Letter from the Director

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

I hope this newsletter finds everyone well and that the summer has been a relaxing one.

As you may remember from last summer’s update, the 2014-15 academic year was full of big changes for the Public Policy Program. The Public Policy core staff has always been small — currently, we consist of just four people. At the start of the 2014-15 academic year, three of those four team members were new! Needless to say, it has been a year of learning and one filled with exciting new opportunities. As might be expected, there was a bit of a learning curve at first, but we made it through the year and are extremely proud to share the accomplishments of our graduating seniors and Masters students along with this year’s other program news.

On June 14th, 21 seniors graduated from the undergraduate program, with nearly every student completing practicum projects for a government or nonprofit organization — clients this year included Americans for Cures, the Santa Clara Valley Water District, and the Silicon Valley Education Foundation. Twenty-four students graduated from the Masters program, with 14 students completing two-quarter practicum projects. Each practicum team researched a real-world problem and made policy recommendations to address it. Clients for the graduate practicum teams included the State Board of Education, the Society of Actuaries, the Institute of Medicine, and the San Jose Unified School District.

Two seniors completed independent research study through senior honors theses projects. We are very proud of our graduates’ many accomplishments during their years of study in Public Policy. Eighty-six percent of our students pursued internships during their studies; eighty-four percent have definitive plans after graduation to go into a variety of dynamic organizations (you can find out more in the Class of 2015 section). We look forward to following their careers and reading their updates in the Alumni Updates section of the annual newsletter in years to come!

This year, Public Policy worked to build and expand its presence on campus. With generous funding from the Vice Provost for Graduate Education, we were able to host three Roundtable events focusing on Science, Technology, and Policymaking (for more, see article on page 23). We hope to be able to continue the roundtables in the upcoming year in a concerted effort to further bridge the gap between the STEM fields and the world of policymaking.

The program continues to expand its course offerings to students. This year an applied data analysis course (Public Policy 105/205: Empirical Methods in Public Policy) taught by Stanford Economics Department alum Christine Pal Chee debuted in the spring and received very favorable reviews. Though the first class was small, we expect that it will serve as the preferred applied econometrics course for students in the future. Lanhee Chen, Bruce Cain, and Benjamin Ginsberg taught students about the nuts and bolts of running a presidential campaign in the popular elective course, Public Policy 146/246: Policy, Politics, and the Presidency: Understanding the 2016 Campaign from Start to Finish. The course kicked off the winter quarter with Mitt Romney as a guest speaker.

Public Policy faculty and students had an exciting opportunity to engage with a highly distinguished public servant in April during the annual Zale Lecture, “Echoes Across the Pond: The Immigration Crisis in Europe.” William Kennard (’78), former Ambassador to the European Union under Barack Obama and Chairman of the FCC during the Clinton Administration, gave a highly engaging talk that wove together his personal and professional experience living abroad for four years in Brussels while serving as Ambassador.

See Letter from the Director, page 22
Commencement and Degree Candidates

Class of 2015 – Graduate Degree Candidates

Alvaro Alliende
Alvaro graduated with a Master of Public Policy and a Master of Business Administration. During his time at Stanford, Alvaro explored his passions for entrepreneurship, finance, education, and housing. He is the co-founder of three organizations that focus on social issues in Chile and Peru. Prior to Stanford, Alvaro graduated as a structural and geotechnical engineer from Pontificia Universidad Católica de Chile, where he later taught as an adjunct professor. He has also worked as an investment banking associate for Deutsche Bank. Alvaro is also a husband and a father, and he enjoys spending time with his family, biking and playing golf. After graduation, Alvaro will continue working with one of his organizations, Alza, a crowd-funding company that provides loans to small businesses in Chile.

Daniela Berman
Daniela graduated with a Master of Public Policy and Master of Arts in Education, with a concentration in Policy, Organization, and Leadership Studies (POLS). She conducted her POLS Project on the challenges of assessing high-quality early childhood education in California, with an eye on improving classroom and teacher evaluations. For her Public Policy Practicum Project, Daniela joined her colleagues in offering important research and analysis to the National Institutes of Medicine on hospital emergency preparedness. During her time at Stanford, Daniela has worked for the California Department of Education on their Special Education Task Force. In this role, she provided policy recommendations to Governor Jerry Brown about special education initiatives throughout the state. After graduation, Daniela plans to remain in the Bay Area and pursue a career in education policy consulting and advocacy.

Henry Cheng
Henry graduated with a Master of Arts in Public Policy and is also pursuing a doctorate in Bioengineering. During his time at Stanford, Henry has advocated for LGBT students and minority students through the BioAIMS and GradQ groups. He has also been an active member of the Muay Thai Kickboxing Club. After graduation, Henry will continue working on his Ph.D. at Stanford, where he is using a computational and genomic approach to develop diagnostics for a wide range of infectious diseases. In the future, Henry hopes to make biomedical technologies accessible to developing regions that need them most. Henry dedicates his degree to his incredible mother, Kim Chen, who passed away in the summer of 2014.
Samuel Chiu
Samuel graduated with a Master of Public Policy with a concentration in Science and Technology Policy. During his time at Stanford, Samuel explored how government can best cultivate, monitor, and utilize emerging technologies. After earning his bachelor’s degree in U.S. History from Stanford in 2010, Samuel worked for three years in the Schwarzenegger and Brown administrations. In 2014, he worked with the Privacy Education and Policy Unit in the California Attorney General’s Office to study law enforcement agencies’ use of surveillance technologies. Samuel has been President of the Public Policy Graduate Student Council and a co-organizer of the Public Policy Program’s Science and Technology Policy Roundtable. After graduation, Samuel intends to pursue a career in public service at the state and local level.

Cole Davis
Cole graduated with a Master of Public Policy with a concentration in Legal and Regulatory Intervention, with a specific focus on retirement and pensions. Last year, he graduated from Stanford with a bachelor’s degree with Honors in Economics. As an undergraduate, Cole was a member of the varsity swim team, competing in the 2012 Olympic Trials and the 2013 U.S. Open. He was also named to the Pac-12 All-Academic Team for 2013 and 2014. Cole interned at Morgan Stanley as an analyst in the wealth management department. His hobbies include restoring automobiles, snow skiing, scuba diving, and keeping “Boss Ross” (also known as Program Director Greg Rosston) on his toes. After graduation, Cole will return to work at Morgan Stanley.

Blake Emmerson
Blake graduated with a Master of Arts in Public Policy. Last year, he graduated from Stanford with a bachelor’s degree in International Relations. During his time at Stanford, Blake focused on the intersection of politics and policymaking, learning how to effectively implement change in government. Outside of Stanford, he worked for Congressman Blumenauer and for the nonprofit advocacy group, Communications Consortium Media Center, both in Washington, D.C. After graduation, Blake will work as an Analyst at Ikaso Consulting, where he will work with public sector clients on projects ranging from strategic procurement to organizational analysis.

Noah Garcia
Noah graduated with a Master of Arts in Public Policy with a concentration in Energy and Environmental Policy. Last year, he graduated from Stanford with a bachelor’s degree in International Relations. During his time as a graduate student, Noah has been a research assistant for Stephen Comello at the Steyer-Taylor Center for Energy Policy and Finance, focusing on wind development in the U.S. Interior. He has also been involved with the student organization he co-founded two years ago, Stanford Athletes and Allies Together. After graduation, Noah plans on traveling and enjoying summer in San Diego before moving to Chicago to begin work as a Sustainable Energy Fellow at the Natural Resources Defense Council.

Harsh Govil
Harsh graduated with a Master of Arts in Public Policy and a bachelor’s degree in Economics. During his time at Stanford, he has worked in business development for Udemy, a successful venture-backed online education company, lobbied on trade policy issues based in Washington, D.C. and consulted on economic development in Madrid. Harsh is actively involved with the Civil Air Patrol as a 2nd Lieutenant participating in search and rescue and cadet mentorship programs across the Bay Area. He has lived and studied in six different countries across four continents. After graduation, Harsh will start as an Analyst at Morgan Stanley in New York.

Mahilini Kailaiyangirichelvam
Mahilini graduated with a Master of Arts in Public Policy. Last year, she graduated from Stanford with a bachelor’s degree with Honors in International Relations and Economics. She wrote a thesis under the direction of Professor Rosamond Naylor on defense activities and food policies in Sri Lanka during the civil war. Mahilini won the Nobel Laureate Mohammad Yunus fellowship, and studied the impact of financial crisis on microcredit at the Grameen Bank in Bangladesh. She also worked at the American Insurance Association (AIA) as a business analyst. During her time at Stanford, Mahilini volunteered at the Bing Nursery School and was part of the Stanford Hindu Student Association. After graduation, Mahilini will move to Singapore to work as a business analyst.

Roman Larson
Roman graduated with a Master of Public Policy and a Master of Arts in Education, with a concentration in Policy, Organization, and Leadership Studies (POLS). Roman is the first student to complete an M.P.P., M.A., and a B.A. (with Honors and distinction) in four years. Last year, Roman wrote an education policy honors thesis, which See Class of 2015, page 4
won the Nathan L. Rosenberg Award for an Exceptional Honors Thesis. Outside of Stanford, he has worked on policy, advocacy, and research with some of the highest-achieving public schools in the United States. After graduation, Roman will work on national standardized testing programs with Pearson, the world’s largest education company.

