Letter From the Director

The Public Policy Program is turning 30! I hope you will be able to join us for our anniversary celebration during Stanford’s Reunion Homecoming Weekend on Saturday, October 23rd. More details on the event can be found on page 16.

This has been another exciting year for our program. We have moved into the beautiful new John A. and Cynthia Fry Gunn SIEPR building shown above. We are enjoying having all our administration and staff under one roof and using the new conference rooms and student lounge. Please stop by any time to check out the new space and say hello.

Our graduate program continues to grow and expand. We just added a new coterminal M.A. program. In just four years, our number of graduate students has increased from 3 to 25. Unfortunately, some of the top students we accept decide not to attend our program because we have been unable to offer fellowship funding. With your support, we are working to be able to offer some fellowship funding for Public Policy graduate students this year.

The undergraduate program is as popular as ever. There are currently 56 declared majors. The graduating class was 26 last year, and we expect to have 25 graduates in 2011. Due to the success of the undergraduate practicum in providing students with a rich, applied learning experience, next year we are expanding it to include all seniors except for those writing honors theses.

As always, we hope to hear from alumni and welcome suggestions for Bay Area practicum projects. We also appreciate help finding internships for students and entry-level position for new graduates. Please mark your calendar for our 30th anniversary celebration on October 23rd. I hope to see many of you then!
Howard is receiving a joint Master of Public Policy and Master of Business Administration (MPP/MBA) degree from Stanford.

Over the last three years, Howard started a nonprofit, Philanthropedia, which identifies high impact nonprofits in the social causes it researches by surveying hundreds of experts and consolidating their collective knowledge. He now serves as the organization’s chairman of the board.

Howard worked in the private sector in three different countries. In China, he was a strategy and business development intern for a Chinese online classifieds startup. In Toronto, Canada, he was an associate at a private investment firm. Last summer, for Bain Capital in Boston, he worked on the team that advised on the $3.1 billion acquisition of Proctor and Gamble’s Pharmaceutical Division.

In the fall Howard will begin work as a Senior Associate with Bain Capital in their Boston office.

Rachel is receiving a Master of Public Policy and is also a Ph.D. student in Stanford’s Sociology Department. Her academic focus is in the areas of inequality and stratification, collective action, and organizations. She is broadly interested in the balance between personal responsibility and public action in tackling problems of inequality. Rachel was a teaching assistant for an undergraduate course on social movements and collective action.

Rachel has been involved in a wide range of public service activities. She has been a volunteer with Big Brothers and Big Sisters. Before attending graduate school, she was a program director at El Pomar Foundation in Colorado where she assisted nonprofits throughout the state. She worked in the nonprofit sector in a variety of other roles as well, including running educational and community programs, fundraising, grant-making, and research.

After graduation Rachel will remain at Stanford, completing her Ph.D. in Sociology.

Stan is receiving a joint Master of Public Policy and Master of Business Administration (MPP/MBA) degree from Stanford. He was a teaching assistant for a graduate course on cost benefit analysis, and he worked for a number of different firms.

He was a strategy intern with Guardian Analytics, a firm providing fraud detection and prevention software to financial institutions. He interned in business development with Autoreturn, the exclusive provider of vehicle towing and rapid return services for the City and County of San Francisco.

For consulting firm Ergo Advisers Stan conducted research for clients seeking to understand developing markets overseas. He also worked as a consultant for the Gerson Lehrman Group, a firm specializing in global recruitment of industry experts to consult for investors. One of his projects was introducing blogging and instant messenger to help locate and interview experts in nations with poor infrastructure.

This Fall, Stan will begin work with an infrastructure investment firm called American Infrastructure MLP in San Francisco.
Jacek Pruski

Jacek is receiving a joint Master of Public Policy and a Juris Doctor from Stanford. He was senior editor of the Stanford Law Review, and member editor of both the Stanford Journal of International Law and the Environmental Law Journal. His other law school activities included being a research assistant, public interest fellow, co-president of the Environmental Law Society, and a participant in the Stanford Environmental Law Clinic. Jacek was also a teaching assistant for an undergraduate course on Ethics and Public Policy.

During the summers Jacek worked for two different law firms and for the Natural Resources Defense Council and the Brennan Center for Justice at NYU. He was also a consultant for the United Way, where he assisted in strategic planning and drafted an outreach guide for students.

After graduation Jacek will begin a clerkship in Montana for a judge with the U.S. Court of Appeals for the Ninth Circuit.

Julia VanRoo

Julia is receiving a joint Master of Public Policy and a Juris Doctor (MPP/JD) degree from Stanford. Her activities at Stanford included participating in Kirkwood Moot Court and both the Education Advocacy Clinic and Immigrants Rights Clinic. She was also editor of the Stanford Law and Policy Review.

Julia was a legal intern at the Chief Counsel’s Office of the California Energy Commission in Sacramento. She was also summer associate at both Cooley Godward Kronish, LLP and Mayer Brown in Palo Alto. For the Franklin-McKinley School District in San Jose, Julia worked with autistic children as a behavior therapist. She also worked with the Department of Park, Recreation and Neighborhood Services in San Jose to help provide after-school theatre programs in several schools.

Next year Julia will be a Presidential Management Fellow, working at the U.S. Department of Housing and Urban Development in San Francisco as a Community Planning and Development Specialist.

Winni Wang

Winni is graduating with a Master of Public Policy and also received a Master of Science in Management Science and Engineering.

Winni is a member of the Golden Key International Honor Society, the Society of Women Engineers and received the British Columbia Human Rights Champions Award. She has worked in the private sector for Cisco, Capital One and Intel, mainly in the supply chain and decision management areas.

Winni is also interested in giving back to her community and has volunteered with environmental organizations and worked with children to increase literacy. She is an accomplished flutist and also enjoys calligraphy, badminton and traveling.
Shawna is receiving a Master of Arts in Public Policy and also received a Juris Doctor from Stanford. While at Stanford she served as the publishing chair and lead article editor for the Stanford Journal of International Law, co-programming coordinator of Women at Stanford Law, and a committee member of Stanford Public Interest Law Foundation. She was also a teaching assistant for a Public Policy course on Economic Policy Analysis.

Shawna worked for the Center for Responsible lending in Washington D.C., developing litigation strategies for cases involving unfair and deceptive lending practices and preparing comments on proposed legislation and regulations concerning loan modifications. As a legal intern for CONNECT in New York City, she worked with survivors of domestic violence, assessed their legal immigration needs, and assisted attorneys in helping address those needs.

After graduation Shawna will begin work as an Associate with Curtis, Mallet-Prevost, Colt & Mosle, LLP in New York.

Haishan is receiving a Master of Arts in Public Policy. For his master's thesis, he examined the "Effects of the Great Western Development Strategy on China's Inequality." Haishan also earned a Master of Science degree in Statistics at Stanford.

