Letter from the Director

Dear Public Policy Recent Graduates, Alumni, Faculty, Family, and Friends,

I hope this finds you well and that you have had an enjoyable summer! This past year has been a good one for Public Policy and hopefully for you as well. It was a year full of exciting changes: Our program offices moved to the 1st floor of the Landau Economics building last summer, so we’ve had one full academic year in the new space and are greatly enjoying our new home! Be sure to come and visit us there whenever you are back on campus. We will be holding our annual alumni mini-reunion reception as a part of the University Reunion Homecoming Weekend on Friday, October 13th, from 4:30-6:00pm.

In his inaugural address, Stanford’s new President, Marc Tessier-Lavigne discussed his vision of the role of the university and stressed the importance of going beyond research. The Public Policy program is well-suited to meet his charge, and we have submitted a suggestion to the long-range planning committee to enhance Stanford’s general policy role and especially increase science and technology policy (to read the submitted version, visit this link: http://bit.ly/2uGeP2E). Others have also submitted suggestions to increase the role of policy. We are looking forward to working with the university to pursue the President’s vision.

Our program staff underwent some changes too, as some of you might remember from last year’s update. Brenna Boerman started as our undergraduate student services specialist in June of last year, and we hired Kelly Walsh as our graduate student services specialist in January 2017. Katie DuPlessis is in her third year as our program manager, and I have just been reappointed as director for another three-year term.

On June 18th, 21 seniors graduated from the undergraduate program, with a number of students completing practicum projects for a government or nonprofit organization. Clients this year included Joint Venture Silicon Valley & Managers’ Mobility Partnership and the Sonoma Valley Water Agency. Another 19 students graduated from the Masters program, with six students completing three-quarter practicum projects. These student teams researched a real-world problem and designed practicable solutions in a policy recommendation report. Clients for the graduate practicum teams included the Volcker Alliance and the California State Board of Education. Four graduate students completed masters theses.

This year, five undergraduate students completed honors theses. One student wrote a thesis through Public Policy, three wrote theses through other institutions or centers on campus, and Gabriella Johnson, who double-majored in African and African American Studies (AAAS), completed an honors thesis through AAAS and won the Kennell Jackson Research Award along with the Robert M. Goldman Medal for Excellence. We are very proud of this group’s many accomplishments during their years of study with us. 84% of our students pursued internships during their studies and 90% served as either a Research or Teaching Assistant on campus. See the student bio section for more on what the recent grads are doing next. We look forward to following their careers and soon reading their updates in the Alumni Updates section of the annual newsletter.

In May, Public Policy faculty and students had an exciting opportunity to engage with this year’s annual Zale Lecturer, The Honorable Willie L. Brown, Jr. Students in Colloquium were excited to hear from many influential speakers throughout the year, concluding with Secretary Condoleezza Rice. Dr. Rice provided students with candid advice for entering into public service and practicing public policy at the highest levels.

This summer, in conjunction with the Haas Center for Public Service, the program was able to fund five students pursuing summer internships in a variety of areas, including the Minnesota Alliance with Youth, the National Lawyers Guild, The City of See Letter from the Director, page 19
Commencement and Degree Candidates
Class of 2017 – Graduate Degree Candidates

Elizabeth Bernal
Elizabeth graduated with a Master of Arts in Public Policy. Last year, she graduated from Stanford with a bachelor’s degree in Political Science with concentrations in International Relations and Comparative Politics and a minor in Economics. While at Stanford, Elizabeth interned in the Office of Senator Dianne Feinstein through Stanford in Washington and at the Office of San José Mayor Sam Liccardo. In her free time, she served on the board of directors for Stanford in Government, mentored through Haas Center Education Partnerships, and performed in student theater. Upon graduation, Elizabeth will begin working as a Staff Assistant for Senator Dianne Feinstein’s office in Washington, D.C. Elizabeth is grateful for the love and support of her parents and sisters throughout her time at Stanford.