Robert Lemons

Robert graduated with a Master of Arts in Public Policy. Last year, he graduated from Stanford with a bachelor’s degree with Honors in Economics. From 2010 to 2014, he was a member of the Stanford varsity basketball team that advanced to the Sweet 16. Robbie earned first-team all-Pac-12 honors as a Junior and Senior and was recognized with the Pac-12 Leadership Award. Robbie is extremely thankful for the exceptional teaching in the Economics Department and the Public Policy Program, but would like to specifically thank Professors John Cogan, Lanhee Chen, George Foster, and Anat Admati for their guidance in directed readings and research. After graduation, Robbie will be studying and playing basketball professionally at Newcastle University.

Ye Li

Ye (also known as Henry) is a joint degree student, who graduated this year with a Master of Public Policy. Henry is also pursuing a doctorate in Structural Biology. During his time at Stanford, Henry has been a Stanford Interdisciplinary Graduate and Bio-X Fellow. After graduation, he will continue his Ph.D. research on embryonic stem cells and gene networks. Following that, Henry plans to start a biotechnology company using the skill set he has gained from his joint degree at Stanford. He hopes to retire early and spend the rest of his life working on science education and policy.

Justin Marpole-Bird

Justin graduated with a Master of Public Policy, specializing in Financial Markets. During his time at Stanford, he has participated in the Public Policy Graduate Student Council and the Stanford Investment Club at the Graduate School of Business. Justin also worked on consulting projects for various private and public sector clients with Dr. Sam Savage of the Management Science and Engineering Department. After graduation, Justin will work in Financial Services.

Michelle Marquez

Michelle graduated with a Master of Public Policy with a concentration in Education Policy. She graduated from Stanford in 2010 with a bachelor’s degree in Management Science and Engineering, concentrating in finance and decision engineering. During her undergraduate time at Stanford, Michelle was involved in education by offering free tutoring to low-income students. Before returning to Stanford for graduate school, Michelle worked as a paralegal in contracts and trademark law. She also continued work in the education space, by serving at-risk youth as an instructional associate in the math department at Menlo-Atherton High School. After graduation, Michelle will be an Operations Fellow at Uncommon Schools in New Jersey.

Meghan Moura

Meghan graduated with a Master of Public Policy and a Master of Arts in International Policy Studies. During her time at Stanford, she focused her studies on issues of international development, poverty, and inequality in Sub-Saharan Africa. Meghan also explored these interests outside of the classroom. She interned at Village Enterprise, a nonprofit helping the rural poor in Kenya and Uganda start sustainable businesses. Her practicum team studied the impact of the Millennium Challenge Corporation’s multi-million dollar compacts on the economies of recipient countries. She also published an article for the Stanford International Policy Review on the differences in parental leave and childcare policies between France and the United States as determined by family outcomes. After graduation, Meghan will work for Stanford’s Leadership Academy for Development as a case writer, and then she plans to transition into the Bay Area’s nonprofit sector.

Christopher Nguyen

Chris graduated with a Master of Arts in Public Policy with a concentration in Health Care Policy and a bachelor’s degree in International Relations. During his time at Stanford, Chris studied abroad in Paris and conducted research in the Swiss Alps as a member of the Stanford Alpine Archaeology Project. In the summer of 2014, he worked as an intern at Triage Consulting Group, a healthcare consulting firm in San Francisco. A member of Phi Beta Kappa and a Class of 2015 Award of Excellence recipient, Chris served as President of both the 6th Man Club and Delta Kappa Epsilon. He has also been involved with the Stanford Vietnamese Student Association and with the Stanford Marching Band since his freshman year. After graduation, Chris will return to Triage Consulting Group as an Associate Consultant.
**Nicholas Pataki**
Nick graduated with a Master of Public Policy and a Master of Arts in International Policy Studies. During his time at Stanford, he worked as a teaching assistant for the Economics Department. He also held research assistantships in California pension liabilities at Stanford’s Institute for Economic Policy Research and in Asian central bank policy for Dr. Ron McKinnon. Nick was a summer intern with Innovations for Poverty Action in the Philippines and a FISCal Fellow at the City of San Jose’s Finance Department. After graduation, Nick will join Catenus Science for a three-month Data Science Apprenticeship in the Bay Area.

**Brandon Silberstein**
Brandon graduated with a Master of Public Policy. Many moons ago, he graduated from Stanford with a bachelor’s degree in Human Biology and a Master of Arts in Psychology. After marketing for tech-startups, Brandon’s emerging passion for contemplating the ethical implications of burgeoning technologies lead him to the Public Policy Program. During his time in the Program, he conducted usability studies on Stanford’s new learning platform ClassX, helped define future advocacy initiatives for FWD.us, an advocacy group for technology companies, and helped organize the Science, Technology and Policy roundtable. Brandon also enjoyed his return to Robber Barons Sketch Comedy, which he founded as an undergraduate. While Brandon will miss wearing shorts year-round, he looks forward to working for the Technology Policy Institute as a Policy Analyst in Washington, D.C.

**Sara Silberstein**
Sara graduated with a Master of Public Policy with a concentration in Health Care Policy. During her time at Stanford, Sara has conducted international health policy research as a Stanford in India Health Policy Initiative Fellow, spending two months conducting fieldwork in rural India. In addition to studying policy, Sara enjoys learning about neuroscience and human behavior. In 2014, Sara helped organize the first Science, Technology, and Policy Roundtable on biosecurity. Sara has loved making audiences laugh as a member of Robber Barons Sketch Comedy. She is also grateful for her involvement with Camp Kesem, a Stanford camp for children whose parents have or have had cancer. Sara has enjoyed earning an M.P.P. alongside her older brother Brandon. She plans to attend medical school in the future.

**Miho Tanaka**
Miho graduated with a Master of Arts in Public Policy. Last year, Miho graduated from the Stanford Law School with an LL.M. degree and passed the New York Bar Exam. Since 2010, Miho has been working for the Financial Services Agency within the Government of Japan, where she helped develop a series of securities regulations regarding disclosure and accounting standards. During her time in the Public Policy Program, Miho focused on financial regulations and developed her skills in that area. After graduation, Miho will go back to Japan and serve for the Financial Services Agency.

**Daniel Tublin**
Daniel graduated with a Master of Arts in Public Policy with a concentration in Legal and Regulatory Interventions. During his time at Stanford, he was a member of the Stanford Men’s Volleyball team and an executive member of Cardinal Council. In the summer of 2014, Daniel worked

See *Class of 2015*, page 6
for the National Labor Relations Board in Washington, D.C. as a fellow with Stanford in Government. In his spare time, Daniel sleeps or dances to funk when nobody is around. This summer Daniel will do a short stint with OSKR, an economic consulting firm in Oakland. Starting in September, Daniel plans to pursue a career in volleyball and play professionally in Europe.

Rachel Wright
Rachel graduated with a Master of Public Policy and a Ph.D. in Sociology. Her dissertation Can Nonprofits Lead a Movement for Economic Justice? examines anti-poverty strategies and argues that nonprofits can help low-income people create and shape anti-poverty policies. She hopes to publish a book for general audiences based on her research. During her time at Stanford, Rachel has taught courses about Social Movements and Poverty Inequality and Public Policy. In 2013-2014 she TA’ed for Joe Nation in the Public Policy Practicum. Rachel has received many grants and fellowships including ones from the Center for Philanthropy and Civil Society and the Haas Center for Public Service.

Fernando Zavala
Fernando graduated with a Master of Public Policy with a concentration in Education Policy as well as a Master of Business Administration. Fernando is a Chilean Engineer passionate about technology, entrepreneurship, and social impact. Before coming to the U.S. to study, he worked in investment banking and as an advisor to the President of Chile, Mr. Sebastian Pinera. As an advisor, Fernando was involved in the design and implementation of important public policies in the Energy, Mining, and Telecommunications sectors. Fernando is also one of the founders of Alza, a startup that provides debt financing and mentorship for medium and small companies in Latin America. After graduation, Fernando will return to Chile and continue working on Alza.

Class of 2015 – Bachelor of Arts Degree Candidates

Brendon Austin
Brendon graduated with a concentration in Education Policy. For the past two summers at Stanford, he has put his knowledge to work at an internship at the Hoover Institute in the Office of Dr. Condoleezza Rice. Brendon has been a part of the Stanford Cardinal Football Team since the fall of 2011. He played in the Rose Bowls against Wisconsin and against Michigan State as well as in the Foster Farms San Francisco Bowl. After graduation, Brendon will return for his 5th and final football season on the Farm and further pursue his work with the Hoover Institute and its fellows.

Krista Bailey
Krista graduated Phi Beta Kappa with distinction and with a concentration in Health Care Policy and a minor in History. During her time at Stanford, Krista has participated in numerous public service opportunities, including Alternative Spring Break, Branner Service Scholars, and the Stanford Public Service Leadership Program. She spent a quarter at the Stanford in Washington Program, interning for the National Partnership for Women & Families. In the summer of 2014, she conducted health policy research in the Public Policy Summer Research Program. Throughout her senior year, Krista has worked as an intern for JusticeCorps and as an invaluable member of the Public Policy Office team. After graduation, she will pursue a fellowship with JusticeCorps where she will provide legal assistance to underserved communities in San Jose.