Last summer, Haishan worked as a volunteer teacher in rural China. Before attending graduate school, he was an intern for the City Think Tank of Hong Kong, where he conducted public opinion polls and analyzed survey data. As an undergraduate student at Nanjing University, he interned with Taiwan's largest life insurance company.

Haishan plans to spend the summer as a volunteer teacher in rural China and later work as a journalist or editor for the China Daily in Beijing.

Randy is receiving a coterminal Master of Arts in Public Policy degree and is also graduating with a Bachelor of Arts in Economics. He conducted research for two professors in the Economics Department. For Professor Gavin Wright, he helped analyze the economic effects of the Civil Rights Movement.

Randy worked as a pricing and revenue analyst for LetsTalk.com, a company that serves firms such as AT&T and T-Mobile. Among his other accomplishments with the company, he developed a pricing model and increased T-Mobile sales 25% over two months.

Randy has been involved in Stanford's Pre-Business Association, which fosters relationships between undergraduates and students in the Graduate School of Business. He was a Head Peer Academic Coordinator for a campus dorm and worked in Stanford's Student Housing Office. Randy was also a member of the Orthodox Christian Fellowship.

After graduation Randy will work as an analyst with the Analysis Group in Menlo Park.
Sub-National Capacity Building for the Next International Climate Change Agreement
Client(s): California Environmental Protection Agency (CalEPA) and the California Air Resources Board (CARB)
Team Members: Linsha Chen, Amy Malaki, Jacek Pruski, Winni Wang

In the absence of a comprehensive international response to global climate change, subnational governments have stepped beyond domestic borders to cooperate. This project team employed literature reviews of other subnational agreements and extensive interviews to examine the effectiveness of subnational climate agreements. The project team concluded that subnational collaborations (SNCs) offer unique and advantageous contributions towards meeting climate change policy goals including experience as primary implementers of climate-relevant policy and serving as policy “laboratories.” However, SNCs were also found to suffer due to their non-binding nature and failure to include all significant greenhouse gas emitters. Findings were presented to senior CalEPA and CARB staff in Sacramento.

Wobblers and Criminal Justice in California: A Study into Prosecutorial Discretion
Client: National Center for State Courts
Faculty Advisor: Professor Joan Petersilia
Team Members: Megan Berwick, Rachel Lindenberg, Julia Van Roo

In California, District Attorneys possess wide discretion in charging some offenses as either misdemeanors or felonies. Legal scholars and others have raised fairness and other concerns about this discretion. This project team focused on the exercise of prosecutorial discretion for charges under Cal. Penal Code §17(b)(4), which includes, among other offenses, methamphetamine possession. Using interviews with current District Attorneys and quantitative analysis, this team sought to identify case-specific and non-case factors that explain the variation in charges across counties. The student team concluded that prior offenses make it less likely that an individual will receive a misdemeanor charge, while age, gender, and race generally do not appear to influence whether an individual will be charged with a misdemeanor. County-level factors have the most influence over charging policy with more “liberal” counties (measured by voting history) demonstrating a lower level of felony charges. The team considered four policy options, including maintaining the status quo and reducing/elevating more “liberal” counties (measured by voting history) demonstrating a lower level of felony charges. The team concluded that prior offenses make it less likely that an individual will receive a misdemeanor charge, while age, gender, and race generally do not appear to influence whether an individual will be charged with a misdemeanor. County-level factors have the most influence over charging policy with more “liberal” counties (measured by voting history) demonstrating a lower level of felony charges. The team considered four policy options, including maintaining the status quo and reducing/elevating more “liberal” counties (measured by voting history) demonstrating a lower level of felony charges. The team concluded that only increased transparency in charging guidelines should be pursued. Findings were presented to the client, local District Attorneys, Public Defenders, and others.

Going for Broke: Reforming California’s State Pension System
Client: Office of the Governor for the State of California
Faculty Advisor: Professor John Shoven
Team Members: Howard Bornstein, Stan Markuze, Cameron Percy, Lisha Wang, Moritz Zander

CalPERS, CalSTRS, and UCRS together administer the pensions of approximately 2.6 million public employees and face a significant funding shortfall. The ability of these three funds to meet their future obligations has significant implications for the fiscal health of the state. This project team relied on publicly available data, primarily the quarterly and annually published financial reports of pension funds, and estimated the shortfall for all three funds at $525 billion over the next 16 years when using a risk-free discount rate for liabilities. In addition, the project team used Monte Carlo simulations to determine the likelihood that CalPERS, the largest of these funds, will meet its future liabilities is 29 percent. Recommendations from the project team included higher contributions to funds, investment in less risky assets, and lower benefit levels. Findings were presented during a State committee meeting on May 10th and to Governor Schwarzenegger in a public roundtable discussion on July 8th (see sidebar).
Amie is graduating with honors in Ethics in Society. Her thesis is entitled, “Maximizing Impact in Civil Society, with Saúde Criança of Brazil as a Case Study.” Her thesis topic grew out of a self-initiated public service project in Brazil funded by the Haas Summer Fellowship Program. Later Amie received a Stanford undergraduate research grant to conduct interviews with the staff and clients of the nonprofit, Saude Crianca, to help determine the organization’s ability to generate systemic and sustainable social change.

Amie was a philanthropy fellow with the Walter and Elise Haas Fund, and worked for the Haas Center for Public Service. She held a number of leadership positions with the Jewish Students Association and Hillel at Stanford. Amie also studied overseas in Berlin, and worked in an agricultural community in Israel.

Amie will spend the summer teaching sailing at Shoreline Lake in Mountain View. Her future plans include pursuing a career in public service.

Anthony’s specialization in Public Policy was agricultural policy and law. He is particularly proud of work he completed during a directed reading course, “Water in the West,” in which he examined water issues and farmer consensus building around those issues in California’s Westlands Water District. Anthony served as the assistant to the Communications and Outreach Director for the Woods Institute for the Environment.

Anthony spent a quarter in Paris where he studied French culture, art history, and classics. Each summer he returned home to Nebraska to work on his family’s farm and work at a local bank.

After graduation, Anthony will work with the Committee for Green Foothills, doing advocacy work for the preservation of the East Palo Alto Baylands and working to protect farm and ranch land from development and urban sprawl.

Ogo is also receiving a minor in psychology. As a research assistant in the Psychology Department, she worked in the emotion lab. Through Stanford’s overseas program, she spent a quarter studying in Santiago, Chile.

Ogo was involved in many extracurricular activities, including teaching, tutoring, and mentoring middle and high school students in East Palo Alto through Bayshore Christian Ministries, College Track, and the East Palo Alto Stanford Academy. Ogo was the service vice president for Alpha Phi Omega, financial officer for the Stanford Undergraduate Psychology Association, kitchen manager for her dorm, and a member of Students Taking on Poverty. She also sang in the Stanford Gospel Choir.

After graduation Ogo plans to travel to Nigeria and then return to the Bay Area to work with SEE College Prep, tutoring disadvantaged teens to help them ace the SAT.

