Letter from the Director

Greetings to Public Policy Alumni, Faculty and Friends!

As we acknowledge the many accomplishments of the Public Policy family this past year, we are very grateful for the opportunities we have had to learn together, both on and off campus. Public Policy continues to expand its offerings to students, supplementing the classroom experience with a wide array of practicum projects, service-learning opportunities, and support for summer internships with government and nonprofit organizations. Students increasingly are choosing to pursue interdisciplinary paths of study at the undergraduate and graduate levels. Off-campus learning opportunities are particularly popular. Our students this year participated in field trips to Washington, D.C. and worked within organizations across the country creating, researching, and evaluating policy.

During the 2013-14 academic year, 28 seniors completed the undergraduate program, with 24 students undertaking practicum projects for a government or nonprofit organization. 15 students graduated from the Master’s program, with 5 students completing the two-quarter practicum project. These practicum student teams researched a real-world problem and designed practicable solutions in a policy research report. Three Public Policy students completed in-depth studies through completion of thesis projects. We are very proud of these students' many accomplishments during their years of study. Of the graduates, 77% pursued internships and fellowships during their studies, and as of June 14, 93% had already accepted positions at a variety of dynamic organizations after departing Stanford. We look forward to following their career journeys.

Public Policy faculty and students had several opportunities to engage area experts and policymakers in dynamic discussions through events this year. Jasmine Whitbread, the 2014 Zale Lecturer and CEO of Save the Children International, shared her perspectives on the role that creative disruption can play in traditional philanthropic models and social change. Students especially enjoyed sharing lunch with her following her talk to hear stories about her work in international development across the globe. Over 50 regional policymakers joined the Public Policy Program, the Bill Lane Center for the American West, and six City Manager co-hosts for a regional water policy forum entitled, “Water Conflicts and Local Community Consequences.” Please see page 12 to learn more about these events.

Increasingly, students are drawn off campus to apply the tools and approaches they are learning in the classroom. This summer, we were able to support 13 Public Policy students pursing summer internships in the office of U.S. senators, nonprofits, and think tanks, among many other organizations. In January, the program assumed administrative oversight of the student-initiated FISCal internship program, which creates opportunities for university students to engage with financial decision-making in state and local governments. One undergraduate student and one graduate student leveraged their skills to contribute to the development of fiscal policies for the Cities of Oakland and San Jose this past summer. As we hope to continue offering and expanding these opportunities for future students, we ask that you please consider supporting this program. Details can be found on page 14.

We are thrilled to keep in touch with our faculty, student, alumni, and friends over the years, and we hope that this vibrant communication continues long into the future. There are numerous ways to stay involved with us — 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 what role might interest you. We hope to see you at one of these events soon!

Graduating students are not the only ones facing transitions this year. After eight highly successful years as program administrator, Niki Calastas and her family have moved to Melbourne, Australia where she has accepted a similar position at Monash University while completing her doctorate.

See Letter from the Director, page 12
Commencement and Degree Candidates

Class of 2014 – Graduate Degree Candidates

Khaled Alshawi
Khaled graduated with his M.A. degree in Public Policy and his B.A. in Economics. He co-founded the American Middle Eastern Network for Dialogue at Stanford, or AMENDS, to bring youth leaders from across the Middle East to an annual summit on campus and to another summit in Istanbul. He also served as an undergraduate senator for the ASSU. Khaled spent fall quarter last year working for the World Bank through the Stanford in Washington program, focusing on sustainable development issues in the South Asia region. He previously interned for the Government of Singapore Investment Corporation in their New York office, and more recently, the United Talent Agency in Los Angeles in order to explore his interest in entertainment. After graduation, Khaled began conducting data analytics for a start up while continuing to work on AMENDS.

Eric Anderson
Eric graduated with an M.A. degree in Public Policy. He received his undergraduate degree in Management Science & Engineering at Stanford in 2013. His senior capstone project, a mathematical model of logistics and capacity for a startup airline, received first prize in the MS&E department. He held positions as a finance intern with DocuSign and as an Economics and Public Policy intern with the San Francisco Chamber of Commerce. Eric spent four years as a starter on the soccer team at Stanford and plans to play professionally. After his soccer career ends, Eric hopes to work in the high-tech industry to pursue his interest in policy issues faced by innovative companies.

Sahil Bloom
Sahil graduated with an M.A. degree in Public Policy, having completed his undergraduate degrees in Economics and Sociology in 2013. While at Stanford, he was a pitcher on the Stanford Baseball Team, leading the Cardinal to three playoff berths and two Super Regional appearances. Sahil had the unique opportunity to be advised in his academic pursuits by former Secretary of State Dr. Condoleezza Rice — a relationship that developed his intense passion for foreign affairs and American grand strategy. After graduating, Sahil began his career working as an analyst at Altamont Capital Partners, a private equity firm in the Bay Area. He hopes someday to become involved in the upper levels of American government.

Enrikson Eugenio
Enrikson graduated with a M.A. degree in Public Policy. Last year he graduated from Stanford with a B.A. in Political Science and a minor in Economics. He has worked as a research assistant for several Stanford professors, including Adam Bonica. This research looked at the political ideologies of judges, Fortune 500 CEOs, and presidential appointees, among others. This past year, in the Public Policy Graduate Practicum, he and his team studied the tax credit system employed by the state of California. In his spare time, Enrikson has been an active member of the Stanford Band, playing clarinet, alto saxophone, and piccolo. Currently, Enrikson works in San Francisco as a financial analyst with Union Bank. He plans to pursue a Ph.D. in Political Science in order to become a professor.
Paul Ferrell
Paul graduated with a Master of Arts in Public Policy, with a concentration in Finance and Technology policy. He also graduated with a B.A. in Economics, with honors for his thesis “Dead Weight Loss, Windfall Profit, and the Solution to the Helium Market.” Paul chose to pursue both disciplines after taking Professor Shoven’s Sophomore College course, “A Random Walk Down Wall Street.” The following year, Paul served as the course assistant for this class. Subsequently, Paul helped Professor Shoven with his publication, “The Leading Issues of The Year.” Paul has interned at StartX, Goldman Sachs, and the White House. Post graduation, Paul continues to work at the intersection of finance and technology.

Kendall Fisher
Kendall graduated with a joint degree in Law and Public Policy. At the Law School, he was President of the Federalist Society. He also competed on the Stanford Mock Trial Team and in the Stanford Moot Court competition. In the Public Policy Program, Kendall was a member of the graduate practicum group analyzing California’s business tax credits, and he worked as a teaching assistant for Professor Bruce Owen’s “Law and Economics” course. Outside of the classroom, Kendall was the setter on the Stanford Men’s Club Volleyball team. After graduation, he joined the International Tax, Trusts & Estates group at Dorsey & Whitney in Seattle, Washington.

Alison Ge
Alison graduated with undergraduate degrees in Economics and International Relations as well as an M.A. in Public Policy. While at Stanford, she served as a teaching assistant for Professor Owen’s “Law and Economics” course and as a research assistant for Professors Phillip Lipsy and Judy Goldstein. In addition, Alison studied abroad in Paris and Beijing and was involved with aerial fabrics and modern dance projects. Alison's personal research interests include behavioral economics focusing on time-inconsistent preferences and game theoretic models of institution-building in autocracies. She was involved with JusticeCorps for several years and served as Stanford’s Campus Representative. In the fall, Alison began working at Compass Lexecon, an economic consulting firm.

Olivia Hu
Olivia is our first student to join the M.P.P. degree program straight out of her undergraduate career at Stanford. During her first year, Olivia served as the Student Body Representative to the Faculty Senate, and worked with the Vice Provost of Student Affairs on initiatives such as the 5-SURE transportation service that provides all Stanford affiliates with a safe evening commute around campus. In her second year, Olivia founded the Public Policy Graduate Student Council to organize resources and events for the growing Public Policy graduate student body. She also worked as a research assistant for Mary Sprague and as a teaching assistant for Lanhee Chen’s “Politics in Policymaking” course. This summer, Olivia began working at BlackRock in New York City, where she was born and raised. Olivia’s goal is to one day have a building on campus named after her that will house the Stanford School of Public Policy.