Austin Block
Austin graduated Phi Beta Kappa with distinction and with a concentration in Education Policy. During his time at Stanford, he has endeavored to learn about the United States education system from as many different angles as possible. He conducted education research with Professor Sean Reardon, worked as a tutor and Tutor Coordinator with East Palo Alto Tennis and Tutoring, taught summer classes with Breakthrough Silicon Valley, and interned at the United States Department of Education through the Stanford in Washington Program. After graduation, Austin will pursue a teaching credential in secondary history with the Stanford Teacher Education Program.

Molly Cain
Molly graduated with distinction and with a concentration in Advanced Policy Analysis. Molly is also graduating with a degree in Economics. During her time at Stanford, she attended the Stanford in Washington Program and interned at the Office of U.S. Senator Chris Coons, focusing on economic policy. Molly was a Teaching Assistant for the Public Policy core class,
Law and Economics, and she has worked as a Research Assistant for Professor Justin Grimmer since her freshman year. Molly has also been an active member of the Stanford Band as a trombone player, and a member of the Club Equestrian Team. After graduation, Molly will be working in Washington, D.C., as an economic consultant at Edgeworth Economics. She hopes to have a lifelong career in economic policy.

**Elizabeth Carls**

Elizabeth graduated Phi Beta Kappa with distinction and with a concentration in Development and Growth Policies. She is also graduating with a degree with Honors in Economics. At Stanford, her proudest accomplishment has been directing the Stanford Dance Marathon, Stanford’s largest student-led philanthropy, which benefits global health through a 24-hour dance-a-thon. In 2015, the event involved close to 2,000 students and raised $125,000. Elizabeth has worked in both the private and public sectors and hopes to pursue a career at the intersection of policy and business. After graduation, Elizabeth will conduct research in international development at the MIT Poverty Action Lab for a year before joining Bain & Company in Washington, D.C.

**Oscar Carvente**

Oscar graduated with a concentration in Education Policy. During his time at Stanford, his interest in educational equity and public service led him to tutor middle school students through East Palo Alto Tennis and Tutoring as well as through DreamCatchers. He was a core member of MEChA, a Chicano, Latino advocacy and activist group on campus. Through MEChA, he co-organized Raza Day, a Chicano, Latino youth conference at Stanford attended by over 200 low-income Latino youth from across the Bay Area. After graduation, Oscar will pursue a teaching credential in secondary math through the Stanford Teacher Education Program.

**Jin Cho**

Jin graduated with a concentration in Health Care Policy. During her time at Stanford, she worked as a Research Assistant at the Freeman Spogli Institute and the Graduate School of Business to help conduct experiments on corporate social responsibility and macroeconomic growth. Jin has also been involved with the Asian Liver Center at the Stanford School of Medicine. During her senior year, she managed a booth at the San Francisco Chinese New Year Festival to spread awareness on the Hepatitis B vaccination to relevant populations. After graduation, Jin will work as a corporate management analyst for the Heinz Company at its world headquarters in Pittsburgh, before returning to Stanford to finish her Master’s degree in Public Policy.

**Amber Farrell**

Amber graduated with a concentration in Discrimination, Crime, and Poverty Policy. During her time at Stanford, Amber conducted research for Professor Clayton Nall in the Political Science Department and Professor Gavin Wright in the Economics Department, and she was an active member of the Stanford Varsity Track and Field Team. Amber has participated in various volunteer experiences involving the education and mentorship of at-risk youth in the Bay Area. She currently volunteers at the Western Regional Advocacy Project, an organization dedicated to the fair treatment of homeless citizens. After graduation, Amber will be a fellow at SAGA Innovations in Chicago, where she will be tutoring in inner-city high schools.

**Jazmin Harper**

Jazmin graduated with a concentration in Development and Growth Policies. During her time at Stanford, she received a Public Policy Fellowship and a Stanford in Government Fellowship. Through these fellowships, she had the opportunity to intern with McCunn and McCunn law firm, the Office of Congressman Jeff Denham, and the Marin County Workforce Development Board. She also volunteered with several organizations including Bayside Church, the Menlo Park U.S. Veterans Hospital, and East Palo Alto Tennis and Tutoring, where she received an award for Outstanding Tutor. After graduation, Jazmin will attend Duke University’s Sanford School of Public Policy to pursue an M.P.P. degree. She hopes in the future to work in Economic and Community Development.

**Connie Huynh**

Connie graduated with a concentration in the Design of Public Institutions. At Stanford, she participated in the Stanford in Washington Program, where she interned at the Federal Reserve Board. She also spent time at Oxford, where she studied Behavioural Economics. Connie is a recipient of the Haas Center for Public Service’s “Walk the Talk” Service Leadership Award. She won a Chappell-Lougee Scholarship that allowed her to begin writing a book about her mother’s experience during the Vietnam War. After graduation, Connie will intern with a City Manager in San Diego through a Haas Urban Fellowship. In the fall, she will return to Stanford to complete her M.P.P. degree.

See *Class of 2015*, page 8
Adam Khorakiwala
Adam graduated with a concentration in International Development Policy and the Social Sector and with a minor in Computer Science. During his time at Stanford, he participated in the Stanford Washington Program and completed an internship at the World Bank, where he worked on behavioral economics and development. Adam has interned at Palantir Technologies in Washington, D.C., focusing on integrating data systems for the U.S. government. Adam has also worked at the Bangalore non-profit Janaagraha, designing a crowdsourced corruption index. After graduation, Adam will take on a business development and strategy role for the Bay Area start-up Delphix. In the future, he hopes to work with technology and the social sector in South or Southeast Asia.

Anjali Kumar
Anjali graduated with a concentration in Design and International Development. During her time at Stanford, she has been the recipient of Undergraduate Research and Haas Center for Public Service grants, which have allowed her to pursue work in social impact both domestically and internationally. She has visited Arizona to photograph the disappearing Saguaro population, traveled to Bhutan to work with ginger farmers, and helped construct a new type of hazelnut de-husker through the d.School class, “Entrepreneurial Design for Extreme Affordability.” After graduation, Anjali will work on youth entrepreneurship in Bhutan through the support of a Haas Center Fellowship. She plans to continue her work on international development projects in the future.

Mariama Mallah
Mariama graduated with a concentration in Discrimination, Crime, and Poverty Policy. During her time at Stanford, she has focused on policies relating to access and equity in education for first-generation and low-income minorities through the Black Student Union and the Phoenix Scholars Program. Mariama studied abroad in Florence and also spent a quarter at the Stanford in Washington Program, where she interned at the World Bank. After graduation, she will return to Washington, D.C. to work as a Financial Analyst for the Consumer Financial Protection Bureau.

Conor McFadden
Conor graduated with a concentration in Governmental Economic Policy and considers himself the luckiest man in the world. During his time at Stanford, he played center for the Stanford Cardinal Football Team and played in two Rose Bowls. Conor took a year off from Stanford to serve as policy director on the senate campaign of his father, Mike McFadden. Upon his return to Stanford, Conor completed a senior practicum project on factors that influence water conservation and efficiency in the Bay Area. Next year, Conor will join Bank of America Merrill Lynch as an oil trader.

Jeremy Miranda
Jeremy graduated with a concentration in the Economics of Health and Innovation Policy and with a secondary major in Economics. In the summer of 2014, he was the primary research intern for Americans for Cures, a nonprofit that advocates for stem cell research funding. During his time at Stanford, Jeremy has been involved with the Pilipino-American Student Union and Science in Service organization where he led mentorship programs for high school and middle school students. He has also been an active member of the Stanford Catholic Community and the Stanford Conservative Society. After graduation, Jeremy plans to work in law, health consulting, or finance before applying to law school.

Stefan Norgaard
Stefan graduated Phi Beta Kappa with distinction and with a concentration in Growth and Development Policies. He is also graduating with a degree with Honors in Urban Studies. During his time at Stanford, Stefan has studied abroad in Cape Town and participated in the Stanford in Washington Program, where he interned at the U.S. Department of State. He also served as Chair of Stanford in Government. Through Stanford’s Center on Democracy, Development, and the Rule of Law, Stefan wrote an honors thesis on the civic attitudes of South Africa’s youth population. In the summer of 2014, Stefan worked on civic mobilization in a high-density neighborhood of Johannesburg, South Africa. After graduation, Stefan will serve as a Tom Ford Fellow in Philanthropy, working in the Metropolitan Opportunity Unit at the Ford Foundation in New York.

Jordan Richards
Jordan graduated with a concentration in Education Policy. During his time at Stanford, Jordan explored his interest in the education of youth residing in historically underserved communities. As a member of the Stanford Cardinal Football Team, Jordan was selected as a team captain in his senior year. He served as an Undergraduate Peer Advisor within the Public Policy Program and is on the Leadership Council
of the Fellowship of Christian Athletes in Action. After graduation, Jordan will play professional football with the New England Patriots. Eventually, he plans to obtain a master’s degree in Education, and would like to pursue a career in teaching and education administration.

**Hector Santa Cruz**
Hector graduated with a concentration in Education Policy. During his time at Stanford, he studied abroad in Madrid and in the Stanford in Washington Program, where he interned for the Senate Health, Education, Labor, and Pensions Committee. Over two summers, he worked with StudentsFirst on statewide and local education issues. On campus, he worked as the lab coordinator for the Political Psychology Research Group with Professor Jon Krosnick. In the lab, he collaborated on a research paper for future peer-reviewed publication and presented preliminary results at conferences in Washington, D.C. and Boston. After graduation, Hector plans to work in education policy and advocacy.