Chris has concentrated his studies on the economics of conflict and revolution in Latin America. Chris was an executive team member of Entrepreneurial Thought Leaders Seminar Series, a group that brings in entrepreneurs to speak to students.

Chris also participated in the Philosophy and Literature Undergraduate Colloquium this April. He presented a paper on how philosophical ideas are incorporated into James Joyce’s “Ulysses” and Jorge Luis Borges’ “Ficciones” and discussed the consequences for Joyces’ and Borges’ characters’ capacity for agency.

Chris went abroad to Santiago, Chile, during the Fall quarter of the 2008-09 academic year. He conducted research for Professor Paul Brest, helping him write a textbook about judgment and decision making.

After graduating from Stanford, Chris will travel to Columbia before starting work at the Antitrust Division in the Justice Department. He hopes to attend law school one day, and become a judge.

Anthony Aerts

Ogochukwu Agbo

Christopher Baker

Amie Baron

Chris went abroad to Santiago, Chile, during the Fall quarter of the 2008-09 academic year. He conducted research for Professor Paul Brest, helping him write a textbook about judgment and decision making.

After graduating from Stanford, Chris will travel to Columbia before starting work at the Antitrust Division in the Justice Department. He hopes to attend law school one day, and become a judge.

Amie is graduating with honors in Ethics in Society. Her thesis is entitled, “Maximizing Impact in Civil Society, with Saúde Criança of Brazil as a Case Study.” Her thesis topic grew out of a self-initiated public service project in Brazil funded by the Haas Summer Fellowship Program. Later Amie received a Stanford undergraduate research grant to conduct interviews with the staff and clients of the nonprofit, Saude Crianca, to help determine the organization’s ability to generate systemic and sustainable social change.

Amie was a philanthropy fellow with the Walter and Elise Haas Fund, and worked for the Haas Center for Public Service. She held a number of leadership positions with the Jewish Students Association and Hillel at Stanford. Amie also studied overseas in Berlin, and worked in an agricultural community in Israel.

Amie will spend the summer teaching sailing at Shoreline Lake in Mountain View. Her future plans include pursuing a career in public service.
Joe was a member of Stanford’s varsity rowing team all four years. He was named to the PAC-10 All-Academic team in 2009, and medaled in the PAC-10 championships during the last three years.

Joe was a summer fellow in the state of Washington for the cities of Lake Forest Park and Kenmore. For this fellowship, he conducted a fiscal capacity analysis of King County. He also assisted the City Council in generating policies to address budget issues.

As an intern for the Royal Bank of Canada Dain Rauscher in Philadelphia, Joe researched topics and organized events for the talk radio show “Big Money.”

Joe will be traveling to China with his freshman year roommates after graduation. His future plans include a career in city management and continuing to develop as an oarsman, working towards competing at an international level.

Ashley’s specialization in Public Policy was Energy and the Environment. In an Urban Studies practicum course, she analyzed options to help Redwood City achieve the residential energy consumption objectives in their Climate Action Plan. For her Public Policy practicum course, her team explored how city governments could foster electric vehicle use and presented the results to environmental sustainability officers from 40 city governments. Ashley was also a founding member of Americans for Energy Leadership and a member of the Undergraduate Senate Sustainability Committee.

Ashley studied in Paris with the Stanford Bing Overseas Program. She worked for Balsam Hill and Company as a marketing analyst. She also interned with the technology company LiveOps, conducting research for their government relations department. Ashley was president of the Stanford Club Tennis Team, and this year she has served as the South Bay Area student chair of Meg Whitman’s campaign for Governor.

After graduation Ashley will be working as an analyst for LiveOps in Santa Clara.

Jeremy conducted research for Geoffrey Rothwell on the privatization of the U.S. uranium enrichment market. He also interned with the Smith Richardson Foundation and on a congressional campaign in Connecticut.

Jeremy was the Alto saxophone section leader and was in charge of public relations for the Stanford Band. He also played in the Stanford Red Vest Band and acted in Stanford theatre productions. Jeremy was involved in the Stanford Mock Trial team, and he led backpacking trips for incoming freshmen.

One of Jeremy’s most memorable Stanford moments was when Condoleezza Rice spoke at his dorm. He had a lively discussion with her about U.S. foreign policy and human rights. Their discussion was filmed and ended up being picked up by MSNBC, CNN, Fox, and many newspapers and blogs around the world.

This summer Jeremy will be a policy fellow at Americans for Energy Leadership in Washington, D.C.

Sam is graduating with honors. For his thesis, he examined the impacts of the 2008 SEC short-selling ban on the credit default swap markets. As a research assistant to economists John Cogan and John Taylor, he conducted research on economic indicators to determine the scope of the credit crisis. He also worked as a financial analyst for eBay, UBS Financial Services, PayPal, and the Stanford Finance Club.

Sam spent a quarter studying at Stanford in Berlin and a quarter at Stanford in Washington, where he interned at the Federal Reserve Board of Governors. He was also a member of Stanford’s Project on Hunger, the Parliamentary Debate Team, the Varsity Sailing Team, and the Sigma Chi Fraternity.

Sam has applied to Marine Officer Candidate School and, if accepted, will start in the fall. His back-up plan is to attend Georgetown’s Masters in Government Program on a part-time basis while working at the Federal Reserve.
Tim spent a quarter studying in Berlin and also attended Stanford in Washington, where he interned in the National Economic Council in the White House. He was there during the onset of the financial crisis and was part of the rapid response team that fact-checked information that advisors would use to brief the president.

Tim was a communications intern in Governor Schwarzenegger’s Office, and is currently a policy researcher for Meg Whitman’s campaign for Governor. Tim also conducted research for Professors Kenneth Schultz and Tammy Frisby.

Tim has been very active with the Associated Students of Stanford University (ASSU) and with The Stanford Review, a student-run newspaper. He has held a number of positions with The Stanford Review, most recently serving as editor-in-chief.

After graduation, Tim will continue working for Meg Whitman’s campaign as well as complete his coterminal Masters degree in Public Policy.

Andrew is graduating Phi Beta Kappa and with University Distinction. Andrew was a research assistant for two professors as well as a teaching assistant for a public policy course. He studied at Oxford, interned with the St. Louis Equity Fund and the American Enterprise Institute for Public Policy Research, and volunteered in Cape Town, South Africa at Heart Social Investments.

Andrew founded and chaired the Stanford Political Union, a nonpartisan organization that arranges student-led debates about current issues. The organization received the Dean’s Achievement Award for service to the Stanford Community. He was also a student representative on the Faculty Senate Committee for Undergraduate Standards and Policy and on the Public Service Student Advisory Board. He was the international fellowships director for Stanford in Government, a Next Door Leader in Stanford’s Catholic Community, and a tutor with Math Magic.

Andrew will fly to the Mississippi Delta to begin training with Teach for America after graduation.

Phillip has been a teacher and mentor through a variety of programs. He taught English to teachers in rural China. He was also a Stanford Peer Mentor, Bing Nursery School Teaching Assistant, and resident assistant for an all-freshman dormitory. He coached basketball for students in East Palo Alto, and has created and run a college assistance program for students at his old high school for the past three years.