Kevin Jason
Kevin graduated with a joint degree in Law and Public Policy. During his time at the Law School, Kevin represented special-needs children through the Youth and Education Law Project and helped a prisoner obtain his freedom through the Three Strikes Project. Kevin also played on a variety of intramural sports teams, where he perfected the art of gracefully accepting defeat. In the Public Policy Program, Kevin specialized in sentencing and corrections reform as well as Education Policy. Last summer, he worked at the Brennan Center for Justice as a Ford Foundation Public Interest Fellow and was a research assistant to Professor Joan Petersilia. This summer, he returned to his hometown of Brooklyn to clerk for a federal judge, after which he hopes to begin a career in public interest law.

See Class of 2014, page 4
Ryan Leupp
Ryan graduated with a Master’s degree in Public Policy, while continuing to pursue his doctorate in Sociology. He is immensely thankful to the Joseph LeConte and Amy Seller Goldsmith Public Service Fund and to the Stanford Department of Sociology for funding his time in Public Policy. While at Stanford, Ryan learned to follow the money in order to understand the social problems he cares deeply about, thereby embedding himself in the world of tax policy. This has not only made him a better scholar, allowing him to study the migratory effects of taxation and business tax credits, but also a perennial hit at dinner parties. Ryan continues work on his Ph.D. dissertation in Sociology while also teaching courses related to health and data analysis.

Amanda Levin
Amanda graduated with an M.A. degree in Public Policy, with a focus in Resources, Energy, and Environment. She also graduated with a Bachelor’s in Public Policy and a minor in Biology. With support from the Public Policy Summer Fellowship Program, she was a research associate at the Congressional Research Service in D.C. where she co-wrote government reports and assisted with senate testimony on ecosystem restoration and water issues. She also studied abroad in Australia, conducting field research on carbon sequestration potential. Amanda was the indispensable Public Policy office assistant for three years and, on top of that, an ice-skating coach. After graduation, Amanda moved to Chicago to work as a MAP Sustainable Energy Fellow at the Natural Resources Defense Council.

Tra My Pham
Tra My graduated with a Master of Arts degree in Public Policy. Last year, she completed a B.S. degree in Mathematical and Computational Sciences and a minor in Economics. She received a Public Policy Fellowship and spent a summer in Vietnam leading the development of a program that uses mathematical models to design a more efficient bus network configuration for the city of Danang, Vietnam. Since the completion of the project, the demand for public transportation has increased by 40%. Tra My also served as the President of the Stanford Chinese Dance Group and was the Deputy President for the Association of Vietnamese Youth and Students in California. Tra My continues to participate in policy initiatives that leave lasting impacts upon Southeast Asian countries.

Namir Shah
Namir graduated with a B.A. in Economics with Honors, and an M.A. in Public Policy. Under the direction of Professor Caroline Hoxby, he wrote his honors thesis on the effects of merit scholarships on college choice. Outside of class, Namir captained Basmati Raas, an Indian dance team, and was the Vice President and Campaign Director of the Stanford Democrats. In 2012, he took a leave of absence in order to work as the Associate State Policy Director for Pennsylvania on President Obama’s reelection campaign. After a brief stint on a 2014 election campaign, Namir will be joining Boston Consulting Group in Washington, D.C.

Roshan Shankar
Roshan graduated with a joint degree in Management Science and Engineering and Public Policy. Specializing in Economic and Health Policy, he has interned with the MIT Poverty Action Lab, the Harvard Kennedy School of Government, and the Stanford India Health Policy Initiative. For the last three quarters, he was a research and teaching assistant to former Secretary of Defense William J. Perry. Roshan’s practicum project was with the Government Accountability Office on China’s trade practices in Latin America. He served as the Secretary, Deputy Financial Officer, and Social Sciences Representative in Stanford’s Graduate Student Council. After graduation, Roshan returned to India to work in government, attempting to move towards principled politics and evidence-based policy.

Ethan Sufian
Ethan graduated with a Master of Arts degree in Public Policy. After completing his undergraduate degree in Economics in 2011, Ethan worked as an investment banker in securitization at Deutsche Bank in New York. In that role he financed a range of assets including auto loans, rental car fleets, timeshare loans, and marine container leases. Ethan returned to Stanford in 2013 to complete his master’s degree. His studies focused on the relationship between government and capital markets, especially through financial regulation. This summer, Ethan returned to New York to work at Promontory Financial Group and attend business school at the NYU Stern School of Business.
Class of 2014 – Bachelor of Arts Degree Candidates

Jeremy Aidem
Jeremy’s policy focus was Healthcare, Law, and the Legal System. He participated in Public Policy’s Summer Research College, working as a research assistant for Professor Paul Brest of the Law School and writing a chapter on moral judgment to supplement Professor Brest’s textbook on judgment and decision-making. Jeremy also served as a peer advisor in the Public Policy Program and can be credited with recruiting prospective majors. Autumn Quarter of his junior year, Jeremy traveled abroad to Berlin, where he studied German economic history and the German language. After graduation, Jeremy began working for Hall Capital Partners in San Francisco.

Christopher Baldock
Chris graduated Phi Beta Kappa with a concentration in Health Care Policy. While abroad at Oxford University, he studied the evolution of health care and health policy. Chris has interned for Senator Richard Blumenthal in the U.S. Senate, and, this past summer, he worked in the Strategic Planning department for a Bay Area pharmaceutical company. There, he conducted market analysis and researched emerging mobile health technologies. During his time at Stanford, Chris was a captain and four-year player on the Stanford Men’s Squash team as well as an active member of his fraternity. After graduation, Chris began working at Bain & Company’s San Francisco office.

Mary Bass
Mary graduated with a concentration in Health Policy and Biomedical Ethics. She focused on stem cell research policy and the organ transplantation system. She also researched cost drivers of chronic diseases within the U.S. healthcare system with Professor Joe Nation. Mary was a policy editor of the Stanford Journal of Public Health for three years and studied abroad in Barcelona, where she researched the Spanish healthcare system. Mary also interned in the offices of U.S. Senators Jon Tester and Dianne Feinstein, and volunteered as a reading tutor for kindergartners in East Palo Alto. After graduation, Mary began work as the Director of Public Policy and Charitable Programs for Americans for Cures. Her research focuses on human clinical trials for Alzheimer’s, leukemia, HIV/AIDS, heart disease, macular degeneration and spinal cord injury.

Joshua Bowman
Josh graduated Phi Beta Kappa with a concentration in Law and the Legal System. Josh was an Oral Communication Tutor, working with students on how to give effective presentations at Stanford. While interning at the Department of Health and Human Services for the Stanford in Washington program, Josh won a chess match, but lost a pushup contest against a 7-time World Karate Champion. Josh has served as the Vice President of Community Relations and Social Chair for the Jewish Students Association and was a Leadership Instructor for Stanford Pre-Orientation Trips for incoming freshman. Next year, Josh will be in Jerusalem studying ancient Babylonian literature and its medieval commentators, also known as the Talmud.

Meyli Chapin
Meyli graduated with a concentration in National and International Economics. This focus allowed her to explore her interests in both micro and macro economics. While at Stanford, she chaired an annual charity event hosted by her sorority to assist children with unsupportive home lives and helped raise over $25,000. Meyli had several memorable summer internships. At Nationwide Children’s Hospital in Ohio, she coded and analyzed original data, and authored and published a medical manuscript. At Stanford, she worked as a Freshman Transition Coordinator to help incoming freshmen understand and adjust to campus life. Meyli also interned at Bain & Company, where she returned in July for a full-time position as an Associate Consultant.