**Wendy Sov**
Wendy graduated with a concentration in Urban and Regional Policy. During her time at Stanford, she has explored her interest in urban planning as a solution to city problems. Wendy interned at the Department of Housing and Urban Development through the Stanford in Washington Program. She also studied the history of British urban planning through the Stanford in Oxford Program and worked in urban planning at the City of Cupertino and Los Angeles Chamber of Commerce. Wendy has been co-president of Circle K, a service organization, and theme associate for Branner Hall, Stanford’s public service-themed dorm. She has also served as a Public Policy Peer Advisor and oral communication tutor. After graduation, Wendy will return to Stanford to pursue an M.P.P. degree.

**Christina Wang**
Christina graduated Phi Beta Kappa with distinction and with a concentration in Public Health Policy. During her time at Stanford, she has conducted clinical research with Dr. Mindie Nguyen from the School of Medicine and presented first-authored posters and oral presentations at Digestive Disease Week 2014 and 2015. Christina has also led Team HBV, using grassroots efforts to raise awareness and counter hepatitis B transmission. She has served as a small group leader with the Intervarsity Christian Fellowship. Christina is honored to have served as teaching assistant to Public Policy 156, Health Care Policy and Reform. After graduation, Christina will work at Analysis Group in Menlo Park as an analyst specializing in healthcare.

**Stacey Wong**
Stacey graduated Phi Beta Kappa with distinction and with a concentration in Impact Investing and Social Entrepreneurship. This concentration supplemented the impact investing research that she completed with her advisor, Professor Paul Brest. During her time at Stanford, Stacey was involved in Stanford Triathlon, BASES Social Entrepreneurship, Stanford Marketing, and Alpha Phi. After graduation, Stacey will spend the summer developing a corporate financial strategy for Ubongo Kids, a Tanzanian-based social enterprise, through the support of the African Service Fellowship. In the fall, Stacey will return to San Francisco to work at Oliver Wyman, a management consulting firm.
Practicum Projects

Undergraduate Practicum Projects

AUTUMN QUARTER
An Evaluation of Funding Alternatives for Stem Cell Research in California
Team Members: Austin Block, Amber Farrell, Adam Khorakiwala, Anjali Kumar, Phillip Nazarian
Client: Americans for Cures

Analyzing Potential Cost Savings Resulting from Stem Cell Therapies Funded by California’s Proposition 71
Team Members: Jin Cho, Jeremy Miranda, Christina Wang, Stacey Wong
Client: Americans for Cures

WINTER QUARTER 2014-15
School Finance: Seeking a Better Accounting System For California’s Local Control Funding Formula
Team members: Alvaro Alliende, Sam Chiu, Daniel Tublin, Fernando Zavala
Client: State Board of Education

Public Pensions: The Importance of Assumptions and Reporting Risk
Team members: Cole Davis, Mahilini Kailaiyangirichelvam, Henry Li, Brandon Silberstein
Client: Society of Actuaries

Evaluating the Hospital Preparedness Program in California
Team members: Daniela Berman, Henry Cheng, Justin Marpole-Bird, Sara Silberstein
Client: Institute of Medicine

California Alternative Education: Evidence from San Jose Unified School District
Team members: Roman Larson, Michelle Marquez, Yibai Shu
Client: San Jose Unified School District

SPRING QUARTER
Evaluating the East Side Alliance as a Collective Impact Initiative
Team Members: Molly Cain, Jazmin Harper, Jordan Richards, Mackenzie Stein
Client: Silicon Valley Education Foundation

Implementing Math Acceleration Under the Common Core
Team Members: Brendon Austin, Krista Bailey, Oscar Carvente, Mariama Mallah
Client: Silicon Valley Education Foundation

Graduate Practicum Projects

WINTER QUARTER
Testing the Waters: Factors that Influence Water Conservation and Efficiency in the Santa Clara Valley Water District
Team Members: Connie Huynh, Conor McFadden, Stefan Norgaard, Hector Santa Cruz, Wendy Sov
Client: Santa Clara Valley Water District

Outstanding Undergraduate Practicum Award
Testing the Waters: Factors that Influence Water Conservation and Efficiency in the Santa Clara Valley Water District
Connie Huynh
Conor McFadden
Stefan Norgaard
Hector Santa Cruz
Wendy Sov

Ann C. Seminara Award For Outstanding Public Policy Senior
Austin Block
Graduate Student Trip to Washington, D.C.

Public Policy Student Events

By Sam Chiu, M.P.P, 2015

Following the first spring break trip to Washington, D.C. last year, the Public Policy Graduate Student Council decided to continue the tradition. After taking polls of what participants wanted to focus on or learn more about during the trip, students set about organizing three days of meetings with individuals across the political spectrum. In the end, we secured meetings with a total of 22 individuals representing 19 different institutions.

One of our first meetings was at the Migration Policy Institute, where we learned about the historical and continuing challenges to creating sound immigration policy. Some of our other early meetings included discussions with Ambassador Timothy Roemer, former U.S. ambassador to India, Scott Blake Harris of HWG Law (and former General Counsel at the Department of Energy), Darryl Pritchard of the Personalized Medicine Coalition, and Cliff Winston of the Brookings Institute. We finished our scheduled meetings for the day with a panel of media professionals representing the Wall Street Journal, Bloomberg News, and Politico. They provided different perspectives into the D.C. media landscape.

Later in the week we traveled to the Eisenhower Executive Office Building, where we met with representatives of the Office of Information and Regulatory Affairs, as well as Maya Shankar of the White House Office of Science and Technology Policy. Finally, we met with Maurice Obstfeld of the Council of Economic Advisors. After taking an extended stroll down the Mall, we had an extraordinary meeting with representatives of Senator Dianne Feinstein’s Office, as well as a meeting with a GOP Congressional Panel, which included representatives from the Senate Majority Leader Mitch McConnell’s Office.

The final day of the trip included meetings with representatives of USAID as well as with Ambassador Tony Harrington, former U.S. Ambassador to Brazil, at the Albright Stonebridge Group, where we were extremely fortunate to have the esteemed Secretary Madeleine Albright spend a few minutes with the group. After a brief chat with Meg Hauck of Nathanson+Hauck Lobbying, we were pleasantly surprised with the news that our final meeting with James Kvaal of the Domestic Policy Council would occur in the West Wing of the White House. Without a doubt one of the highlights of the trip was the final meeting which focused on the Obama Administration’s current efforts to expand affordable secondary education.
Public Policy Student Event
Sacramento Trip

Students in Professor Joe Nation and David Crane’s Politics and Policy in California class spent Winter Quarter grappling with the past, present and future of policies addressing some of California’s toughest social issues.

On January 29, 2015, the class traveled to the state capital to see real-world policymaking and engage with professionals who influence policymaking at several different levels. The group piled into a bus headed for Sacramento bright and early to arrive for the opening proceedings of the State Assembly. The students, many of whom were Public Policy majors and graduate students, proceeded to tour the State Senate floor. Senator Robert Hertzberg welcomed the group and emphasized the importance of studying policymaking from different vantage points.

Assembly Minority Leader Kristin Olsen shared her experiences building coalitions within and across party lines in a state with so many diverse geographic and demographic needs. Senator Fran Pavley shared her experience with writing, passing and implementing major clean emissions bills that have served as models for climate change standards for other states and nations. Students spent the afternoon talking with members of the media, professional lobbyists, and researchers of California resource conservation.

These conversations allowed students to better understand the relationships and processes involved in gathering data, understanding policies and spreading the word about these policies to constituents, policymakers and interest groups.

Touring the state capital and engaging with key influencers in making and implementing policy across the state brought students in direct contact with their studies. For some, the trip highlighted possible career options in policymaking that they were determined to explore after graduation.

Public Policy Student Event
Career Workshop and Alumni Panel

This year, the Public Policy Program partnered with members of the Public Policy alumni network, the Career Development Center (CDC) and the Vice Provost for Graduate Education (VPGE) to offer a career workshop and alumni panel on January 23, 2015. The Public Policy students who attended learned about models to help them think through what industries and roles they might be interested in after their studies, and narrative frameworks for marketing their skills in an interview setting. Alyssa O’Brien, the Public Policy Program’s Writing Specialist, spread the word about the writing and communications resources offered by the Hume Writing Center and through one-on-one resume and cover letter sessions. Seven alumni of the Public Policy Program joined the group for a panel discussion, providing insights into the education, start-up, nonprofit and consulting fields, among others. Student attendees engaged the alumni on various aspects of charting and navigating a career path, from how they chose their first jobs to discerning when and how to pivot between industries and graduate school. Students who attended the workshop found the resources and insights offered by Stanford and Public Policy alumni useful, especially as they applied for summer internships and considered job opportunities following graduation.

Students in Public Policy 154 get a firsthand look at policymaking in action.
Faculty Profiles

Alyssa O’Brien, Ph.D.

Alyssa J. O’Brien teaches writing, public speaking, and digital communication in both the Program in Writing and Rhetoric and in the Public Policy Program.

Alyssa also serves as the Public Policy Program’s Writing Specialist. She runs workshops out of the Hume Center for Writing and Speaking, and she offers writing support to both undergraduates and graduate students in courses, at career fairs, and through individual consultations.

Her Public Policy graduate course, “Writing and Rhetoric for Policy Audiences,” instructs M.A. and M.P.P. students in practical modes of communication for professional careers. The course attracts graduate students outside of Public Policy, with enrollment from the Graduate School of Business, the Stanford Medical School, the Stanford School of Education, and more.