Phillip held leadership positions at a variety of organizations, including president of Students Promoting Ethnic and Cultural Kinship, chair of academic and career initiatives for the Associated Students of Stanford University, philanthropy chair of the Interfraternity Council, and coordinator of the Asian American Sib Program. Phillip also served on the Acts of Intolerance Protocol Committee and worked for the Asian American Activities Center.

After graduation Phillip will begin his Masters in Education and single subject teaching credential at the University of the Pacific in Stockton, CA.
Nipun is graduating with Honors. He wrote a thesis on Latino political behavior, entitled “Endogeneity, Discrimination, and Latino Political Participation: An Instrumental Variables Approach.” He was a research assistant for two professors and a teaching assistant for Public Policy’s Junior Honors Seminar. He also co-taught a student initiated course, “Creating and Analyzing Public Policy.”

Nipun was a Presidential Fellow at the Center for the Study of the Presidency and Congress in Washington, D.C. He also studied overseas at Oxford. He had internships with both the City of Newark, New Jersey and with the American Civil Liberties Union.

Nipun founded and directed the Tutoring for Community Program, in which Stanford students tutor university workers and their children in English and Math. He also plays trombone in a jazz combo group.

After graduation, Nipun will work as a research fellow at the Stanford Law School, conducting research on empirical law and economics.

Jack is graduating with a secondary major in Public Policy. He is also receiving a B.A. in Economics. Jack studied abroad in Geneva, Switzerland, taking classes in international business; money, credit & banking; and international trade.

Jack interned for the investment management firm Dodge & Cox, working for both the Funds and Performance groups. At the real estate consulting firm, CBRE Consulting, he interned as an economic analyst. He also held a marketing internship for the internet startup Pinwheel.org, which matched volunteers with nonprofits.

Jack was co-founder and president of Stanford Club Baseball. He also served as the rush chair and kitchen manager of the Sigma Alpha Epsilon fraternity.

After graduation Jack will be working as a private wealth management analyst for Goldman Sachs in Los Angeles.

Mackenzie was a research assistant for Professors Michael Tomz and Jessica Weeks, working on a project that used data management, statistics and analysis to explore issues of leader accountability in non-democracies. He participated in the Stanford-in-Washington program, where he was a research assistant for the Woodrow Wilson International Center for Scholars. Mackenzie also studied abroad in Paris and later served as the French House Theme Associate. He was also an intern with Electronic Arts, a branch manager with Ivy Insiders Test Preparation, and secretary and publicist for the Stanford Queer and Asian group.

Mackenzie was an accomplished musician. He has toured nationally and internationally to Washington, D.C., England and China as a tenor with the Stanford Chamber Chorale. He was also a violinist with the Stanford Chamber Music Ensemble.

This summer Mackenzie will work at Video Genie, a Palo Alto-based startup, and next year he will return to Stanford to finish up his master's degree in Management Science and Engineering.
Becky is graduating with Honors for her thesis “The Effects of Relative Spousal Bargaining Power on Female Child Health and Welfare in Haryana, India.” Through the Stanford Center for International Development’s Research Program, she spent six weeks in India developing and executing a survey-based study on sex ratio imbalances that she used in her thesis work.

After graduation, Becky will work as an analyst for Compass Lexecon Economic Consulting in Oakland.

Armando is graduating with a secondary major in Public Policy. He is also receiving a B.A. in Economics and a B.A. with Honors in Political Science. His thesis is entitled, “A Democratic Theory of Federalism.”

Armando received an undergraduate major research grant for research on democracy and migration. As a research assistant to Stephen Haber, Josiah Ober, Alberto Diaz-Cayeros and Rega Wood, he worked on projects ranging from democracy in ancient cultures to railroads and development in Mexico.

Armando was a political science peer advisor and was active in the Catholic Community at Stanford. He also interned in Mexico City at the Seventh Administrative Court of the Federation.

Next year Armando will be back at Stanford finishing up his M.A. degree in Philosophy.

Raffi is also graduating with a B.A. in Economics and with Honors in International Security Studies. For his thesis, he examined private sector investment in post-conflict infrastructure development.

Raffi was a research assistant for two professors, and a teaching assistant for a business school course. He also taught a course on current issues in international policy making. At Stanford in Washington, Raffi interned at the Department of the Treasury. He also worked for the Reserve Bank of India and for two investment banking firms in the U.S.

Raffi co-founded two organizations on campus: the Stanford Political Union and International Development through Environmental Accountability and Sustainability. He was director of the student-run division of the Stanford endowment, an undergraduate representative on the Stanford Board of Trustees, and president of Stanford’s Armenian Students’ Association.

Raffi will be working for McKinsey in Boston for a few years before attending Harvard’s MBA program.

Claire’s specialization in Public Policy was African Development Policies. She received a Chappell-Lougee Scholarship to conduct an independent research project in Uganda and Kenya. While in Africa she photographed, lived with, and researched a group called Religious of the Sacred Heart who works in education, HIV/AIDS prevention and peace-building. Claire then created a traveling photography exhibit and website to educate people about her experience.

After graduation, Claire will be working for Sojourners Magazine in Washington, D.C.
Lexi is graduating with University Distinction and is receiving a secondary major in Economics. She was a research assistant to five different professors while at Stanford. One of her papers, “Drivers of Satisfaction with Democracy in Africa” was published in the Stanford Journal of International Relations. Lexi was awarded a Stanford in Government Fellowship to work with the Center for Democratic Development, an NGO in Ghana that is dedicated to democracy and good governance. She also interned with the American Israel Public Affairs Committee.

Lexi held leadership positions in a number of groups on campus. She was co-director of the Campus and Community Partnerships Committee for Stanford in Government, and the financial officer and meetings officer for Objectivists of Stanford. For the Jewish Students Association, she was Israel chair and vice president of community relations. She was also president of the Stanford Israel Alliance.

Next year Lexi will be attending Stanford Law School.

Adam is graduating Phi Beta Kappa, with University Distinction and also a minor in Economics. He has made a number of contributions to the university through his extracurricular activities. He was a member of the Committee for Undergraduate Major Reform, a panelist for the Office of Judicial Affairs, a member of the Senior Class Cabinet, and secretary of the Sophomore Class Cabinet.

Adam received the Presidential Award for Academic Excellence in the Freshman Year. During the Stanford in Washington Program, he interned in the Treasury Department's International Affairs Office. He was also a research assistant, served on the Executive Board of Stanford's Latino pre-law society, tutored middle school students, worked for two New York City firms, and participated in a 5-week archeological dig in Pompeii, Italy.

After graduation Adam will begin work as an investment banking analyst with Barclays Capital in New York.

Rebecca is graduating with honors for her thesis, “Understanding the Prevalence Elasticity of Risky Sexual Behavior and Its Consequences for HIV Policy.” Her specialization in Public Policy is Health Economics and Policy. She was a founding member and webmaster of the Stanford Service in Global Health, an organization which brings speakers on global health issues to campus and publishes a resource journal for students seeking global health service opportunities.