Sirada Chayabunjonglerd
Sirada’s Public Policy concentration was in Law and the Legal System. She also graduated with a Master’s degree in Management Science & Engineering. Sirada was involved with many student organizations throughout her time at Stanford. She served on the board of the Stanford Marketing Group and the Stanford Pre-Business Association. Working as a Banking Associate at Stanford Student Enterprises, Sirada assisted Stanford’s 650+ student groups in managing their funds and financial transactions. She also served as a Residential Computer Consultant in a dorm of over 300 residents. Sirada has extensive work experience in both the public and private sector through her previous internships at PricewaterhouseCoopers (PwC), Deloitte, and Thailand’s Board of Investment. This summer she interned at PwC’s legal department, after which she will be pursuing a Law degree.

See Class of 2014, page 6
Alon Elhanan
Alon graduated Phi Beta Kappa, with a minor in Arabic. Alon was heavily involved with Associated Students of Stanford University since his freshman year, serving as a senator in the ASSU Undergraduate Senate during his sophomore year and as Chief of Staff to the ASSU Executive Presidents in his senior year. He loved trying to make Stanford a better place for its students through these positions. He was also the President of the Stanford Israel Alliance, an education and advocacy group on campus. During his senior year, Alon returned to his old freshman dorm of Donner as a Resident Assistant, hoping to help the next generation of Stanford students integrate into Stanford. After graduation, Alon began work as a Consultant for Kurt Salmon’s Private Equity and Strategy Group in San Francisco.

Scott Ferron
Scott graduated Phi Beta Kappa with a concentration in Law and the Legal System. During his time at Stanford, Scott worked as an Oral Communication Tutor, was Varsity Captain of the Stanford Mock Trial Team, and served as the Financial Manager for 717 Dolores House. While at Stanford in Washington, Scott interned with the Department of Justice Antitrust Division where he worked to prevent beer monopolies from ruining college experiences nationwide. His favorite memory of D.C. was running to the White House on election night with a life-size cut out of Barack Obama to join in the impromptu festivities. After graduation, Scott began work as an analyst for Ikasloe Consulting in San Francisco.

Ilya Gaidarov
Ilya’s concentration was in Law and the Legal System. Senior year, Ilya interned for the Office of the Majority Whip in the U.S. House of Representatives, assisting with anti-human trafficking legislation. Last summer, Ilya collaborated with Professor Terry Moe in Political Science on tracking down and analyzing state legislation related to collective bargaining and public sector unions. In addition to his academic work, Ilya spent two years as President of the Stanford Debate Society. His debate travels took him all over the world, capped by a deep run in the playoffs of the 2014 World Universities Debating Championship. After graduation, Ilya began work as an Analyst for Cornerstone Research in Menlo Park.

Sophia Ginez
Sophia’s Public Policy concentration was in International and National Security Policy. She also graduated with a major in Economics. Sophia was a member of the Stanford Cross-Country and Track teams, competing as a middle-distance runner. When not running or studying, Sophia was involved with BASES, the campus entrepreneurship group. Senior year, she served as Vice President, leading the Entrepreneurship Bootcamp team where she designed and directed a multi-day conference for 100 student entrepreneurs from around the world. Sophia also conducted research with Political Science Professor Gary Segura. After graduation, Sophia began working in venture capital at Top Tier Capital Partners in San Francisco.

Paige Gonye
While at Stanford, Paige studied early stage ventures as a research assistant for Professor George Foster, and was publicly acknowledged for her contribution to the 2014 World Economic Forum report. She worked at the Center for Social Innovation at the GSB, producing a series of videos that explored the meaning of Corporate Social Responsibility. Paige was a board member of Stanford Women in Business and Stanford Finance. She managed over $250,000 as the Treasurer of three different student organizations. As a member of the Stanford Lightweight Crew Team, she won two national rowing championships. After graduation, Paige began working in investment banking at Morgan Stanley in New York.

Hannah Kauffman
Hannah graduated with a concentration in International and National Security Policy. During her sophomore year, she served as a research assistant to Dr. Charles Perrow in the Center for International Security and Cooperation. In addition to her policy interests, Hannah spent her time at Stanford as President and Financial Officer of an organization providing grants to student artists and as Philanthropy and Community Service Director of her sorority. After graduation, Hannah returned to New York City and began work as an Equity Capital Markets analyst for Morgan Stanley.

Hunter Kodama
Hunter’s Public Policy concentration was in Healthcare Policy. He put his knowledge to work at an internship last summer at Kaiser Permanente’s headquarters in Oakland. Hunter has been involved with Stanford Dance Marathon since his freshman year. This past year, he led Stanford Dance Marathon as one of four directors. Additionally, he worked as a Peer
Advisor in the office of Student Activities and Leadership, and he has held multiple positions with the ASSU, Stanford’s student government. Hunter also served as the Resident Assistant for his fraternity. In August, Hunter continued his work in healthcare at The Chartis Group, a management consulting firm in Chicago.

**Roman Larson**

Roman graduated Phi Beta Kappa and with honors for his thesis, “What Can Massachusetts Teach Washington D.C.? Explaining Variation in Student Achievement Across the United States of America.” In addition to working with his thesis adviser, Eric Hanushek at the Hoover Institution, Roman was also a research assistant for Professor Tom Dee at the Center for Education Policy Analysis and with Professor Cecilia Ridgeway in Sociology. Roman received a grant from Stanford to study the effects of presidential campaign advertising on trust in government and perceptions of government corruption. After graduation, Roman returned to Stanford to continue working towards a joint graduate degree in Education and Public Policy. Roman hopes to pursue a career in education and politics.

**Conor McFadden**

Conor McFadden is currently serving as the Policy Director and top surrogate for his father’s U.S. Senate race in Minnesota. As such, he politely requests that everyone please consider a donation to Mike McFadden’s campaign. Conor believes one should never pass up an opportunity to raise money. As a member of the Stanford football team, Conor was best known as Andrew Luck’s waterboy. He will return to Stanford next year to finish his degree before setting off on his next great adventure.

**Phillip Nazarian**

Phillip will be graduating with a degree in Philosophy. During his time at Stanford, Phillip researched a wide range of topics, including Error Theory and the lack of an objective moral code. He spent last summer working at an impact-focused venture capital fund and helping develop one of the many startups that have recently flooded the valley. He also worked in corporate finance with an investment bank and was the head of outreach for BASES. Phillip took a year-long leave of absence to continue working as a Product Manager and prove that philosophy majors can actually get employed. Next year, Phillip will return to Stanford to properly finish both of his degrees.

**Ishan Puri**

Ishan also graduated with a minor in Creative Writing. On campus, he was involved with the Business Association of Stanford Entrepreneurial Students, or BASES; the Stanford Venture Capital Club; and the Boxing Club. Ishan also wrote for The Huffington Post and Yahoo. His book, *The Applicant: An Insider’s Guide to the College Admissions Process*, trended as a best seller on Amazon for three months. Ishan has worked at Highland Capital, Silver Lake, and Goldman Sachs. He is a Techstars Incubator alumni and co-founder of two education companies. After graduation, Ishan began working at Silver Lake in Menlo Park.

**Patrick Quigley**

Patrick was a member of Stanford Men’s Rugby since his freshman year, holding many officer positions including Game Day Manager, Food Manager, Social Chair, and Alumni Chair. Patrick was an active member of his fraternity and attended the Stanford Overseas Program in Paris. For the past two summers, Patrick was a deckhand for the Southeast Alaska Purse Seine fishery on the Muzon. Prior to that, Patrick was a deckhand for the Alaska Power Trolling fishery on the Nickelodeon, owned by his father. After graduation, Patrick returned to Alaska to work on the Muzon prior to attempting to hike the Te Araroa, a 3,000 kilometer trail spanning both islands of New Zealand.

**Matthew Rillera**

In addition to his degree in Public Policy, Matt graduated with a minor in International Relations. At Stanford, Matthew pursued his passion for community service. He worked for three years with East Palo Tennis and Tutoring (EPATT) where he served as a mentor and coordinator. He also served as a board member for Stanford Habitat for Humanity and, alongside the rest of his fraternity brothers, increased campus awareness for the Asian American Donor Program, a program which helps find a potential bone marrow donor match to hopefully save a patient’s life. This summer, Matt began work at the Federal Reserve Bank of San Francisco as an Associate Bank Examiner for Banking Supervision & Regulation.