Afia Bonner
Afia graduated with a Master of Public Policy and a Juris Doctor degree. In 2012, she graduated from Stanford with a bachelor’s degree in International Relations and a minor in Economics. During her time in Public Policy, she completed a practicum project on the “Banning the Box” movement in San Francisco, examining fair chance hiring practices; her group’s writeup was subsequently featured in the San Francisco Chronicle. After graduation, Afia will be clerking for judges on the Central District of California and the Ninth Circuit Court of Appeals.

Ahra Cho
Ahra graduated with a Master of Arts in Public Policy. Last year she graduated from Stanford with bachelor’s degrees in Psychology (with Honors) and Political Science, and double minored in Economics and East Asian Studies. Ahra will attend Harvard Law School after completing her master’s degree.

Anne Marie Gordon
Anne Marie graduated with a Master of Public Policy and a Master of Arts in Education, with a concentration in Policy, Organization, and Leadership Studies (POLS). During her time at Stanford, she built on her passion for education policy implementation by collaborating directly with local leaders. At the school, district, county, and state levels, Anne Marie completed projects that addressed issues of school culture, community engagement, gender equity, and school accountability. In addition to her academic experiences, Anne Marie was a member of the Stanford women’s ultimate frisbee team that won the National Championship in 2016. After graduation, she will begin working for San Francisco Unified School District as a Data and Analytics Manager.
Nicole Hensel
Nicole graduated with a Master of Public Policy and a Master of Arts in Education, with a concentration in Policy, Organization, and Leadership Studies (POLS). While at Stanford, Nicole investigated root causes of and policy solutions to educational inequity. She also co-founded and served as the program director for RE-ENVISIONED, a national movement to redefine the purpose of schooling. Nicole is dedicated to creating schooling environments that support human flourishing through empowering approaches to education. After graduation, she will move back to Colorado, marry her partner, Jamie, and begin work as a Senior Program Manager of Strategic Literacy Initiatives at Denver Public Schools.

Sophia Jung
Sophia graduated with a Master of Arts in Public Policy and a bachelor’s degree in East Asian Studies. Before completing an internship at Morrison & Foerster LLP in Tokyo last summer, Sophia participated in the JusticeCorps program at the San Mateo County Family Law Facilitator’s Office and interned at the City of Cupertino. Sophia was a member of Stanford Taiko, Stanford Archery, and Stanford Chamber Chorale, and she was the first place winner of the 43rd Annual Japanese Speech Contest hosted by the Consulate General of Japan in San Francisco. Sophia is considering going to law school after graduation, but she plans to work for a few years first.

Sharon Kim
Sharon graduated with a Master of Arts in Public Policy with a concentration in Science and Technology Policy. Last year, she graduated from Stanford with a bachelor’s degree in Economics. During her time at Stanford, Sharon worked as a research assistant at SIEPR, served as a Teaching Assistant for a Biosecurity and Bioterrorism Response course, was the president of the Stanford Korean Students Association, and interned at the White House, where she worked on economic mobility initiatives. After graduation, she plans on going to law school and believes that her public policy training will aid her greatly as a lawyer.

Nicholas Lim
Nicholas graduated with a Master of Arts in Public Policy. He also graduated from Stanford with a bachelor’s degree in International Relations and a minor in Economics in 2015. While at Stanford, Nicholas worked extensively with Professor Jay Bhattacharya on healthcare policy research. Upon graduation, he began working at the Boston Consulting Group in their San Francisco office.

Jeffrey Lin
Jeffrey graduated with a Master of Arts in Public Policy and a Ph.D. in Electrical Engineering. While at Stanford, Jeffrey focused on the intersection of technology and policy, particularly in the fields of energy and environmental policy. He is also excited to have completed two theses, one on energy efficiency and benchmarking and the other on thermoacoustic energy conversion. After graduation, he will work at Bain & Company as a consultant and is looking forward to continuing work on sustainable technologies and policies.

Amanda Lu
Amanda Lu graduated with a Master of Public Policy and a Master of Arts in Education, with a concentration in Policy, Organization, and Leadership Studies (POLS). Before coming to Stanford, Amanda taught in New Orleans. Recently, Amanda published her first academic paper, a co-authored project about No Excuses Charter Schools. During her time at Stanford, Amanda TA-ed for Professors Stephan Seiler and Thomas Dee.
Class of 2017, continued from page 3

and served as Co-President of the Public Policy Graduate Student Council. Amanda also interned at Raise.me, an EdTech start-up that aims to increase college affordability. After graduation, Amanda will pursue a Ph.D. in Education Policy at the Stanford Graduate School of Education.