Rebecca was also a mentor for the Youth Court in East Palo Alto, kitchen manager for two co-ops, and a publicist and dancer for Vindiction Dance Company. As a participant in an Alternative Spring Break trip, she went to the Rosebud and Pine Ridge reservations in South Dakota to volunteer for Habitat for Humanity and the Indian Health Services.

Rebecca’s future plans include attending law school and becoming an environmental lawyer.

Ally’s concentration in Public Policy was energy and the environment. While attending the Stanford in Washington program, she interned with the Select Committee on Energy Independence and Global Warming. Following this internship she received a grant to attend the U.N. Conference on Climate Change in Copenhagen as a volunteer journalist for the PEW Charitable Trusts Global Warming Campaign.

Ally conducted research on social innovation and cap and trade policy for the Center for Social Innovation in the Stanford Business School. Through a Haas Center fellowship, she interned with the San Francisco Planning and Urban Research Association. She also interned with the UN's Department of Food and Agriculture in their regional office in Ecuador.

Ally coordinated the Stanford Women’s Leadership Conference and wrote for the Stanford Daily and the Stanford Progressive, from whom she received a grant to cover the 2008 Democratic National Convention.

After graduation Ally will be working as an Energy Procurement Analyst at Pacific Gas & Electric.
Merit participated in a wide variety of activities related to finance, marketing and graphic design. This year she worked as a financial assistant at a philanthropic consulting firm. She was a marketing assistant for Stanford Dining Services, a graphic design and marketing intern for Trade as One, and a Class Books production assistant for the Stanford Alumni Center. She also interned with the Institute of International Education in New York City, and with a law firm in San Francisco.

Merit has held a number of leadership positions. She was chapter president of the Phi Beta Phi sorority as well as its vice president of finance. She served as the treasurer for her freshman dorm and the layout editor of the Stanford Quad Yearbook. Merit was also a peer mentor for the Undergraduate Advising Center and a Public Policy peer advisor.

After graduation Merit will work in the Financial Sales and Analytics Program at Bloomberg in San Francisco.

Bing Mei, or Jen, is graduating with honors for her thesis, “Overcoming Barriers to Hepatitis B Prevention and Control: A Comparative Analysis.” She received a research grant for her thesis work.

Jen has been involved in a number of public health related activities. She interned at the Asian Liver Center and was a research assistant in Stanford’s Neuroimaging and Pain Lab. She also conducted research for Dr. Samuel So in the Department of Surgery.

Jen taught math to elementary school students through the Foundations for Education Program, taught English and math to disadvantaged youth in Ecuador, and directed a youth mentoring program for Asian American 8th graders. She also spent two years as a resident advisor.

Next year Jen will work for the Peace Corps in the Caribbean. After the Peace Corps, she plans to attend medical school.

Merit participated in a wide variety of activities related to finance, marketing and graphic design. This year she worked as a financial assistant at a philanthropic consulting firm. She was a marketing assistant for Stanford Dining Services, a graphic design and marketing intern for Trade as One, and a Class Books production assistant for the Stanford Alumni Center. She also interned with the Institute of International Education in New York City, and with a law firm in San Francisco.

Merit has held a number of leadership positions. She was chapter president of the Phi Beta Phi sorority as well as its vice president of finance. She served as the treasurer for her freshman dorm and the layout editor of the Stanford Quad Yearbook. Merit was also a peer mentor for the Undergraduate Advising Center and a Public Policy peer advisor.

After graduation Merit will work in the Financial Sales and Analytics Program at Bloomberg in San Francisco.

Allie is also receiving a secondary major in Economics. Her specialization in Public Policy was Urban Education Policy. At the Stanford in Washington Program, she interned with the Department of Education. Allie received a fellowship from the Haas Center for Public Service that enabled her to work with the San Francisco Arts Education Project, a non-profit that provides arts education to youth.

Allie devoted a substantial amount of time to teaching and tutoring. She taught literature to middle school students in San Jose last summer. She was also a tutor and tutor coordinator for the East Palo Alto Tennis and Tutoring Program.

For Stanford in Government, Allie was the head of the Fellowships program. She also participated in the Stanford Chamber Music Program as part of a piano trio.

After graduation Allie will join Teach for America as part of the Bay Area Corps.
To help donors give effectively, Philanthropedia identifies high impact nonprofits by surveying hundreds of experts and consolidating their collective knowledge. The students sought to improve Philanthropedia’s methodology for identifying high performers by conducting a comparative analysis of three organizations that evaluate nonprofits for donors. To develop and apply their criteria, they reviewed literature, interviewed leaders in the philanthropic field, and conducted a randomized telephone poll with 61 respondents regarding donor preferences. They also analyzed data from Philanthropedia’s surveys of experts and conducted focus groups of potential donors to get feedback on Philanthropedia’s service. Based on the criteria of quality, transparency, independence and incentives, Philanthropedia had the best performance overall among the three nonprofit evaluators, but still had room for improving the information they provide donors. The students’ recommendations include using geographic quotas, enabling donors to sort results by expert type, and limiting the use of referrals from experts surveyed by Philanthropedia.

Cities cited many impediments to doing more to advance the EV market, including having insufficient information on each of the following: citizen demand for EVs, costs of EV investments, and funding sources for EV initiatives. From their background research, a survey of city officials, interviews with key players, and cost-benefit analyses, the students were able to provide information and guidance to help cities overcome their lack of information. Regarding costs of EV investments, they analyzed the costs and benefits of two popular public EV investments: buying an EV for a city’s fleet and installing a public EV charging station. They estimated that owning an EV is likely to offer modest costs savings, and with existing funding sources, the cost of installing a public charging station would be less than $100,000; the results were also presented under varying assumptions, such as changes in gas costs and electricity rates. Their findings were presented to representatives from 40 Silicon Valley cities at Joint Venture’s Climate Protection Task Force Meeting.

The students were asked to determine the most feasible and effective ways for school districts in Silicon Valley to increase the number of teachers with National Board Certification (NBC). From their background research, data collection, and survey of 173 teachers, they determined that a teacher’s decision-making process to become certified consists of three stages: awareness of NBC, perception of its professional benefits, and financial considerations. To analyze a teacher’s financial considerations, the students developed a cost-benefit model and investigated how the three main parameters vary with changes in incentives that districts can offer potential applicants, such as application fee support, support systems, and ex-post salary increases. Based on their analysis, the students made a number of policy recommendations to help districts increase the number of NBCTs. Joint Venture is publishing their findings, and has begun implementing their recommendation to develop a Silicon Valley NBC website to increase awareness and promotion of NBC.
Sean McIntosh, Class of 2002. In February 2010, Sean concluded his two-year assignment as the Assistant Public Affairs Officer or Cultural Attache at the U.S. Embassy in Asuncion, Paraguay. In this position, he brought in a record amount of visiting U.S. performing artists, expanded the Fulbright program, and established the Paraguayan Association of American Football. On April 6, 2010, Sean and his wife Alandra welcomed their first child, Aurielle Solina Ellington-McIntosh, into the world. In July 2010, Sean will spend one year in Washington getting Khmer language training to prepare for his next assignment as Public Affairs Officer or Embassy spokesperson at the U.S. Embassy in Phnom Penh, Cambodia, beginning in July 2011.