**Adeeb Sahar**

Adeeb graduated with a concentration in Law and the Legal System, and a minor in Philosophy. During his junior year, Adeeb served as President of the Stanford Class of 2014, page 8
of 2014. Adeeb also worked at the Stanford Law School as a research assistant for the Afghanistan Legal Education Project, writing legal textbooks that act as the primary texts for students in Kabul, Afghanistan earning their law degrees. Through a Stanford in Government fellowship, Adeeb spent a summer in Washington, D.C. reporting on policy issues related to international government transparency. He also spent a quarter abroad in Berlin taking courses on the German economy and architecture while spending weekends traveling across Europe. After graduation, Adeeb began work as a business consultant for Applied Predictive Technologies, a data analytics firm in the Bay Area.

**Daniel Tublin**

Daniel graduated with a concentration in Law and the Legal System. He was also a member of the Stanford Men’s Volleyball team, which finished second in the country this past year. In the summer of 2013, Daniel worked with Mayor John Fetterman of Braddock, Pennsylvania, while leading several revitalization projects with the community, including raising a record $300,000 on Kickstarter to help finance a restaurant and help two young entrepreneurs start a microbrewery. This past summer, Daniel worked for the National Labor Relations Board as a fellow with Stanford in Government. In addition to playing volleyball at Stanford next year, he will complete his cotermination masters degree in Public Policy.

**Connor Van Gessel**

Connor served as a Peer Advisor in the Public Policy Program, was a Stanford in Government Fellow and a teaching assistant for Professor Bruce Owen’s “Law and Economics” course. He worked as a research assistant in the Stanford Law School, where he investigated securities litigation. He also conducted research on pensions for Professor Joe Nation. Farther afield from Stanford, Connor interned at the United States Department of Justice and at the Ministry of Finance in Mauritius, a tropical island nation in the middle of Indian Ocean. After graduation, Connor spent time traveling with friends and family before moving to Chicago to work as an Analyst for Analysis Consulting Group.

**Kyle Vandenberg**

Kyle’s concentration was in Education Policy, and he had the opportunity to intern with the Department of Education during his quarter at Stanford in Washington. He helped create and lead two education organizations on campus: Students for Education Reform and the Stanford Pre-Education Society. Kyle loves to teach, and
worked as a Stanford Oral Communication Tutor and as a debate coach at Sequoia High School. Throughout his time at Stanford he was actively involved with the Haas Center for Public Service, both as a tutor for Melody, a volunteer student group that teaches piano to youth in Redwood City, and as Vice-Chair of Fellowships and Programming with Stanford in Government, helping lead efforts to provide summer fellowships and organize campus events. After graduation Kyle began working at Google in Mountain View.

Shahrnaz Zarafshar
Shahrnaz graduated with a double major in Public Policy and History. Since freshman year, Shahrnaz tutored elementary and middle school students in Barrio Assistance, Stanford’s oldest student-run tutoring program. She also served on the Executive Board for the Stanford Pre-Law Society and Derechos, Stanford’s Latino Pre-Law Society. Shahrnaz interned at the Attorney General’s Office in Sacramento, contributing to cases in land law, special victims, and victims services. She also worked as a research assistant in the Political Science Department, comparing civil service bureaucracy in the Progressive Era of the United States to post-colonial Africa in the 1950s-1960s. After graduation, Shahrnaz began working in Boston in the non-profit sector.

2013–2014
Practicum Projects

Undergraduate Practicum Projects

FALL QUARTER

Building a Model for States to Price K-12 Online Courses
Scott Ferron, Paige Gonye, Adeeb Sahar, Kyle Vandenberg, Connor Van Gessel
Client: Digital Learning Now, ExcelineEd

Report for the Advisory Council on Child Trafficking: Comparing Legislation to Expert Opinion
Joshua Bowman, Ilya Gaidarov, Ishan Puri, Jessica Savoie, Shahrnaz Zarafshar
Client: Advisory Council on Child Trafficking

SPRING QUARTER

Addressing Homelessness in Silicon Valley: Lessons Learned from Other Metropolitan Regions
Chris Baldock, Mary Bass, Hannah Kauffman, Hunter Kodama, Daniel Tublin
Client: City of San Jose and Santa Clara County

Graduate Practicum Project

Business Tax Credit Utilization: Implications for California Policy
Enrikson Eugenio, Kendall Fisher, Olivia Hu, Ryan Leupp, Amanda Levin
Client: California Department of Finance

2014 PROGRAM AWARDS

University Distinction
Christopher Baldock
Joshua Bowman
Meyli Chapin
Sirada Chayabunjonglerd
Alon Elhanan
Scott Ferron
Roman Larson

Phi Beta Kappa
Christopher Baldock
Joshua Bowman
Alon Elhanan
Scott Ferron
Roman Larson

Outstanding Undergraduate Practicum Award
Scott Ferron
Paige Gonye
Adeeb Sahar
Connor Van Gessel
Kyle Vandenberg

Nathan Rosenberg
Award for an Exceptional Honors Thesis
Roman Larson

Ann C. Seminara
Award for Outstanding Public Policy Senior
Hunter Kodama
Public Policy Student Event

Graduate Study Trip in Washington, D.C.

By Olivia Hu

Ten Public Policy graduate students—Afia Bonner, Enriksen Eugenio, Alison Ge, Olivia Hu, Roman Larson, Amanda Levin, Michelle Marquez, Roshan Shankar, Ethan Sufian, and Fernando Zavala—organized and participated in a study trip to Washington, D.C. from March 23rd to March 27th, 2014. The trip was composed of meetings with various professionals predominantly in the public sector, but also in the private sector. We met with a balanced pool of speakers, including both Democrats and Republicans, with various interests ranging from politics (Mike Franc and Erica Suares), education reform (Rick Hess and James Kvaal), national defense (Matt Spence), international development (Amber Davis), economic analysis (Howard Shelanski, James Stock, and William Gale), and energy (TJ Augustine, Teryn Norris, and Ken DeGraff).

The trip was a transformative experience in understanding the application of our training here at Stanford, and it taught us how different players in the federal government work together, or separately, to shape policy at the capital. Our meetings at the White House exposed us to the different functions in each of the offices and fostered conversation that was made possible by the coursework within the graduate curriculum.

The Office of Information and Regulatory Affairs, for example, provided us with a more concrete sense of how cost-benefit analyses are actually implemented within government, bringing a deeper meaning to our PUBLPOL 301B (Cost-Benefit Analysis and Evaluation) coursework. During our meeting with the Domestic Policy Council, we were able to have conversations and raise questions about education with the Deputy Director because of the education policy speakers that presented at Colloquium in Winter 2013.

Our discussion with the Council of Economic Advisors was also a very high-level macroeconomic overview of housing and climate, which I had studied in my concentration courses in Environmental Economics with Professor Goulder and in the Financial Institutions class with Tanya Beder.

Through this trip in D.C., I gained a deeper understanding of how the content I learned within the classroom was applied in a professional setting, particularly within the federal government. By bridging this gap of theory and practicality, I gained a deeper appreciation of what I learned at Stanford.

One stark difference I noticed between those who worked in either the executive or legislative branches versus those who worked outside of the government, such as in think tanks or the media (e.g. Politico), was that the majority of speakers who were either on the Hill or worked for the White House were more constrained in their responses. Their responses often skimmed the surface of their experiences and views on an issue, and usually were more politically correct or in line with the Administration, whereas the policy directors at the think tanks were more at ease with responses that were more partisan and controversial. My favorite meetings, by far, were those with William Gale and Rick Hess at the think tanks—the Brookings Institution and the American Enterprise Institute. Both speakers were very opinionated and more free to speak their minds. This made the discussion interesting and provided us with insight as well as critical analysis.