Alyssa also teaches “Communicating with Creativity: Effective Strategies for Writing and Speaking” and “Getting Started in Creative Writing” through Stanford’s Online Writing Studio and at Stanford Sierra Camp. Prior to Stanford, Alyssa taught at Cornell University, the Simon School of Business, the Eastman School of Music, and the University of Rochester, where she completed her Ph.D. on the writing and revision strategies of authors James Joyce, Virginia Woolf, and Nella Larsen.

Since arriving at Stanford in 2001, Alyssa has written or co-authored multiple writing textbooks, including Envision and Envision-in-Depth, co-authored with Christine Alfano, now forthcoming from Pearson in fifth edition. Alyssa has also published numerous articles in both scholarly collections and peer-reviewed journals, and she has been an invited speaker in Europe, Asia, Australia, Russia, and the Middle East.

Alyssa won the Phi Beta Kappa Outstanding Teaching Award in 2006, and what she enjoys most is helping people discover their voices in writing of all kinds; she is delighted to be part of the Public Policy Program.

A. Mitchell Polinsky, M.S.L., Ph.D.

A. Mitchell Polinsky is an economist whose major area of professional interest is the economic analysis of legal issues. He obtained a Ph.D. in economics from M.I.T. in 1973, taught in the Department of Economics and the School of Law at Harvard University from 1973-79, and joined the faculties of the School of Law and Department of Economics at Stanford University in 1979. He currently is the Josephine Scott Crocker Professor of Law and Economics in the Law School and a Professor by courtesy in the Economics Department at Stanford. Professor Polinsky also is the Director of the John M. Olin Program in Law and Economics at the Law School and a Research Associate of the Program in Law and Economics at the National Bureau of Economic Research.

Professor Polinsky has been a Guggenheim Fellow, a Fellow of the Center for Advanced Study in the Behavioral Sciences, and a past president of the American Law and Economics Association. He has published more than 65 articles, mainly on the application of economics to tort, contract, property, and criminal law, and also on the economics of litigation. His textbook, An Introduction to Law and Economics (Wolters Kluwer, Fourth Edition, 2011), has been used at more than fifty law schools and economics departments in the United States and translated into Italian, Japanese, and Spanish. He also is the co-editor of the landmark two-volume Handbook of Law and Economics (Elsevier, 2007).

In his spare time Professor Polinsky enjoys backpacking and flying sailplanes (he holds sixteen U.S. National soaring records).
Public Policy Events

Dining With D.C. Deputies
By Connie Huynh, B.A., 2015, 1st year M.P.P. student

This February, Stanford welcomed President Barack Obama to campus to deliver a speech at the White House Summit on Cyber Security and Consumer Protection. Of course, the campus was buzzing with students and faculty hoping to grab a glimpse of the fourth president to ever address students at Stanford, and maybe even snap a selfie if they got a chance to. Select Stanford students and faculty were able to gain access to the event through a lottery system conducted by the Stanford Ticket Office.

Unfortunately, I was one of the hundreds of individuals unable to secure the golden ticket to attend the Summit. However, unbeknownst to me, Public Policy nominated me for a special lunch with some of the leading ladies of the nation. It turned out that Air Force One was able to jet over some of President Obama's right-hand advisors and David Demarest, Stanford's Vice President of Public Affairs, organized a small informal lunch between two female Deputy Secretaries and a small group of campus women.

I was one of seven lucky female students chosen for the luncheon with Deputy Treasury Secretary Sarah Raskin and Deputy Energy Secretary Liz Sherwood-Randall. Chief Technology Officer of the White House Office of Science & Technology Policy Megan Smith, Associate Director of National Security & International Affairs Dr. Pat Falcone, and Federal Trade Commissioner Julie Brill also made a special visit with us that Friday afternoon. In total there were about fifteen women sitting around a table in a small GSB conference room, dining on Sprouts lunch boxes and chatting away.

After brief introductions, the Deputies started sharing their experiences with pursuing their professional careers while having a family at the same time. This opened the floor to discussions of other related topics. We then discussed the changing societal norms of women in the workforce, sexual assaults on campus, and how public service careers are viewed at Stanford. The last topic in particular was of great interest to me since I am pursuing a career in local government and in a field that is heavily dominated by males.

Currently, only 12% of city managers are female, and while we did not particularly talk about local government, our discussion on how public service careers are viewed at Stanford and how the demands of these professions affect women was quite informative. Listening to the inspiring women in the room only strengthened my drive to pursue a career in public service. I cannot thank the Public Policy Program enough for granting me such a privilege and continuously supporting my pursuits and passions.

Obama Convenes Cybersecurity and Consumer Protection Summit at Stanford
By Lucy Xiao, 2nd year MPP student

On February 13, 2015, President Barack Obama addressed the nation from Stanford’s Memorial Auditorium as the keynote speaker for the White House Summit on Cybersecurity and Consumer Protection. The daylong Summit brought together a wide range of stakeholders — including senior administration officials, business leaders, consumer advocates, and Stanford scholars in law, computer science, and security — to tackle one of the most pressing domestic and international policy topics facing the country today.

The Summit focused on the national security and economic challenges and opportunities presented by the digital age. As President Obama noted, “it’s one of the great paradoxes of our time that the very technologies that empower us to do great can also be used to undermine us and inflict great harm.”

In his remarks, President Obama shared four guiding principles for addressing cyber threats: (1) public-private partnerships; (2) a focus on the unique strengths of both entities; (3) flexibility in adapting to cyber attacks; and (4) privacy and civil liberty protections for American citizens. He then went on to describe specific actions his administration has taken to put these principles into practice.

In particular, President Obama highlighted the need for a Consumer Privacy Bill of Rights, so consumers don’t give up their right to privacy when they go online or share their data with companies. A few days following the event, the White House published a draft of the bill, which aims to establish baseline consumer privacy protections.

This theme was echoed in remarks made by Homeland Security Advisor Lisa Monaco, National Economic Council Director Jeff
Zients, and Apple CEO Tim Cook, as well as two CEO panels moderated by Secretary of Homeland Security Jeh Johnson and Secretary of Commerce Penny Pritzker.

Protecting consumer privacy in a digital world is a concern shared by a broad spectrum of the Stanford community. A week after the Summit, the Public Policy Program hosted a timely roundtable on the topic where speakers from the legal, computer science, and technology startup fields discussed ways that policy could encourage innovation while preserving privacy rights.

President Obama could not have chosen a more appropriate place to convene the White House Summit on Cybersecurity and Consumer Protection. Just as Stanford fostered the pioneers of the Information Age, it is now on the forefront of addressing the challenges that now face our digital society.

2015 Zale Lecture

By Stefan Norgaard, B.A., Class of 2015

William Kennard, former U.S. Ambassador to the European Union, opened his Spring 2015 Zale Lecture, entitled “Echoes Across the Pond: The Immigration Crisis in Europe,” with two anecdotes contrasting immigration in Europe and the United States. First, he told the story of a Berlin taxi driver who has worked in Germany his entire life and whose family has lived in Germany for three generations. Nonetheless, this taxi driver told Ambassador Kennard he was proudly Turkish. Next, the audience learned of a taxi driver the Ambassador met at John F. Kennedy Airport in New York. Though this taxi driver had only arrived from Somalia mere months ago, when the Ambassador first asked where he was from, this taxi driver didn’t hesitate to respond with: “I’m from Brooklyn.”

The beauty of America, Ambassador Kennard said, lies in our nation’s pluralism, our willingness to accept and embrace differences. Immigration is a healthy and necessary component of what makes America strong. Unlike countries with guest worker programs, we treat our immigrants as Americans—and they view themselves as Americans.

In sharing these stories and his vision for American identity, Ambassador Kennard was able to weave together his hard work both as Chairman of the Federal Communications Commission (FCC) and as U.S. Ambassador to the European Union. While serving as FCC Chairman, Ambassador Kennard worked tirelessly to bring the benefits of a more competitive marketplace to all consumers, implementing policies that created an explosion of new phone, Internet, and broadband technologies. At the same time, he initiated bold new policies to bridge the digital divide.

As U.S. Ambassador to the European Union from 2009 to 2013, Ambassador Kennard brought to the job a commitment to universal democratic values. He opposed reactionary political movements in Europe that sought to restrict both commerce and immigrants’ rights. He advocated for liberal, fluid economic exchange and a social sphere of tolerance and acceptance of newcomers.

After his remarks, Ambassador Kennard took questions from students and faculty and joined the Public Policy community for a post-event reception.

Ambassador Kennard has worked in the private, public, and nonprofit sectors. His commitment to public service underscores the many paths we may take to shaping policy and making a difference. As Public Policy undergraduate and graduate students look to graduation and beyond, we are inspired by the work and values of Ambassador Kennard.

City Managers Event

On June 19, 2015, city managers and other local policy makers across the Bay Area gathered for a forum titled “The Road Less Traveled: Advancing Tomorrow’s Transportation and Mobility Solutions.” 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 advance the conversation on regional mobility solutions in the Bay Area. This event was the third of our City Manager Initiative, which began in the fall of 2013.