Tu Ngo, Class of 2009. After graduation, Tu embarked on an exciting challenge of founding an educational startup in Vietnam. The Yola Institute just celebrated its first year and has had notable achievements in helping Vietnamese students find scholarships to top undergraduate programs in the U.S., as well as offering leadership and writing courses to students.

David Cline, Class of 1989, is the City Administrator for Lake Forest Park, Washington. In this role, David has helped with the new downtown development project. Before this position, David was the Interim and Assistant City Manager for Burien, Washington and helped to increase civic participation from diverse populations.

Taurean Brown, Class of 2005. After graduation, Taurean completed an M.S. in Education at the University of Pennsylvania. She is currently completing a JD/MPP Degree at the University of Michigan and will be graduating in 2011. Taurean is the co-founder of Public Policy Connects (PPC). This past March, high school students from southeastern Michigan gathered for a PPC conference on introductory public policy and preparation for the college application process. Taurean got the idea for PPC from Project WRITE (Writing and Reading as Integral Tools for Education), a program she established while at Stanford.

Oliver Ho, Class of 2008. After graduation, Oliver moved back to New York City and, as promised, attended as many games at the old Yankee Stadium as possible. Oliver joined the Research and Policy Support Group at the New York City Department of Education (NYCDOE) in September 2008. His main focus at the NYCDOE is working on the Teacher Data Initiative, which seeks to isolate the effectiveness of individual teachers. The Teacher Data Initiative partners with researchers at the University of Wisconsin to generate and distribute teacher value-added data for English Language Arts and math teachers in grades 4-8. Over the past two years, Oliver has helped coordinate three iterations of data verification for the initiative ensuring that accurate student-teacher linkages are used in generating the value-added data.

While at the NYCDOE, Oliver has also been involved in a number of other short- and long-term projects. One of the ongoing projects is research on how NYCDOE graduates perform at the City University of New York—the city’s community college system. Finally, Oliver provides data support for the implementation and reporting of the student promotion policy—the same policy he examined in his senior honors thesis.

What have you been doing?

Let us know about important life events and experiences that you would like to share with Public Policy alumni, faculty and current students.

- Update your alumni profile: publicpolicy.stanford.edu/alumni.update
- Join the Public Policy Facebook Group by searching under “Student Groups”
- Email us at: publicpolicy@stanford.edu

In this role, she helps the Senator best use her rarest commodity: time. Leah serves as the primary staffer to the Senator during constituent outreach events, such as the Senator's weekly morning coffee hour with visiting Michigan residents. It is Leah's job to promote and plan the event, organize other staffers to attend, and brief the Senator on the policy issues and geographic regions represented by each week's diverse crowd.

Leah ensures that every scheduling request receives a response, and that every Michigan constituent is able to meet either with the Senator or the appropriate staff member. Leah also compiles Senator Stabenow's nightly briefing book. She organizes, edits, and finalizes all reports that come through the legislative assistants and press staff en route to the Senator.

Leah considers her public policy degree to have been a key factor in being selected for this position. She would like to thank the Stanford Public Policy Program for preparing her so well for this role, as well as for her post-graduation internships with the late Senator Ted Kennedy's health policy committee staff, and with the White House.

Shawn Harmon, Class of 2001. After graduation, Shawn worked in the private sector for over eight years. He started in Lausanne, Switzerland, with a fund of hedge funds, which moved him to London in 2004. In 2006, Shawn resigned and moved to Sydney, where he worked for a large family office, investing primarily in hedge funds once again. In early 2010, Shawn sought a change on all fronts and moved to Addis Ababa, Ethiopia, where he is working as a Volunteer Consultant on TechnoServe's Coffee Initiative, the largest ever development program in coffee.

TechnoServe applies business solutions to rural poverty in India, Latin America, and Africa. In 2008 the Bill and Melinda Gates Foundation granted $46.9 million to fund the Coffee Initiative, which within four years aims to double the income of 180,000 East African farmers, including 90,000 in Ethiopia. TechnoServe provides assistance on agronomy and business management, and organizes financing for pulping machines that produce high quality coffee. Rather than selling a low quality crop in the local market, the clients export specialty grade coffee to the likes of Starbucks.

Shawn’s primary role is in credit: arranging local financing and external guarantees, restructuring, tracking cash flows, and liaising with banks, unions, and service providers. TechnoServe’s 74 Ethiopian clients are cooperatives representing 45,000 smallholder farmers who are effectively building their own businesses. Shawn travels frequently to the rural milling sites themselves to consult as clients prepare for the harvest.

Shan Liu, Class of 1995. Is an Attending Physician in Emergency Medicine at Massachusetts General Hospital. She received her M.D. and M.P.H. degrees from Harvard, and she is a doctoral candidate in Health Policy Management and the School of Public Health. Dr. Liu is also an Instructor at Harvard Medical School.

James Kvaal, Class of 1996. In July, James began his appointment as Deputy Undersecretary of Education. He previously served as Senior Director at the White House National Economic Council where he worked on higher education, training, and labor issues.

Aaron Polhamus, Class of 2008. After completing an MSc in Applied Statistics as a Rhodes Scholar at Oxford University, Aaron went on to receive an MSc in Environmental Change and Management. He has also traveled extensively to Dubai, Jordan, Israel, France and Spain. This Fall, Aaron will return to Seattle with hopes of beginning Naval Officer Candidate School.

Kirk Chambers, Class of 2004, has been in the National Football League (NFL) for six years, and currently plays with the Buffalo Bills. He plans on entering business school after concluding his football career. Kirk and his wife Marilyn have four daughters: Marianne, Katie, Allison, and Claire.

Leah Calvo, Class of 2009, currently works in Washington, D.C., as the Deputy Scheduler to U.S. Senator Debbie Stabenow (D-Michigan).

In this role, she helps the Senator best use her rarest commodity: time. Leah serves as the primary staffer to the Senator during constituent outreach events, such as the Senator's weekly morning coffee hour with visiting Michigan residents. It is Leah's job to promote and plan the event, organize other staffers to attend, and brief the Senator on the policy issues and geographic regions represented by each week's diverse crowd.

Leah ensures that every scheduling request receives a response, and that every Michigan constituent is able to meet either with the Senator or the appropriate staff member. Leah also compiles Senator Stabenow's nightly briefing book. She organizes, edits, and finalizes all reports that come through the legislative assistants and press staff en route to the Senator.