From this trip, there were three key takeaways that will guide me in thinking about my long-term professional goals. First, this trip deepened my interest in working at the national level. From the Practicum, I learned about the slow processes within government operations and data gathering. Going to D.C. reinvigorated my interest in working at the forefront of policymaking and analyzing big economic and social questions facing one of the largest economies of the world. On a more personal level, D.C. is also a very energetic and youthful city, which I really enjoyed. I can now foresee a career in D.C.

Secondly, I feel that this trip gave me a solid network to build off of in D.C. Everyone we met with mentioned, to some extent, that the networking aspect is crucial to finding jobs, and while this is true in general, it seems especially true of working in D.C. During the Founding Farmers breakfast on the last day, I had a conversation with TJ Augustine, Joel Mehler, Laura Yu, and Alison Ge about the networking aspect in D.C. We coined it, “The Permanent Job Search.” This trip connected me with people I could reach out to (both informally to grab coffee with and also in a more formal sense in order to help find opportunities that would fit my skillset).

Lastly, this trip immersed us in the realm of politics by allowing us to hear first-hand from major policymakers. Hence, the trip taught me about the significance of politics, and its role in policymaking. A lot of my academic studies have revolved around theory and policymaking analyses within a classroom setting. This trip exposed me to more of the process that goes on behind the policy, which is just as important. The Public Policy curriculum at Stanford taught me a lot about policymaking; this trip taught me a lot about politics.
Public Policy Student Event

Undergraduate Practicum Trip to Washington, D.C.

By Joshua Bowman

Our undergraduate practicum team of five senior Public Policy majors, Joshua Bowman, Ilya Gaidarov, Ishan Puri, Jessica Savoie, and Shahrnaz Zarafshar, gave a presentation in Washington, D.C. in February 2014 to a bi-partisan group of nine congressmen and congresswomen on domestic child sex trafficking legislation. Our project began when we took the Public Policy Senior Practicum (PUBLPOL 200A) during Autumn Quarter. In this class, teams of 4-5 seniors work as consultants for outside agencies to help them tackle real-world problems. Our team worked under the guidance of Professor Keith Hennessey, a GSB professor, Hoover fellow, and former director of the National Economic Council. Our client was the Advisory Council on Child Trafficking (ACCT), an advocacy group made up of women from a variety of backgrounds and political affiliations.

Our task was to look at best practices identified at a 2013 symposium on combating domestic child trafficking at the Johns Hopkins Bloomberg School of Public Health and analyze how well current federal legislation incorporates these best practices. Professor Hennessey guided us on the importance of doing whatever was necessary for the sake of the client and on how to conduct ourselves on a professional project. Our quarter was busy with constant team correspondence and internal meetings, weekly directional meetings with Professor Hennessey, and monthly check-in meetings with ACCT.

Our Senior Practicum was truly a capstone project in that it allowed us to bring together skills that we had developed in our public policy coursework. We drew on critical reading comprehension techniques developed in other public policy classes, such as Justice (PUBLPOL 103C), to carefully read and break down the main elements of the federal bills. We incorporated writing techniques honed in classes such as Law and Public Policy (PUBLPOL 106) and Politics and Public Policy (PUBLPOL 101) to synthesize our analysis in a report and also created a PowerPoint presentation and short video. We presented our analysis to the Public Policy Program and to ACCT at the end of Autumn Quarter. ACCT told Majority Whip Kevin McCarthy about our work, and he expressed interest in hearing our presentation in person. We revised our presentation with the help of GSB students, and the Public Policy Program sponsored our presentation trip to D.C. this past February.

We presented to a bi-partisan group of nine congressmen and congresswomen who expressed dedication to putting forward an effective bill in the near future. Our team was very happy to see congresspeople collaborating across party lines at a politically polarized time in order to work together to address this tragic issue. We are deeply grateful to Professor Hennessey for his adept guidance and encouragement, the Public Policy Program for its generous support of our trip to D.C., and our client for their efforts to arrange our meeting in the Majority Whip’s office. None of us could have imagined at the outset that the Public Policy Program would open doors to such valuable real-world experience and have a tangible influence on national policy.
Letter from the Director, continued from page 1

Katie DuPlessis (formerly Johnson) took over the role of program administrator in early-August. Katie was the undergraduate student services specialist during the 2007-2008 academic year and has spent the past five years working as an administrator for Stanford’s Neurosciences Ph.D. Program. Kellie Marie Lavin, our much-loved undergraduate student services specialist, will be departing for the Los Angeles area with her husband, who is entering a Ph.D. program at UCLA. Taking over the role of undergraduate student services specialist is Anna Schuessler. Having graduated from the program in 2011 with a concentration on Northeast Asian Politics, Anna knows the program very well and we are excited to welcome her back. And I will be stepping down as director of the Public Policy Program this fall after ten years of service. I look forward to staying in touch with the Public Policy and Economics majors and graduate students I have taught and advised over this very rewarding period. Not to worry, I am leaving the program in the very capable hands of Gregory Rosston, who, as many of you know, has been Co-Director of the program since 2006. Additionally, Greg has served as the Deputy Director of the Stanford Institute for Economic Policy Research (SIEPR) since 1999 and is a SIEPR Senior Fellow and professor of Economics; Greg also teaches courses for Public Policy and is very involved with the Federal Communications Commission, where he served as Senior Economist for transactions, Deputy Chief Economist, Acting Chief Economist (Common Carrier Bureau), and Senior Economist (Office of Plans and Policy). We are lucky to have him as our new leader!

Bruce M. Owen, Director

Public Policy Events

City Managers

On May 1, 2014, city managers and local policy makers across the Bay Area gathered for a forum titled “Water Conflicts and Local Community Consequences: Opportunities for Adaptive Leadership.” The Public Policy Program partnered with the Bill Lane Center for the American West and six City Manager co-hosts to present this event and initiate dialogue on ways to improve regional water policymaking. City Manager of Palo Alto, Jim Keene, opened the event, identifying the supply and quality of water as a key issue that many city managers and their constituents face. Speaker David J. Hayes, former Deputy Secretary of the U.S. Department of Interior, encouraged local policymakers to widen the lens through which they view these issues and demand regional collaboration, giving three examples of models that have worked for other regions of the United States. Speaker Richard Atwater, Executive Director of the Southern California Water Committee, spoke to the water supply challenges Southern California has faced and examples of how the 13 major municipalities have collaborated in the last 80 years to bring sufficient amounts of water to the region. Banny Banerjee, Director of Stanford’s ChangeLabs, encouraged the audience to consider the framework through which they are looking at these challenges, whether or not the group’s mindset is truly focused on scale when considering policy changes, and how to create a process that includes co-creation of policies with several different stakeholders. Banerjee then led the small groups through a design challenge exercise, during which the audience discussed which stakeholders are most affected by these policies and upon what principles these decisions are made. The group plans to further explore ways to incorporate this collaborative structure.
in future conversations on water use and other key issues.

Zale Lecture

As more students consider public service-focused academic and career trajectories, the question of what makes an impact on the world’s toughest social issues surfaces in many conversations at Stanford. The focus on new, and oftentimes interdisciplinary, approaches to creating change makes universities and their student bodies test beds for innovative solutions in the social sector. On May 13, 2014, Jasmine Whitbread, CEO of Save the Children, shared her insights on the opportunity for creative disruption to positively impact the field of international development at this year’s Zale Lecture.

Whitbread shared her personal shift in career focus from the private sector to the world of corporate social responsibility. Her career began in finance, but after she participated in the Stanford Graduate School of Business’ Executive Education Program, she began to explore how her experience could be applied to help solve social issues.