Francisco Matte
Francisco graduated with a Master of Arts in Public Policy. Last year, he graduated with a Master of Science in Management from the Stanford MSx Program at the Graduate School of Business. He hopes to return to Chile and to resume his activities in finance consultancy, academia and as a radio host. Francisco is grateful for the support of his wife, Ana, as well as their four children, Francisco Jr, Joaquin, Guadalupe and Candelaria. They will never forget the great experience of living as a family at Stanford.

Benji Nguyen
Benji graduated with a Master of Public Policy with a concentration in Health Policy. In 2015, he graduated from Stanford with a bachelor’s degree in Symbolic Systems. During his time at Stanford, Benji worked variously as a Research Assistant studying pension funds with Joe Nation, an operations researcher at the Lucille Packard Children’s Hospital, and a policy consultant studying seaport cybersecurity for USTRANSCOM. He also completed a practicum project on municipal financing in the state of California. After graduation, Benji will work as a technical consultant at a healthcare tech company called Epic Systems. He eventually hopes to apply his technical and policy background as a healthcare consultant.

Tina Sadeghi
Tina graduated with a Master of Arts in Public Policy. Last year, she graduated with a Master of Science in Management from the Stanford MSx Program at the Graduate School of Business. She is also the recipient of a Certificate in Public Management and Social Innovation. At Stanford, Tina co-led the Fintech club, and she was also the co-leader of the GSB women’s group. She led events with women leaders to provide mentorship and career opportunities for her cohort. Prior to Stanford, Tina was a Vice President/Senior Relationship Manager at Wells Fargo, where she was advising startups and Fortune 500 companies. Tina is grateful for her time at Stanford and is looking forward to the next stage of her career.

Audrey Hope Sheils
Hope graduated with a Master of Arts in Public Policy with a concentration in Organizational Behavior and Design. Last year, she graduated from Stanford with a bachelor’s degree in International Relations. At Stanford, Hope spent much of her academic career as a student-athlete on the Women’s Varsity Crew Team, as well as working as an Academic Theme Associate with Crothers Global Citizenship. In 2016, she studied abroad in Cape Town, while interning with the Human Rights Media Centre. Hope feels blessed to have been able to spend this time at Stanford, and was able to apply her experience this summer in Africa through the Stanford SEED program.

Zachary Sorenson
Zachary graduated with a Master of Arts in Public Policy and a bachelor’s degree in Computer Science. As a master’s student this year, he particularly enjoyed returning as a Teaching Assistant for some of his favorite policy-related courses. While at Stanford, Zach spent a quarter at Oxford, where he studied cybersecurity, and in Washington, D.C., where he interned at the White House. On campus, he led pre-orientation wilderness trips for incoming freshman and was a tour guide for prospective students. Zach was a recipient of the Class of 2017 Stanford Award of Excellence. After graduation, Zach plans to work in technology policy for a year before attending law school.

Sylesh Volla
Sylesh graduated with a Master of Arts in Public Policy and a bachelor’s degree in Economics. His practicum project research focused on assessing the effect of commercial lending on California’s municipal governments. While at Stanford, he was a Teaching Assistant for “Politics and Policy in California” and “Law and Economics,” two of his favorite courses at Stanford. He also worked as a Research Assistant for Professor Joe Nation, spent last summer at the Federal Reserve, and served as a volunteer tax counselor for AARP. In his free time, Sylesh likes to play table tennis and computer games. Originally from Eagan, Minnesota, Sylesh will begin work as an Economic Consultant at Analysis Group in the fall.

Jacob Waggoner
Jacob graduated with a Master of Arts in Public Policy and a bachelor’s degree in
Political Science. He will also receive minors in both Ethics and Computer Science. Actively involved in campus activism around faculty diversity, University divestment from private prisons, queer consciousness-raising, and Stanford’s labor practices, Jacob plans to do research and organizing work for queer and racial justice before pursuing an advanced degree in urban studies or law.