Leah considers her public policy degree to have been a key factor in being selected for this position. She would like to thank the Stanford Public Policy Program for preparing her so well for this role, as well as for her post-graduation internships with the late Senator Ted Kennedy's health policy committee staff, and with the White House.
On April 19th, students from Public Policy 154: Politics and Policy in California took a day trip to Sacramento in order to see state government in action.

The trip included meetings with lobbyists, the media (Bureau Chief, LA Times), legislative staffers, Secretary of Health and Human Services Kim Belshé, Deputy Cabinet Secretary Dan Pellissier, Deputy Treasurer John Decker, and members of the Assembly (Jared Huffman, D-San Rafael) and State Senate (Lou Correa, D-Santa Ana, Jeff Denham, R-Merced, and Rod Wright, D-Los Angeles). Students also toured the Assembly and Senate floors.

“...real-life learning. It was my first time being immersed in a public policy setting, and it got my blood flowing like no classroom session ever had. Meeting a cast of characters, from lobbyists to Assemblymen to cabinet secretaries, gave us an array of perspectives, a concrete idea of how Sacramento actually works, and a sense of the public good we can promote through government service. I sincerely thank Professor Nation for going out of his way to organize such a memorable and meaningful experience.”

- Max Friedmann, Class of 2011

Public Policy: Celebrating 30 Years

Please join us on Saturday, October 23 from 10:00am - 12:00pm in the John A. and Cynthia Fry Gunn SIEPR Building for our 30th year Anniversary celebration.

Enjoy brunch with former classmates, listen to former Director’s and Faculty share their stories, and tour the newly constructed home to Public Policy.

Invitations will be mailed in September.

The complete Homecoming Reunion schedule can be viewed at: https://alumni.stanford.edu/get/page/reunion/home/

Public Policy Student Attends National Low-Income Immigrant Rights Conference

While studying at the Bing Stanford in Washington program this past December, the Public Policy program sponsored my attendance at the National Low-Income Immigrant Rights Conference in Arlington, Virginia. I am passionate about protecting immigrant’s rights, so naturally I was thrilled at the opportunity to attend this conference and learn about the main issues affecting low-income immigrants today. I met immigration experts and attended workshops along with 300 policy makers, community organizers, advocates, and lawyers from across the country. During brainstorming sessions, participants exchanged strategies on how to protect immigrants against exploitative employers, protest incorrect no-match letters, and challenge unlawful deportations, among other issues. In another session, I heard a presentation on the current immigration legislation being considered by Congress and listened to advocates debate in what areas they might be willing to compromise, if needed. Overall, I learned a lot from the conference while meeting inspirational people who are doing important work to improve the conditions of the immigrant community in our country.

Sarah Flamm, Class of 2011
Jeremy Bulow is Professor of Economics at Stanford University's Graduate School of Business and a Principal of Market Design Inc (MDI). In the Public Policy program, Professor Bulow teaches the first course in the economic sequence for our graduate students: PUBLPOL 301: Intermediate Microeconomics. From 2000 to 2001, he served as Director of the Bureau of Economics at the Federal Trade Commission. He has provided expert auction consulting services to the British Radio Communications Agency, Qualcomm, TDK, Ameritech, and Chevron.

Professor Bulow has held the positions of visiting professor at the University of Chicago’s Graduate School of Business and visiting scholar at the Center for the Study of the Economy and the State. He was also a visiting research fellow for the World Bank and a National Fellow at the Hoover Institution.

Professor Bulow has published extensively on the subjects of microeconomic theory, auctions, international debt, and corporate finance and pensions. Professor Bulow received his BA and MA in Economics from Yale University, and his PhD in Economics from the Massachusetts Institute of Technology.

Claire Lim is an Assistant Professor of Political Economy at the Stanford Graduate School of Business. She teaches a core econometrics course in the PhD program, Econometric Methods II, in which she introduces advanced econometric techniques used for quantitative analysis in economics. She also teaches PUBLPOL 301B, a course on cost-benefit analysis and evaluation in the MPP program.

Her current research focuses on the effect of special interests politics on regulatory policies in the energy industry. She also conducts research on the effect of media on public officials’ behavior. Her past work concentrated on analyzing judicial selection mechanisms in the U.S.

Claire received her PhD in Economics from the University of Pennsylvania. Before coming to the U.S. for her doctoral study, she studied at Seoul National University, where she received a bachelor's degree in Economics and Political Science, and graduated with the highest distinction.

We are pleased to announce that Mary Sprague, Class of 1993, was recently promoted to Senior Lecturer in the Public Policy Program.

In addition to teaching the senior seminar, Dr. Sprague directs the undergraduate practicum, Senior Capstone Program, and the Western Association of Schools and Colleges (WASC) curriculum evaluation project.

After graduating from Stanford, she worked for the U.S. Senate Finance Committee and the Public Policy Institute of California. She received her MPP and PhD in Political Science from the University of California, Berkeley.

Dr. Sprague lives in Los Altos with her husband Mark, son Aaron and daughter Kate.
Last December, I went with many other Stanford students to Copenhagen, Denmark, to attend the COP15 United Nations Climate Change Conference (UNCCC). As diplomats, policymakers, and members of civil society came together to take action on climate change, we were given an extraordinary glimpse into the dynamics of intergovernmental negotiation and the political economy of international climate change policy.

As official observers of the conference, we were granted entry into the Bella Convention Center, where we engaged in a chaotic flurry of activities. Numerous informative “side-events” were organized by multilaterals, nations, and NGOs that provided an excellent way to become quickly well-versed in various important technical and policy areas. At one event, we heard Al Gore present new, dire findings regarding the accelerated melting of the Arctic Sea Ice. These events and interactions also served as a platform for invitation to exclusive networking receptions and presentations. Some of us secured entry to a forum put on by the International Gas Union, and another by the WorldWatch Institute featuring a panel of global business leaders and diplomats. For many students considering careers in policymaking and/or business, these gatherings provided robust expansions to our professional networks and our understandings of various issue areas. On occasion, we were allowed to enter the plenary room, where negotiators representing all 192 nations presented the publicly deliberated text of the prospective treaty. However, most students chose not to attend these sessions because much of it was political theatre, with the real negotiations taking place behind closed doors, among a much smaller group of powerful countries.

Over the course of the trip, the many discussions and conversations I engaged in and listened to had a common theme: how will policy be shaped here on out to provide the proper incentives for businesses to drive lower emissions? For example, many criticized the current structure of U.S. government incentives to produce renewable energy. With short, finite lives, these policy mechanisms do not provide investors sufficient visibility and incentive to deploy capital for research, development, and project implementation. Investors hoped that the COP15 talks would result in an agreement that would mobilize sustainable investments for a low-carbon economy. Many believed that, even without a binding agreement, the marginal progress and higher sense of urgency arising from the conference would result in a higher risk-tolerance in the business community. However, the rapid structural changes and cleantech “bankability” necessary for climate mitigation would not occur without an internationally coherent and binding treaty (indeed, the price of carbon in the European carbon markets dropped precipitously after talks failed in Copenhagen). The problem distilled down to the question of how policymakers could make an attractive, permanent program that credibly bound their hands to provide a higher degree of regulatory certainty.