Considering the many ways she could leverage her skills, she chose to further explore international development efforts in Africa. As Regional Director and eventually International Director at Oxfam, she could better understand the needs of local communities in Africa. She also more fully experienced the challenges of creating and fostering long-term partnerships with existing organizations and individuals in these regions to target and address key issues for their populations. Whitbread recounted stories of making tough decisions as to what innovative solutions would apply to the situations she faced in her work at Oxfam and later Save the Children. She spoke to determining whether or not baby blankets that mimic a mother’s embrace would be a culturally-sensitive solution for certain regions and as well as how to better track missing children in India with simple technologies to efficiently match them with their parents and caretakers.

Whitbread identified the last ten years as a drastically shifting time period for the international development industry, opening up avenues for approaches like creative disruption. According to her, the traditional model of making an impact on international development relies on the assumption that the nonprofit organizations harbor most of the knowledge of the social issue and solution and they perform their work in isolation of the outside organizations that support them. Following shifts in the supply and demand of philanthropic partners and the development of communications technologies, new opportunities for strong partnerships between nonprofits and their supporters have been emerging. Whitbread has also observed an increase in new donors, such as social ventures and cause-neutral organizations, and different types of social issues, such as emergency relief, which have contributed to this shift toward more creative solutions.

Whitbread responded to student and faculty questions on her work with opportunities for how students can engage with this work. She elaborated on the tension between destruction and innovation in the creative process, and the need for a collaborative process that engages the input of existing organizations and supporters of the work to better identify the social issue at hand. In addition, Whitbread identified a need for individuals who understand the balance between social and quantitative approaches in evaluating this work. She supported student involvement in developing community approaches to international development to ensure that the work is culturally sensitive and engages local organizations and leaders. She spoke to the value of working diligently with the community to establish agreed-upon values to support the work.

After her lecture concluded, Whitbread joined current Public Policy students for lunch. She continued to inform and engage the group with stories from her work.

Film Series

By Roshan Shankar, M.A. in M.S.&E./M.P.P.

Winter Quarter had many interesting classes to offer in the field of national security. One particularly exciting course was ‘Living at the Nuclear Brink: Yesterday and Today,’ taught by former Secretary of Defense William Perry. To supplement the excellent lectures and readings from the class, Stanford Public Policy collaborated with the William J. Perry Project to host a series of documentary and movie screenings on issues and themes related to nuclear policy and national security. This was a great opportunity for students to unwind on a Thursday evening, watch a film, and enjoy some pizza while discussing military history in the United States.
Welcome to Stanford
Faculty Profiles

Lanhee J. Chen, Ph.D., J.D.

Lanhee J. Chen, Ph.D. is the David and Diane Steffy Research Fellow at the Hoover Institution, Director of Domestic Policy Studies and Lecturer in the Public Policy Program at Stanford University, and Lecturer in Law at Stanford Law School. He is also a columnist with Bloomberg View.

In 2013, Chen was appointed by President Barack Obama, upon the recommendation of United States Senate Minority Leader Mitch McConnell (R-KY), to serve as a member of the Social Security Advisory Board—an independent, bipartisan board that advises the President, Congress, and the Commissioner of Social Security on matters related to the Social Security and Supplemental Security Income programs. He is currently awaiting confirmation by the United States Senate.

Before coming to Stanford, Chen was the policy director for the Romney-Ryan presidential campaign, as well as Romney’s chief policy adviser; a senior strategist on the campaign; and the person responsible for developing the campaign’s domestic and foreign policy. In 2012, he was named one of POLITICO’s “50 Politicos to Watch.”

Chen also served as Domestic Policy Director on Mitt Romney’s 2008 presidential campaign, Policy Director of Steve Poizner’s 2010 campaign for Governor of California, and as a Health Policy Adviser to Bush-Cheney 2004.

In the George W. Bush Administration, Chen was a senior official at the US Department of Health and Human Services. His private-sector experience includes having been an associate attorney with the international law firm of Gibson, Dunn & Crutcher LLP, where he practiced business litigation. Chen was also the Winnie Neubauer Visiting Fellow in Health Policy Studies at the Heritage Foundation.

An eight-time winner of Harvard University’s Certificate of Distinction in Teaching, Chen’s scholarship has appeared or been cited in several of the nation’s top political science journals.

Chen earned his Ph.D. and A.M. in political science from Harvard University, his J.D. cum laude from Harvard Law School, and his A.B. in government magna cum laude from Harvard College.

M. Kate Bundorf, M.B.A., M.P.H.

M. Kate Bundorf is an Associate Professor of Health Research and Policy at the Stanford University School of Medicine; an Associate Professor, by courtesy, at the Stanford Graduate School of Business, and a Stanford Health Policy Fellow. She is also a Faculty Research Fellow at the National Bureau of Economic Research. She received her M.B.A. and M.P.H. degrees from The University of California at Berkeley and her Ph.D. from The Wharton School. She was a Fulbright Lecturer and Visiting Professor at Fudan School of Public Health in Shanghai, China in 2009 and 2010. Her research, which focuses on public and private health insurance markets, has been published in leading economics and health policy journals and has received funding from the U.S. National Institutes of Health, the Agency for Health Care Research and Quality, and the Robert Wood Johnson Foundation. She received the 13th Annual Health Care Research Award from The National Institute for Health Care Management in 2007.

DONORS

The Stanford Public Policy Program extends sincere appreciation to our contributing alumni, parents, students, and friends for their generous support. Financial support provides core funding to strengthen our existing programs, help create new ones where needed, enhance interaction among faculty and students, and facilitate collaboration with other university programs.

WAYS TO GIVE

The growth and quality of the programs in Public Policy are limited only by available funding. Recognizing the impact of experiential learning opportunities, exposure to public service careers, and diversity of public policy practitioners, the program is seeking to increase support in each of these areas. Your donation will help us achieve our ultimate objective: to support the very brightest students in the world with aspirations to participate in public policy debates and to provide those students with the tools and experiences they need to evaluate and advocate sound solutions to the economic, social and political challenges of the century ahead.

Gifts to Public Policy are tax-deductible under applicable rules. Program Alumni are able to designate all or a portion of their class reunion gift to the Public Policy program. To make your donation, please visit http://publicpolicy.stanford.edu/donate
Outside the Classroom

Summer Internships and FISCaL

This summer, the Public Policy Program is proud to have supported 15 undergraduate and graduate students participating in summer internships at various government and nonprofit organizations. These students received funding to apply the tools they have during the academic year in real-world contexts and secured internship placements at organizations ranging from the California Department of Justice, the Office of Senator Chris Coons (DE), California’s Statewide Special Education Taskforce, the SEVALANKA Foundation, and Breakthrough Collaborative Silicon Valley. Two students secured internships through the FISCaL program, working within the City of Oakland and the City of San Jose to gain experience with financial decision-making in state and local governments. Now in its second year, the FISCaL program is a student-driven initiative designed to create experiential learning opportunities for Stanford students in public financial management.

New Fund

Daniel Raymond Wong Memorial Fund

A group of faculty, alumni, and others are establishing a fund in memory of Daniel Raymond Wong, a 2013 Public Policy graduate. Daniel died of what is suspected to be viral encephalitis on December 3, 2013, at the age of 22. This fund will support summer fellowships under the direction of the Program in Public Policy for students in any discipline who demonstrate Daniel’s interests and characteristics—and his spirit. Daniel was driven by helping others, especially through education, health care, and public service. We are convinced that an endowed fellowship is the best way for us to honor and remember this remarkable young man.

Thank you to those of you who have already contributed to the fund; your generosity is greatly appreciated. In order for this to become an endowed fund, $100,000 is needed. Again, an endowment would make it possible to support students for years to come. Please do give as much as you can in support of Daniel’s legacy and for future Public Policy students.

To learn more about how to contribute to the Daniel Raymond Wong Memorial Fellowship Fund, please visit https://publicpolicy.stanford.edu/about/make-gift/daniel-raymond-wong-memorial-fellowship.

For any questions about this fund, please contact Joe Nation at jnation@stanford.edu.