See Public Policy Events, page 22
Cooper Blackhurst  
Class of 2003

Cooper was drawn to the Public Policy Program because of the strong sense of balance he felt the program embodied — an ideal blend of fuzzy and techy, head and heart, emotion and reason. This notion found resonance largely based on Cooper’s background and upbringing in Utah. From the beginning, and enabled by his fantastic parents, Cooper’s interests were diverse. To date, he has been either competitive in or completely obsessed with football, baseball, basketball, hockey, soccer, golf, tennis, wakeboarding/waterskiing, snow skiing/snowboarding, climbing/cycling, mountain biking, scuba diving — you get the idea, and the list goes on. Whether athletic, academic, extra-curricular, professional or otherwise, Cooper’s interests were assorted and driven by an insatiable desire to experience and understand — again, themes he felt were central to the program vision.

While at Stanford, Cooper also played football as a full-ride scholarship athlete, earning Academic All-PAC10 honors and doing almost all possible to make the most of both athletics and academics. Following completion of the Public Policy B.A. and a rewarding football experience, Cooper applied for and was lucky enough to be accepted into one of Stanford’s co-term programs, earning an M.A. in Sociology, focusing on organizational science and stratification and the fundamental differences that characterize various types of organizations, public and private. Finishing his M.A. in Berlin was the frosting on the cake and afforded an opportunity to learn the lessons only living internationally can teach.

After some travel in Italy, Croatia, and Austria, Cooper crossed the pond to start his career. After a close look at several different paths, he chose to start in finance at Merrill Lynch in Utah, a decision largely influenced by geography. Since then, and after some time working for a start-up in home automation, Cooper was fortunate enough to work for Apple for over six years in a variety of roles and functions including manufacturing, procurement, vendor/OEM management and account/relationship management. Just prior to his departure from Apple, Cooper was based in Shanghai, helping to grow and support China-based operations.

Professionally, leaving Apple was a major decision and one that required enormous amounts of contemplation. However, Cooper has always felt that the next step should be taken with the end goal in mind, and, ultimately, he has always wanted to play an integral part in building something special. The stars seemed to align in presenting an opportunity at MX, a SaaS company that provides an innovative, intelligent solution to banks and credit unions that enables customers and members to get a better handle on their personal finances in a very smart and interactive way, the end goal being to make a real impact in the lives of users. His role at MX in Client Success combines a diverse background and skillset (which began, and has been leveraged heavily throughout his entire career, in the Public Policy Program), incorporating finance, operations, consulting, sales and relationship management. Professionally or personally, and especially in retrospect, Cooper’s real passion centers around people and relationships, and he feels incredibly optimistic about the future at MX.

Personally, Cooper has spent time with Tommy Caldwell & Kevin Jorgeson on the Dawn Wall of El Capitan (Google it), climbed The Regular Northwest Face of Half Dome, The Casual Route on The Diamond, The Mountaineer’s Route of Mt Whitney and the Disappointment Cleaver Route of Mt. Rainier, as well as other smaller objectives. He feels incredibly fortunate to have traveled all over Asia — Bali, Thailand, various locations in China, Singapore, Hong Kong, etc. — embarking on several adventures that include scuba diving, mountain biking, canyoneering, surfing and climbing, as well as the cultural immersion and personal growth that are so central to his love for travel and adventure. He is married to his sweetheart, Mercedes, and so far, there are no children, save Diesel, the cutest 8-year old black lab in the world.

After sharing many adventures together, Cooper and Mercedes have returned to Utah and are enjoying the perks of being closer to family as they embark on the next chapter of their lives and careers. From Utah to Cupertino to Shanghai and back, it’s been quite the ride, and they are both excited to see what life might come up with next.

Taurean Brown  
Class of 2005

Taurean K. Brown, Esq. is originally from New York City. She graduated from Stanford with a minor in Public Policy and a B.A. in English Literature in 2005. After graduation, she joined the Teach for America movement and taught 7th grade literacy and social studies in Philadelphia, while simultaneously pursuing a Master’s degree in secondary education from the University of Pennsylvania. In 2007, Taurean left the classroom to begin a dual-degree program in law and public policy at the University of Michigan. She graduated in May of 2011 and was admitted into the New York Bar Association in February of 2012. Taurean spent the following year as a Karpatkin Fellow in the
Racial Justice Program of the American Civil Liberties Union. While her caseload there was diverse, she mainly focused on issues surrounding education, school to prison pipeline issues, and juvenile justice. Taurean currently works as a Judge Advocate in the U.S. Navy’s JAG Corps and is currently clerking for the Navy and Marine Corps Court of Criminal Appeals, but still pursues her interests in education policy and reform through volunteer work in her spare time.

**Juan Camus**  
Class of 2013

Juan is the first Chilean student to get an MPP degree at Stanford University. Juan’s decision to pursue an MPP jointly with an MBA was based on his interest in the relationship between the public and the private sector to transform societies for good.

Prior to his time at Stanford, he had experience in both the private and public sector. After getting his degree in Economics and Finance, he led the social area of TECHO — one of the largest NGOs of LATAM focused on improving and promoting the quality of life for the poor. After that he worked as Development Manager for the first real estate investment fund in the deep south of Chile, which aims to combine a for-profit business with the conservation effort of the most pristine lands of Patagonia.

At Stanford, Juan was amazed by the degree of innovation and creativity used to solve problems and generate new methods and technologies. With that spirit in mind, he founded VALHALLA in 2011 along with an MBA colleague — a company that is changing the energy sector in Chile and is one of the infrastructure projects that has received the most praise in the country in the last several years.

While Chile has some of the best solar resources in the world, its energy prices are also among the highest in the world since the country does not produce fossil fuels of any kind. With this reality the solar sector has not thrived in the country; the demand for energy is mostly at night while solar facilities only can provide energy during the day hours. VALHALLA has addressed this issue by storing solar energy with a pumped storage facility in order to satisfy the energy demand during the night. Juan and his team have created a method to deliver solar energy 24 hours per day at prices competitive with fossil technologies like Coal and Natural Gas. VALHALLA not only is shaping the frontier of green energy production in Chile but also is achieving one of the largest dreams of any country: to get independent and domestic energy sources.

Learning about policies and politics at Stanford has helped him promote and align his initiatives with those of the country and its policy makers. It has also helped him set up a proper strategy for the implementation of a new technology that is going to change an aggressive market where large investments yield very high stakes.

Juan moved back to his homeland right after graduation and has lived there ever since along with his family.

Since Summer 2013, as the Director of Innovation, she has focused her energy on the change management process to design, iterate and roll out Summit’s Next Generation High School model. During this change period, she designed structures and processes to encourage an iterative mindset and culture. She now leads the Summit Basecamp Mentor Team that will work with various partner schools that are adopting Summit’s Personalized Learning Plan for 2015-2016.

When not working, Lizzie enjoys quality time with her friends, trying out coffee shops even though she only drinks tea, and a good glass of wine.

**John Hamilton**  
Class of 2006

John came to Stanford knowing that he wanted to major in Public Policy. Growing up in a military family in the Washington, D.C. area, he considered the program to be a unique way to build the skills necessary to meaningfully serve others. The events of 9/11 compelled John to follow in the family tradition of military service, and he was fortunate to be able to attend Stanford on an Air Force ROTC scholarship.

While at Stanford, John was active in campus politics, co-founded a Stanford chapter of the ACLU, and received a Stanford in Government fellowship to work in Sacramento. He studied abroad at Oxford during his junior year and turned that experience into an honors thesis about the European Union. He was also active in

See Alumni Updates, page 18
his Air Force ROTC detachment, serving as the unit’s cadet commander his senior year.

John commissioned as an Air Force officer the same week he graduated from Stanford. In an experience that could only have happened at Stanford, former Secretary of Defense (and Stanford professor) William Perry presided over his commissioning ceremony at Tresidder Union.

John served as an intelligence officer in the Air Force for eight years, during which he was stationed in the Middle East, Europe, East Asia, and the United States. For three years, he led intelligence support to a component of the Air Force’s drone operations in Afghanistan and Iraq. His favorite assignment was when he led a squadron deployment to a remote airbase on the Greek island of Crete. It was a busy deployment, but there was enough down time to explore the island’s beaches and local culture.

John found the public policy education he received at Stanford to be immensely valuable during his military career. Understanding how bureaucracies function and make decisions enabled him to make an impact by working within the system.

Transitioning to civilian life, John returned to Stanford last fall as a JD/MBA candidate at Stanford Law School and the Graduate School of Business. He believes that major societal challenges, such as climate change, require both smart policy and sustainable business models. He thinks the joint degree program will uniquely enable him to tackle big problems in the future.

This summer, John will stay near campus and work at the Stanford-StartX Fund, a university-financed fund that invests in companies that graduate from the StartX accelerator program. John is excited to work with some of Stanford’s most innovative companies and founders.

In addition to working at StartX, John will spend the summer working on two policy research projects. The first is with a group of Stanford graduate students, faculty, and alumni to expand research toward veterans law and policy. John will be organizing a veterans law conference at Stanford next year and hopes to begin a veterans law and policy seminar at Stanford.

The second project, in conjunction with the American Jobs Project at UC Berkeley, is proposing state-level workforce development programs for the clean energy sector, specifically targeting traditionally marginalized communities.

Civilian life has had other benefits as well: John became engaged to his girlfriend Anna Stetskovskaya this February. The wedding is scheduled for next March in Carmel Valley, CA. They plan to make the San Francisco area their home.