Other important policy issues came up regularly. How can nations structure transparent and effective carbon markets? What distributional policies should be enacted at the supra-sovereign level to facilitate that adaptation of impacted peoples of industries, most importantly agriculture? Could a new “Clean Development Mechanism” be institutionalized to ensure credible, transparent, and attractive investment carbon abatement opportunities in emerging markets? Ongoing ethical debates about developed countries’ “climate debt,” the disproportionate share of emissions coming from rich nations, and adaptation finance raged on during the conference. Countries such as Tuvalu and Kiribati continue to be outspoken and unwavering in their demands, calling for peak emissions by 2020 and limiting the global temperature rise to 1.5 degrees Celsius, arguing that their fundamental existence depend upon it. However, countries such as China claimed that binding international cooperation was an unacceptable threat to sovereignty.

The international community placed high expectations on the two-week negotiations marathon. A new, more environment-conscious and cooperation-minded president was in the White House. Rich and poor nations alike had been heralding the event as “the time to act” on the common threat that faced all nations. Unfortunately, these hopes were not met. The costs of inaction are high - the International Energy Association estimates each year a strict, binding agreement on climate change is not in effect costs the global economy $500 billion in future mitigation and adaptation. While many students left disappointed with the final product of the negotiations – with countries merely “taking note” of the non-binding Copenhagen Accord – all came away with important insights about the political economy of international climate negotiations, and a deeper understanding of the myriad important issue areas covered in the talks.

I would like to thank the Public Policy program for continuing its practice of providing exceptional support for its students and sponsoring my study trip to Copenhagen. The experience enriched my education and fundamentally changed the way I understand politics and policy.

Raffi Mardirosian, Class of 2010
On May 17th, Public Policy students and faculty gathered in the new SIEPR Gunn Building to hear David M. Walker present the Morris B. and Edna Zale lecture. Walker was the honored recipient of the 2010 award for his career in scholarship and public service. From 1998 to 2008, he served as Comptroller General of the United States and the head of the Government Accountability Office. In 2008, Walker left the GAO to head the Peter G. Peterson Foundation—a philanthropic organization designed to raise fiscal awareness and combat deficit spending. During an informative, and at times alarming, lecture on the state of the economy and budget shortfall, the students learned a great deal. After his lecture, he continued to discuss both issues surrounding the budget, as well as his personal life and career path, with students seated at the head table.

Walker opened his talk by remarking on the importance of having young policy makers grasp the gravity of the federal budget situation, as it is they who will be confronting this situation in the future. He then began showing slides to demonstrate the myriad of issues that are contributing to the current budget issues.

Among the first diagrams presented by Walker was a picture of the projected federal deficit into the future, as compared to other nations. In light of the current budget crisis in Greece, it was alarming to note that the United States will approach a similar debt-to-GDP ratio within the next decade if nothing is done to change its path. He also showed that if nothing is done to arrest the growth of spending on Medicare and Social Security, they, along with interest payments on the national debt, will rapidly swallow up all of the money currently used for discretionary spending. Walker then turned to discussing the particular intricacies and problems associated with the federal budget. He emphasized that to close the structural deficit associated with the current budget, a combination of increased revenue and cuts to spending were necessary. In particular, he emphasized that the two areas most in need of reform are Social Security and Medicare. Walker pointed out that the so-called “Social Security trust fund” could neither be trusted nor funded. Instead, it is a massive unfunded obligation for the federal government.

In addition to discussing the problems of Social Security and Medicare, Walker also tackled several other major spending categories, most notably defense. In that case, he made the point that America’s all-volunteer military may not be affordable in the long-term. When asked about this during the question-and-answer session, he proposed a two-year national service requirement that could be either in the military or could involve work on other national service projects. One student commented, “Walker’s remarks on mandatory public service immediately caught my attention.” She wondered whether required national service could succeed where a proposal for the draft would likely fail.

During dinner, students were able to learn more about David Walker’s career path into government from the private sector, where he had a number of positions in accounting and management. He also discussed being recruited by George H. W. Bush to serve as Public Trustee for Social Security and Medicare, a position he held from 1990 to 1995. All told, sitting at the table with David Walker was very interesting, and quite an exciting opportunity for a public policy student.
The growth and quality of the programs in Public Policy are limited only by available funding for student aid, support and faculty resources. Recognizing the impact of student research, travel and applied policy learning, the program is seeking to increase support for each of these areas. For graduate students in Education, Humanities and Sciences and Engineering who are planning academic or policy careers, getting funding is an especially significant challenge. We hope to be able to offer fellowship funding to a small number of graduate students next year. We expect it will help us achieve our ultimate objective, which is to compete successfully for the very brightest students in the world with aspirations to participate in public policy debates and to provide those students with the tools they need to evaluate and advocate sound solutions to the economic, social and political challenges of the century ahead.

One of America’s most successful industries is higher education. If we can maintain that competitive edge by expanding capacity efficiently in the face of huge increases in the demand for policy-related graduate education, we will help Stanford University continue to attract first rate minds and influence world events.

We have several areas of opportunities for interested donors, and many of the endowed gifts can be ‘named.’ Gifts of any amount are welcomed; specific areas of need are listed below:

<table>
<thead>
<tr>
<th>Student Travel or Research Grant</th>
<th>$ 500</th>
</tr>
</thead>
<tbody>
<tr>
<td>Practicum Project Support</td>
<td>$ 1,000</td>
</tr>
<tr>
<td><strong>Endowed Commencement Award: M.A. Thesis or MPP Academic Achievement</strong></td>
<td>$ 10,000</td>
</tr>
<tr>
<td>One-year Graduate Fellowship</td>
<td>$ 10,000</td>
</tr>
<tr>
<td><strong>Endowed Graduate Fellowship</strong></td>
<td>$ 200,000</td>
</tr>
</tbody>
</table>

For further information on supporting the Public Policy Program, please contact Jane Bessin, SIEPR Director of Development 650-724-6329 or jbessin@stanford.edu

The Public Policy Program acknowledges the generous support of our most recent donors:

- Jennifer Cohen, Class of 2006
- Brian Dunlap, Class of 2006
- Capt. John Hamilton, Class of 2006
- Andrew Heimert, Class of 1993
- Aaron Kabaker, Class of 2006
- Vikram Krishnan and Mona Tekchandani, Class of 1996

Public Policy Program
SIEPR Gunn Building
366 Galvez Street
Stanford, CA 94305-6050

Bruce Owen, Director
ph: 650.724.2404
BruceOwen@stanford.edu

Niki Calastas, Administrator
ph: 650.736.2319
nikic@stanford.edu

Greg Rosston, Deputy Director
ph: 650.725.0722
grosston@stanford.edu

Kristin Tewksbury, Student Services
ph: 650.736.7567
ktewks@stanford.edu

Ph: 650.725.0109
366 Galvez St, Stanford CA 94305