Sincerely,

Joe Nation,
Professor of the Practice of Public Policy

Jane LePham,
B.A. 2012, M.A. 2013

Rebecca Sachs,
B.A. 2013
Miguel Márquez
Class of 1989

Associate Justice Miguel Márquez was appointed to the California Court of Appeal by Governor Edmund G. Brown on May 18, 2012, and was confirmed by the Commission on Judicial Appointments on June 28, 2012.

Before assuming judicial office, Justice Márquez served as the County Counsel for the County of Santa Clara. As County Counsel, he was the chief legal advisor to the Board of Supervisors, the County Executive, all elected officials and department heads of the County, as well as several school districts and other special districts.

Immediately before joining the County Counsel’s Office, Justice Márquez served as General Counsel for the San Francisco Unified School District. He had previously served as a Deputy City Attorney in the San Francisco City Attorney’s Office and as a Deputy County Counsel in San Mateo County. And he had previously worked in two private law firms: Cooley LLP and Remcho, Johansen & Purcell. Prior to law school, Justice Márquez was a Management Consultant at KPMG Peat Marwick, where he was part of a national financial and organizational consulting practice.

Born in California, Justice Márquez’s commitment to public service in part grows out of his early public school experiences. His parents immigrated to the United States from México with only a limited amount of formal education. Spanish was his first language, so Head Start programs were critical to his early education. These formative experiences gave impetus to his early career as a school lawyer and more generally inspired his commitment to public service.

Justice Márquez received his law degree from the Boalt Hall School of Law at the University of California at Berkeley, his Masters in Public Policy from the Kennedy School of Government at Harvard University, and his bachelor’s degree in Public Policy from Stanford University.

Julie Lein
Class of 2006

Julie is the co-founder and President of Tumml, an urban ventures accelerator. A nonprofit, Tumml’s mission is to empower entrepreneurs to solve urban problems.

Tumml operates at the intersection of technology and urban impact, supporting early-stage startups solving our cities’ toughest challenges, from economic development to homelessness. For its work, Tumml was named “The Next Urban Innovation” by Dr. Michael Porter’s Initiative for a Competitive Inner City and “Best Startup” by The San Francisco Business Times.

Julie has a background in social impact, polling and political consulting. Prior to founding Tumml, she worked with Revolution Foods, a healthy school meals provider for schools. Previously, she was the first employee at Tulchin Research, a start-up strategic polling and consulting firm in the Bay Area. Julie holds an M.B.A. from MIT Sloan and lives in San Francisco.

Aaron Kabaker
Class of 2006

After graduating from Stanford, Aaron moved to Washington, D.C. to work for Senator Charles Schumer’s staff on the Joint Economic Committee (JEC). As an analyst for the JEC, Aaron did research for the committee’s professional economists and supported the political staff with testimony preparation, talking points and drafting legislation.

One of the first major reports he worked on in early 2007 was about a then-obscure portion of the mortgage market — subprime mortgages. That led to further specialization in financial market issues and ultimately a move to the Treasury Department to work on the housing recovery team at TARP. There, he worked with a small team to develop new mortgage relief solutions for particularly hard hit states, like California. This work included translating overall strategic goals into targeted housing programs; negotiating agreements with financial institutions, state housing agencies, and other relief organizations; creating metrics to assess each program’s maturity and impact; leading teams to resolve technical challenges; and managing relationships with Congress and the media.

Aaron headed west to get his M.B.A. at UCLA Anderson and graduated in June, 2014. During business school, he was active in student government, coordinating a mentorship group that connects students to Los Angeles entrepreneurs, and helping first-year students prepare to recruit for careers in corporate finance. Aaron will return to the Bay Area where he will work for Visa in its finance group.

Most importantly, in 2012 Aaron married fellow 2006 Public Policy grad and education policy rock star, Jennifer Cohen. Aaron and Jennifer are thrilled to be moving so close to Stanford after a long absence, and they look forward to attending Stanford football games and reconnecting with some of their favorite Public Policy instructors (Hi Mary!).
Joel Mehler
M.P.P. Class of 2009

Joel Mehler is currently a senior analyst at the Homeland Security Studies and Analysis Institute (HSSAI) in Falls Church, Virginia, where he advises decision makers in the Department of Homeland Security (DHS) on cybersecurity and critical infrastructure security and resilience. In this role, Joel contributes to multiple HSSAI research efforts focusing on strategy and tactics for the DHS cyber mission, identification of budget priorities, enhancement of information sharing programs, and DHS response to incidents that occur through cyberspace.

HSSAI is a federally-funded research and development center operated by Analytic Services Inc. (a public service not-for-profit corporation) on behalf of DHS. HSSAI delivers independent, objective analysis and specialized technical expertise to help transform homeland security goals and objectives into meaningful strategies, operational requirements, and metrics. Joel’s academic background in electrical engineering and public policy at Stanford has prepared him to address both technical and policy aspects of the DHS cybersecurity mission area.

Previously, Joel served for two years as an HSSAI forward analyst within the DHS National Protection and Programs Directorate. In this role, Joel helped the department develop and demonstrate its first capabilities-based management framework for its cybersecurity mission area. Joel’s work was recognized in 2013 with an award for superior mission achievement from the DHS Chief Financial Officer.

Joel joined the enterprise development division of Analytic Services upon completion of his graduate studies at Stanford in 2009. Joel’s research there centered on resilience of sociotechnical systems, rapid demonstration of technical capabilities in national defense, and formal application of systems analysis techniques to policy problems.

Joel holds a Master in Public Policy (2009) and a Master of Science in Electrical Engineering (2007), both from Stanford. He holds a Bachelor of Science in Electrical Engineering, with minors in Mathematics and Physics, from Wichita State University in Wichita, KS. Joel lives in the historic Capitol Hill neighborhood of Washington, D.C. where he remotely follows Stanford football and moonlights with a folk-rock band.

Aman Naimat
M.A. Class of 2012

Aman is currently the co-founder and President of Spiderbook (http://spiderbook.com) a startup software company focused on big data and social business development.

The inspiration for Spiderbook was formed during his Public Policy graduate thesis on social-networks and their impact on political engagement.

During the program, Aman and two of his classmates started TopCorner.org, an online platform for lobbying and civic projects. They were successful in installing a free wifi service in a downtown park in collaboration with the City of Palo Alto. The inspiration behind TopCorner.org was to make lobbying more accessible to citizens.

Prior to his time at Stanford, Aman was a Senior Director of Product Management at Oracle where he worked in various leadership roles within their database and applications divisions, and also as Director of Special Projects for CEO Larry Ellison. Aman received his M.S. in Computer Science from Stanford where his research was on the understanding of natural language by machines.

Outside of his startup, Aman is interested in the intersection of technology and government and helping others innovating in that space. When he has time, he likes to paint and analyze modern art. Aman lives in San Francisco with his wife Azra, a scientist at Genentech.

Fran Maier
Class of 1984

Fran Maier is serial entrepreneur and brand builder with nearly 20 years experience in B2C and B2B Internet businesses. She is best known for her 10+ years leading TRUSTe, the leading privacy trust mark and solutions provider, and as co-founder of Match.com. Fran’s career has made her an experienced agent of change and growth, particularly in companies that build brands and results by establishing trust with online consumers.

Fran currently serves on several for-profit and non-profit boards including SOLOMO Technology, San Francisco Children’s Council, and Open Source Digital Voting Foundation. She is on the Steering Committee for Stanford Women on Boards. In 2012, Fran completed the Stanford Rock Center For Corporate Governance Director’s College (2012). She is an active advisor to Women’s Start-up Lab and Chic CEO.

In her years leading TRUSTe, she built the company’s business and brand by driving TRUSTe’s flagship web privacy seal program as well as introducing new services to address emerging privacy issues such as online behavioral advertising and mobile privacy. In 2008, under her leadership, TRUSTe secured significant investment capital to transform from a non-profit industry association to a for-profit enterprise, setting the stage for accelerated growth.

As a co-founder and first general manager of Match.com, Fran established credibility, and trust in the emerging online dating industry, making Match.com the leading online dating destination. In her role as GM, she drove brand and online marketing, business development, as well as product development.