**Justin Hefter**  
Class of 2011

Since graduating, Justin has been involved in a number of different pursuits, but none has been more rewarding than his current work with the international conflict-resolution community. Justin recently started a company with an Israeli and Palestinian team to use mobile video games as the medium for creating connections and empathy for people across conflict zones. The company, Bandura Games, creates co-operative games (games that pair players together on the same team) to get people from around the world to begin building relationships with one another. Justin is launching a crowd-funding campaign for Bandura Games in the summer of 2015, and hopes to publish their first game to iOS and Android stores within the next year. Anyone who’s interested can check them out here: www.banduragames.com and show your support any way you can!

While working on Bandura Games and in the conflict-resolution community, Justin has traveled frequently to the Middle East. From June-September 2014, Justin helped work on a project to facilitate business transactions between Israeli and Palestinian companies. In addition to his work on the ground, Justin is also working with a friend at the Stanford GSB to develop an initiative to support the nascent entrepreneurial ecosystem in the West Bank.

Being involved in these initiatives has allowed Justin to experience and be a part of a growing community of peacebuilders. In March 2015, Justin learned that a Yemeni friend and peace activist, Mohammed Ali, was in danger in Yemen due to the civil war and personal death threats that he had received. For 2 weeks, Justin worked with a team of 4 people to help rescue him from the conflict. Eventually, they secured Mohammed safe transport out of the country, just minutes before the area where he had been in hiding was overrun with violence. Today, with invitations from groups at Stanford University and other organizations around the country, Mohammed is on a speaking tour and sharing his story for the first time with people in the United States.

When he is not dealing with seriously heavy subjects like the war in Yemen and the Israeli-Palestinian conflict, you can find Justin at a dive bar in San Francisco performing standup comedy for drunk strangers. Justin still loves traveling, skiing, playing soccer, and standup comedy.

**Oliver Ho**  
Class of 2008

At the Public Policy senior dinner in 2008, Oliver’s declared post-graduation plans were “to return to New York and attend as many games at [the original] Yankee Stadium as possible before it closes.” Since then, his sights have become a bit more global and he has spent extended periods working in Rwanda, South Africa, and Thailand. In
August, he will start the Master’s in Public Administration/International Development (MPA/ID) program at the Harvard Kennedy School.

Initially, Oliver did return to his beloved hometown of New York City (and attended many games during the last season at the original Yankee Stadium). He started working at the New York City Department of Education (NYCDOE). There, he was able to pursue the interest in domestic education policy he developed while working on his senior honors thesis, which examined the impact of New York City’s test-based student promotion policy on student achievement. Oliver spent nearly four years working at NYCDOE primarily on projects implementing more rigorous teacher evaluation measures from the first release of citywide teacher value-added metrics in Fall 2008 to initial pilots of a Race to the Top-based, comprehensive teacher evaluation system. He also spent one summer working on that year’s implementation of the very policy he examined in his honors thesis.

In July 2012, Oliver left the familiarity of New York City to take a year-long position with Gardens for Health International, just outside of Kigali, Rwanda, as a Global Health Corps Monitoring and Evaluation (M&E) Fellow. Gardens for Health combats childhood malnutrition through a combination of agricultural training, input support, and health education. Oliver designed and built M&E processes and tools to help the organization track its operations and measure its impact.

After returning to the United States, Oliver worked as a research assistant in the Health Care Policy Department at Harvard Medical School with Professor Anupam Bapu Jena, M.D., Ph.D. Oliver supported Professor Jena’s work examining the impact of changes in F.D.A. regulations on asthma inhalers on their price and usage and on differences in the tenure rates of male and female medical school faculty.

More recently, Oliver spent two months each in Cape Town, South Africa, and Mae Sot, Thailand, completing short-term consulting positions. In Cape Town, he supported the launch of openFn, an open-source, non-profit project that aims to make it easier for social-impact organizations to identify, implement, and integrate technology solutions to amplify their impact. Oliver developed design requirements for the site’s technology marketplace and built strategic partnerships with technology providers.

In Thailand, Oliver designed and built tools for Khom Loy Development Foundation (KLDF). KLDF runs a variety of development projects aimed at supporting migrants from Myanmar (Burma) and other marginalized communities. These projects range from the implementation of Montessori-style education in Thai and Burmese-migrant schools to supporting school gardens and providing financial literacy and small business development training.

Oliver is thankful for the education he received in the Public Policy Program which has helped him pursue exciting professional opportunities around the world. He also looks forward to an eventual return to New York City. He has had Yankees partial season tickets for five years and does not make it to the new Yankee Stadium nearly as much as he would like.

**Eva G. Jellison**

**Class of 2009**

Eva’s majors in Public Policy and Economics were more of a serendipitous occurrence than any deliberate plan. After deciding that chemistry wasn’t for her she happened upon Mary Sprague’s Public Policy 101 class in spring quarter of freshman year and could tell immediately that the major would be a perfect fit. In particular Eva loved the ability to look at systems of government and the way in which those systems affected substantive policy.

In the year after graduation, she researched with professors Jonathan Greenberg and Paul A. David, and worked as the first Frank Benest fellow at Joint Venture Silicon Valley Network of San Jose. In 2010, Eva left the Bay Area to return to Massachusetts for law school at public interest and social justice-focused Northeastern University School of Law. While in law school, she interned with the ACLU of Northern California, The Civil Rights Division of the Department of Justice, then-Associate Justice Ralph D. Gants of the Massachusetts Supreme Judicial Court, and top criminal defense firm, Rankin & Sultan of Boston.

After law school, Eva took one last West Coast adventure, clerking for Chief Justice Dana Fabe of the Alaska Supreme Court. Eva moved back to Boston permanently in 2014. She currently works for Wood & Nathanson LLP, a small post-conviction criminal defense firm. There Eva works primarily on appeals of and collateral challenges to first degree murder convictions. She is also the (cisgender ally) co-chair of the Massachusetts LGBTQ Bar Association’s Committee for Transgender Inclusion.

Public policy concerns factor into her work on a daily basis. At its heart, arguing what the law is and should be is a careful consideration of the ways in which that law will apply to the public and be carried out by the state. The Public Policy Program at Stanford gives students the tools necessary to pursue a law degree and to think about the law from different perspectives and through different analytical lenses.

In her spare time, Eva coaches fencing at Dynamo Fencing Center in Newton, MA, which she helped found. She also enjoys cooking and endlessly trying new recipes. Finally, she is an avid Boston sports fan.
Erik Lorig  
Class of 2009

Erik majored in Public Policy because he wanted to pick up the New York Times and Wall Street Journal and understand how and why everything was happening. The Public Policy degree offered, among other things, to explain why and how seemingly unrelated systems interact and in fact are necessary to operate efficiently. Throughout the curriculum and undergraduate requirements, Erik became interested in innovative technologies and their implications on government policy and economics. As he finished his B.A., he began a coterminal program in Communication, where he continued to explore the intersections of new technology and governing systems while pursuing a Masters degree. Although not completed yet, his thesis focuses on digital currency.

After graduating and completing his four-year football career at Stanford, Erik was drafted in the 7th round of the NFL 2010 Draft to the Tampa Bay Buccaneers where he started as a Fullback/Tight End for his entire four year career there. In the 2014 free agency period, he signed a new four-year contract with the New Orleans Saints to continue playing professional football. Currently, he resides in New Orleans during the season and in Southern California during the offseason.

In his free time, Erik loves to travel the world. Visiting 18 different countries since graduating from Stanford, his favorites are Norway, Israel and Argentina. Erik also enjoys continuing his education through a variety of NFL-sponsored Executive Education Programs offered at elite Business Schools around the country. Eventually, his athletic career will end and he will go on to graduate school.

Miriam Marks  
Class of 2012

Miriam chose to major in Public Policy several minutes after being told at an information session that “Public Policy is to Economics as Engineering is to Theoretical Physics.” While she enjoyed the intellectual rigor of in-depth study within individual disciplines, Miriam’s experience as a Research Assistant to faculty in Economics, Public Policy, and Political Science highlighted time and again that complex problems were often best analyzed from multiple, interdisciplinary lenses. Public Policy’s unique approach of borrowing across social sciences allowed Miriam to focus her undergraduate honors thesis on socio-economic explanations for a demographic phenomenon with worrisome political ramifications and her Master’s practicum on the myriad sociological, economic, and political causes of a widespread social movement — the Arab Spring. In these research endeavors, Miriam grew increasingly fascinated by the extent to which effective and ethical governance is key to the longevity of established political systems.

She also realized the limitations of research confined only to the classroom. Eager to take an experiential approach to public policy, Miriam spent the next 9 months after graduation as a CORO Fellow, during which she completed 6-week placements across the business, nonprofit, and governments sectors while conducting hundreds of stakeholder interviews, participating in leadership development seminars, and practicing self-governance with a cohort of 11 other fellows. As part of her CORO placements, Miriam worked on two political campaigns, analyzed parking meter fees for a city manager (quite possibly helping to bring about Sunday meter fees at an unnamed East Bay city), selected money market funds for an international corporation’s investment portfolio, analyzed the impact of a foundation’s grant-making across the Middle East and North Africa region, and conducted research on the effects of student loan interest rate adjustments. She interviewed the CEO of a major private equity firm in San Francisco, prisoners in San Quentin State Prison, and a broad spectrum of some 200 individuals in between.

