. Access to resources are the difference between one child’s “learning experience” and another child’s “irreparable mistake with no second chances”. Social trust, Putnam contends, is a casualty, which has implications for civic involvement and social change. For those in public policy, such contentions provide fertile ground for research and analysis.

I am grateful to the Public Policy Program for helping sponsor my participation at this conference. I frequently reflect upon this experience as I integrate my interests in youth, service, and policy, and consider the nuances of what the role of policy is in social change.

Letter from the Director, continued from page 1

For the second year in a row, Public Policy worked to build and expand its presence on campus. With generous funding from the Vice Provost for Graduate Education, we were able to host three Roundtable events focusing on Science, Technology, and Policymaking (for more, see article inside).

In May, Public Policy faculty and students had an exciting opportunity to engage with this year’s annual Zale Lecturer, Thomas Campbell. Campbell, who is a former faculty member in the Stanford Law School, the former dean of the Fowler School of Law at Chapman University as well as former dean of the Haas School of Business at Berkeley and five-term U.S. Congressman and California State Senator, gave a talk on “Executive Action and Separation of Powers.”

This summer, in conjunction with the Haas Center for Public Service, the program was able to fund seven students pursuing summer internships in a variety of areas, including the ACLU, the San Francisco Department of Health, the Brookings Institute, Taproot Foundation, and Colorado State Senator Mike Johnson’s office. Public Policy continued to administer the FISCal internship program, which creates opportunities for university students to engage with financial decision-making in state and local governments. Three undergraduates and two graduate students are gaining valuable experience learning about local government by working for the cities of Cupertino, Palo Alto, Pleasanton, San Jose, and Fremont.

The Public Policy Program is incredibly lucky to have such an expansive, responsive, and diverse network of alumni, who are always ready and willing to take the time to attend events, communicate with current students, and to proudly represent the program to the community at large. As you are hopefully aware, there are numerous ways to stay involved with the program: you can attend an event, share your story with the program, or serve as a mentor to a current student.

We welcome your insight and ask that you please let us know if you are interested in getting involved with the program in any capacity. Please take a look at page 15 for details on upcoming events hosted by the program. We hope to see you at one of these events soon!

Gregory L. Rosston
Director