In executive marketing roles at Women.com and Kmart’s BlueLight.com subsidiary, Fran
both established online start-up brands and brought blue-chip offline brands onto the Internet. Earlier in her career, she held brand management roles at the Clorox Company and California’s Automobile Association.

Fran speaks widely on the subject of women in entrepreneurship and technology as well as the importance of marketing to the large and influential female market. Several of her advisory roles are with female-led start-ups including Ruby Ribbon and SheBooks. She helps emerging companies refine their value proposition, evaluate market opportunities, and form strategic investments and partnerships.

In addition to her expertise in online privacy, she is also known for her expertise in strategic marketing, brand building, social networking, business development, and board governance.


**Deanna Terzian**  
Class of 1991

Deanna majored in Public Policy because of her interest in understanding how systems align with and influence one’s personal goals and incentives. In particular, she was interested in education systems and how they motivate and provide access to success. Deanna had been involved in education while at Stanford as a volunteer in the Haas Center for Public Service programs, EPASSA and the Stanford tutoring program. After graduation, she joined another Stanford alum who had created a tennis program for children in East Palo Alto. Deanna founded the academic tutoring component of what became the East Palo Alto Tennis and Tutoring Program (EPATT). Building complex intervention programs with limited resources provided a great environment for applying the interdisciplinary theoretical and analytical skills she learned while in the Public Policy Program.

In 2000, Deanna left EPATT and started an academic services business, TutorWorks, which currently serves more than 4,000 students in the greater Bay Area. TutorWorks uses a blended approach of digital curricula and academic tutors to target instruction and make best use of the limited academic time instructors have with students. TutorWorks has had great success with its students and was recently honored that an independent review of tutoring programs by the Hayward Unified School District showed that students in the program made the most substantial gains on the annual state standardized test.

In an effort to improve the number of effective digital literacy tools available, TutorWorks branched out in 2004 to create CurriculaWorks, an educational software business. CurriculaWorks focuses on creating sophisticated learning software that personalizes the learning experience and works well in authentic educational and operational environments. The first product, Explode The Code Online, was a CODiE finalist for the Best Reading software in 2011. CurriculaWorks is still building educational tools and is now interested in developing tools and programs that address information processing and other cognitive skills necessary for academic success in all arenas. They are currently working with the Office of Naval Research, which is funding some of the top researchers in the field of neuroscience to better understand the possibilities and limitations of cognitive training. As part of this initiative, CurriculaWorks is building an immersive video game cognitive trainer, that combines well-researched, highly demanding cognitive training tasks, with the thoughtful inclusion of motivational characteristics.

One aspect of the Public Policy Program that attracted Deanna as a student was the ability to focus on something that was interesting to her personally, education, from many different perspectives, political, analytical, and sociological. Deanna uses those skills every day in her work and they have allowed her to create a services company that informs and compliments the software company and vice versa. Deanna has lived in the Bay Area continuously since graduating from Stanford and presently resides in San Francisco. Deanna is an outdoor enthusiast who enjoys hiking and backpacking and most recently has discovered the wondrous world of diving.

**Josh Freedman**  
Class of 2011

When he graduated in 2011, Josh’s parents and the entire Public Policy Program were fairly certain that Josh would be unemployed and living in someone’s basement for the next decade. Fortunately, this has not been the case: Over the last three years, Josh has started what promises to be a long career of finding ways for wealthy donors to pay him even though what he does for a living in no way resembles normal employment.

From 2012 to 2014, Josh put his policy degree to work at the New America Foundation, a think tank in D.C. Josh published a variety of magazine articles, op-eds, policy papers, and presentations on economic and social policy in the United States. He even appeared on Kurdish television to talk about foreign policy, a topic in which he has no expertise. Josh also served as a contributing writer at Forbes.com, writing about the economics of higher education. Josh recently left D.C. to accept a Henry R. Luce Fellowship to move to Beijing, China to continue his research and writing about socioeconomic policy and consume an unreasonable quantity of Chinese cuisine.
Steven Lurie
Class of 1988

Steven is the founder of Team Builder Ventures, a venture capital fund to help founders build world-class teams.

Prior to Team Builder Ventures, Steven was a member of Zynga’s Executive Staff for over 4 years. At Zynga, he headed the International group after building a team in India to manage several games. Steven was the head of Zynga’s Mobile group before moving to India.

Previously, Steven was CEO of Advice Company, one of the Web’s leading legal advice sites. His start-up experience includes Ingenio, where Steven was part of the original management team in 1999. Backed by Benchmark Capital, Ingenio pioneered the pay-per-call advertising model and was acquired by AT&T in 2007. Prior to Ingenio, Steven held a variety of management roles at Microsoft.

Steven organizes the annual Run for Teachers event in honor of his late sister and to benefit schoolchildren in India (www.runforteachers.org). He also co-founded the Full Circle Fund, an engaged philanthropy group helping social entrepreneurs (www.fullcirclefund.org).

Along with his B.A. with Honors from Public Policy, Steven earned a J.D. from Harvard Law School.

In addition to his work about how bad the economy is right now, Josh has continued to build on the most important foundations of his public policy background: being a comedian. He has performed stand-up comedy and improv around D.C. and written for McSweeney’s Internet Tendency, an online humor magazine. If you prefer paper to digital, one of his essays, “It’s Not You, It’s Quantitative Cost-Benefit Analysis,” appeared in the Best of McSweeney’s collection published earlier this year. He doesn’t get a cut of the profits, so it’s totally your call on the purchase.

Josh looks forward to using his public policy background, in terms of research, writing, analysis, and joke-telling, across the Pacific.

Jen has pursued a career as both physician and change agent, which is the reason she chose to study public policy and health policy at Stanford. It also led her to join the Peace Corps upon graduation, where she spent two years in a rural Guatemalan village of 4,000. As a Peace Corps Volunteer, she created and supervised a project with objectives in preventive health and community development. She collaborated with local counterparts to: conduct a community diagnostic; recruit, train, and graduate a group of health promoters; identify 80 families, prioritize their health needs, and devise a series of health-focused educational and domiciliary interventions; organize and lead a committee to design and execute an infrastructure project of improved wood-burning stoves and cement floors; and establish and facilitate relationships between the community and local government aid groups and NGOs. Her secondary projects included giving English classes at the local elementary school and planting two community gardens.

Upon her return to the United States in April 2013, Jen began work at Lucile Packard Children’s Hospital as the coordinator for the Complex Care Program, an initiative to improve care for children with medical complexity.

She will attend medical school at the University of California, San Francisco, this September.

Jen married Bobby Pinero, Class of 2010 in McCall, Idaho this past June and they reside happily in San Francisco.

Amie Baron
Class of 2010

Amie graduated with a B.A. in Public Policy and Interdisciplinary Honors in Ethics in Society. After graduating, Amie worked on several startup products that ranged across civic engagement, cloud sharing, health apps, and mobile advertising.

Most recently, as the Product Manager for GreatNonprofit’s new initiative, Citizen Insights, Amie led a team of 5 Stanford researchers who employed user experience research methodologies to study Covered California. Amie’s team surveyed over 200 low-income “young invincibles” at over 15 interview sites to learn about the barriers to enrolling in health insurance through Covered California. The purpose of the research is to both gain valuable insights about the Obamacare rollout, and serve as a pilot program for Citizen Insights. Citizen Insights is building a scalable SMS-based survey tool to collect feedback directly from service recipients. From interviewing in locations across the Bay Area, including Oakland’s Highland Hospital and SF’s Tenderloin, and pilot testing the SMS tool, the team’s main takeaway is that there is a lack of information (through flyers, posters, and direct mailings) about Covered California in low income communities.

In 2013, Amie started her own tutoring business that now supports a robust clientele of 15 regular students. Amie is also a resident of the Palo Alto Moishe House - a residential-based model for community engagement. Amie can be spotted running at Arastradero Preserve with her cattle dog rescue.
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