The unparalleled exposure offered by CORO emphasized not only the importance of thinking across the boundaries of different sectors but also made apparent the common thread linking a wide variety of policy issues. This thread, Miriam noticed, had to do with power and influence in political decision-making, forces increasingly easily quantified by the amount of money in politics. Particularly in the wake of the Supreme Court’s 2010 Citizens United decision, Miriam had been familiar with campaign finance as a topic for academic discussion, but she failed to fully appreciate its systemic effect on nearly every other policy area. Through a CORO interview, Miriam became acquainted with MapLight — a nonpartisan, nonprofit research organization that collects and analyzes data to reveal the influence of money in politics. While corruption may be defined in any number of ways, Miriam saw the increasing volume of special interest money in politics as a worrisome ethical challenge and a growing threat to the stability of our democracy. She jumped at the opportunity to bring greater transparency to a growing problem.

Miriam now leads data and data-driven web product development at MapLight. In the past two years, she has managed the buildout and curation of MapLight’s bill research dataset; the creation of a fast, flexible search tool for California Secretary of State campaign contributions data; the collection, import, and analysis of Congress members’ personal financial disclosure data; and regular maintenance and quality assurance of MapLight’s Federal Election Commission dataset of all contributions and expenditures since the year 1980. While she has learned several new skills along the way, Miriam credits...
Public Policy for first introducing her to statistical data analysis and econometrics as well as the political and regulatory aspects of our electoral process. Miriam could not be more excited to integrate quantitative methods and technical tools with a nuanced understanding of regulatory and political processes as she assists journalists, academics, and other researchers in their efforts to highlight money’s outsized role in our political system.

At the same time, Miriam has become all too aware that data faces certain limitations in its ability to spur action and effect real change. As impact is increasingly measured in page views and clicks, data points and compelling visualizations jockey for our fast-shortening attention spans. Even the most compelling data analyses may become white noise unless they can reach and directly influence those with decision-making power. For now, Miriam will continue to expand upon her expertise in campaign finance regulation, relational databases, and the intersection thereof. In the longer term, Miriam hopes to utilize her skills to directly advance the structural, systemic changes that she believes our society needs in order to promote ethical policy-making in the public interest. Until then, Miriam continues involvement with CORO as an alumna representative on its Board of Directors and is both a ready supporter of, and consultant for, a past CORO host organization, the Global Fund for Women.

**Demoni Newman**
Class of 2013

Demoni was drawn to the Public Policy program because of its rigorous quantitative and qualitative training, which she has used extensively since graduation. After Stanford, Demoni moved to Chicago to work for Cornerstone Research, an economic consulting firm. She spent a year in the windy city, then found herself back in Palo Alto pursuing a law degree at Stanford Law School. She’s currently working as an intern in the Tax Division of the United States Attorney’s Office in San Francisco. At the law school, she’s been involved with the Women of Stanford Law and is a co-editor of the Stanford Journal of Complex Litigation. After law school, Demoni plans to return to Chicago to practice as a litigator. When not working or studying, she can be found exploring the Bay Area with her fiancé, Cole Rojas, (also Stanford Class of 2013).
Additionally, graduate students enrolled in the required weekly colloquium course were lucky to spend an afternoon with former U.S. Secretary of State under Ronald Reagan, George Shultz. Other notable guest speakers included well-known political scientist Francis Fukuyama; former San Jose mayor, Chuck Reed; and internationally renowned activist and journalist, John Githongo. House Majority Leader Kevin McCarthy paid a visit to the Public Policy student lounge as well, stopping to speak with students about his experience in the House of Representatives and to honor the memory of Daniel Wong ('13).

This summer, in conjunction with the Haas Center for Public Service, the program was able to fund 8 students pursuing summer internships in a variety of organizations, including the Council of Foreign Relations, the ACLU, and the Federal Department of Education. The Public Policy Program continues to administer the FISCal internship program, which creates opportunities for university students to engage with financial decision-making in state and local governments. Two undergraduate students and one graduate student are gaining valuable experience learning about local government by working for the cities of Cupertino, Fremont, and Pleasanton. 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 “Ways To Help Public Policy” on page 13.

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

We welcome your insight and ask that you please let us know if you are interested in getting involved with the program in any capacity. Please take a look at “2015-16” on page 15 for details on upcoming events hosted by the program. We hope to see you at one of these events soon!

Gregory L. Rosston, Director

At the forum, Stefan Heck, Director of the Energy Transformation Collaborative at the Stanford Precourt Institute for Energy, outlined mobility challenges and opportunities for the Bay Area in the current decade. Dr. Heck’s presentation compared the efficiency of several modes of transportation and emphasized the role that “last-mile” commute options can play in changing a population’s commute patterns. Gabriel Metcalf, President and CEO of SPUR, discussed transportation and land use solutions to the Peninsula’s transportation problems. Solutions included making public transit faster and further integrating transit planning. Google’s Vice President of Real Estate and Workplace Services, David Radcliffe, lent an employer’s perspective to the conversation, shedding light on the effects that mobility challenges have on employee satisfaction and Google transportation programs.

After a Q&A session with the speakers, there were breakout sessions on advancing autonomous vehicle use and parking solutions; improving land use and transportation demand management; and increasing mobility-as-a-service and seamless transportation. Along with discussing the breakout session topics, the attendees came up with actionable steps that local governments could take together to advance solutions within the topic areas.
Outside the Classroom

Summer Internship Profile

This summer, the Public Policy Program, in partnership with the Haas Center for Public Service, is proud to support eleven students participating in full-time summer internships and fellowships at various government and nonprofit organizations. Eight students received summer internship funding to apply the tools they learned during the academic year in a real-world context. Public Policy and Economics majors secured internship placements at a variety of organizations, including the Council on Foreign Relations, the U.S. Department of Education, the American Enterprise Institute, the World Bank, and the Office of Private Sector Engagement for the Executive Office of the President. Three students secured internships through the FISCal program, working within the cities of Cupertino, Fremont, and Pleasanton to gain experience with financial decision-making in state and local governments. Now in its third year, the FISCal program (which was initially started by a group of students) is designed to create experiential learning opportunities for Stanford students in public financial management.

SCORE Grant

Science, Technology, and Policy Roundtables

In August of 2014, The Vice Provost for Graduate Education awarded the Public Policy Program a SCORE grant to host three roundtables focused on science, technology, and policy. The intention of the roundtables was to strengthen the relationship between the STEM fields and the realm of policymaking. Public policy has a profound impact on science and technology — i.e., it shapes who is likely to win patents, what can be patented, and much more.

The autumn roundtable, “Global Health Crises: How Scientists Can Shape Policy,” was held at the School of Medicine’s Clark Center. Panelists included Professor Michele Barry (Woods Institute for the Environment, Stanford); Professor Bob Siegel (Professor of Microbiology and Immunology, Stanford); Professor Tim Searns (Chair of the Department of Biology, Stanford); and Professor Milana Trounce (Professor of Surgery, Emergency Medicine, Stanford). The panelists focused largely on the 2014 Ebola outbreak. The panel discussion and ensuing questions made it clear that scientists and policymakers need to work together so that vaccines and prevention procedures can be developed more quickly and scientists and health experts can work closely with policymakers to ensure that new policies draw from the right expertise.

The winter roundtable, “Technology and Privacy: How Can Policy Encourage Innovation While Preserving Privacy Rights?” was held in the SIEPR Gunn building. Panelists included Charles Belle (Founder of the think tank Startup Policy Lab and member of San Francisco’s Committee on Information Technology); Lauren Gelman (Founder of tech-focused legal consulting firm BlurryEdge Strategies); Jonathan Mayer (Cybersecurity Fellow at Stanford’s CISAC); and Joanne McNabb (Director of Privacy, Education and Policy in the California Attorney General’s Office). From the panel’s examination of technology, privacy, and policy, it was clear that while citizens are concerned about their privacy rights, it is difficult to maintain a balance between the user’s right to privacy and the creativity of the entrepreneur/innovator and the ability to design products and services that the public wants and needs.

The spring roundtable, “Policy and the Future of Transportation,” also in the SIEPR Gunn building, included panelists Regina Clewlow (Postdoctoral Scholar at Stanford’s Precourt Energy Efficiency Center); Professor Christian Gerdes (Professor of Mechanical Engineering, Stanford); Professor Stefan Heck (Stanford Law School Research Fellow and Consulting Professor at the Precourt Institute for Energy); Sarah Hunter (Head of Policy at Google); and Professor Marco Pavone (Director of Autonomous Systems Laboratory; Assistant Professor of Aeronautics and Astronautics, Stanford). The panel discussion elucidated not only the relevant policy issues surrounding the ways transportation may be changing lives in the future but also the ethical implications such innovation in transportation may bring into the conversation.

The roundtables provided students — as well as the greater Stanford community — an introduction to several pertinent issues in science and technology policy and generated a vision across different disciplines for how the fields can be better integrated. The Public Policy Program is very excited to continue these efforts next year and further conversations and progress between science and technology and public policy.
Inside This Issue

Letter from the Director ...................  1
2015 Commencement .......................  2
Practicum Projects .........................  10
2015 Program Awards ......................  10
Washington, D.C. Trip ....................  11
Sacramento Trip ............................  12
Career Workshop and Alumni Panel  12
Faculty Profiles ............................  13
Donors and Ways to Give ..................  13
Public Policy Events .......................  14
Upcoming Events ...........................  15
Zale Lecture ...............................  15
Alumni Updates ............................  16
SCORE Grant ...............................  23
Summer Internships .......................  23

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