Annabel Wong
Annabel graduated with a Master of Public Policy and a Master of Arts in Education, with a concentration in Policy, Organization, and Leadership Studies (POLS). At Stanford, she explored civic service and public works, which allowed her to address institutional engagement efforts. As a Student Affairs fellow at the Haas Center for Public Service, Annabel analyzed student engagement data from 17 campuses to identify insights and inform programming. She presented findings at conferences in Boston, New Orleans, and Denver. With her practicum team, Annabel learned a great deal about municipal financing and assessed the effects of commercial lending on California’s municipalities. After graduating, Annabel intends to work in higher education.

Ed Wu
Ed graduated with a Master of Arts in Public Policy. Last year, he graduated with a Master of Science in Management from the Stanford MSx Program at the Graduate School of Business. Prior to Stanford, Ed was a Global Advisor to Microcred, a global microfinance banking group. Ed also was the Managing Director of the China practice for Planet Finance Group, which he grew into a leading advisor to financial institutions on small business banking. Ed spent the summer in Washington, D.C. in the Digital Finance Group of the IFC/World Bank where he investigated new technologies to deliver financial services to a broader population. Ed looks forward to pursuing work at the intersection of banking, technology, and social entrepreneurship.
Ana Karen Cervantes Ramirez
Ana Karen graduated with a concentration in Discrimination, Crime, and Poverty Policy, as well as a bachelor’s degree in History. At Stanford, she helped lead Project Motivation, which strives to make college more accessible to first-generation and low-income students by facilitating free campus tours and panels for middle and high school students. She also served on the leadership of the Phoenix Scholars and worked as a Diversity Outreach Associate at the Office of Undergraduate Admission. Ana Karen was a Quest Scholar, studied abroad in Florence, conducted research with Stanford’s Immigration and Integration Policy Lab, and completed an internship in São Paulo through Stanford Global Studies. Next year, she will pursue a coterminal master’s degree in Latin American Studies at Stanford and eventually plans to attend law school.

Casey Danielson
Casey graduated with a concentration in Development and Growth Policies. Public service and community enhancement are important to Casey and have motivated her academic choices. During her time at Stanford, Casey interned on campus for Teach For America and launched two fundraisers, "Birdies for a Cause" and "Empty Bowls." She wishes to continue philanthropic efforts throughout her lifetime. Casey was a member of the varsity women’s golf team during her four years and also received the Class of 2017 Stanford Award of Excellence. Upon graduation, Casey will pursue professional golf and a career on the LPGA tour.

Matthew Thomas Decker
Matthew graduated with a concentration in Development and Growth Policies. After conducting research with professors Dr. Condoleezza Rice, Dr. Amy Zegart, and Dr. Joe Nation, Matthew found his passion in international development and trade policy. After a four-year career with the Stanford baseball team, where he caught and played first base, Matthew will return to the Farm in the fall to pursue a coterminal master’s degree in Public Policy, with a self-designed concentration in Developmental Economics and Trade Policy. Matthew aspires to work internationally once he finishes his education, potentially in francophone Africa or Europe. Matthew received the Class of 2017 Stanford Award of Excellence. The Public Policy Program at Stanford was the perfect fit for Matthew.
because he was able to surround himself with like-minded classmates and professors who want to enhance the world and enact sustained growth!

**Ryan Gaertner**

Ryan graduated with a concentration in Advanced Policy Analysis. He originally pursued a minor in Creative Writing but ultimately decided to focus the bulk of his time working on a novel and the Public Policy courses instead. He played varsity football for four years and enjoyed the experience of two Rose Bowls, a Sun Bowl, and a Foster Farms bowl appearance. His focus in Public Policy was in the economic field. After graduation, Ryan plans to work at a growth equity investment firm in San Francisco.

**Cory Herro**

Cory graduated with a concentration in Discrimination, Crime, and Poverty Policy. During his time at Stanford, he wrote for the *Stanford Daily*, tutored students at East Palo Alto Tennis & Tutoring, studied abroad, and even learned how to surf. After graduation, Cory wants to travel and study world cultures.

**Sarah Hirshorn**

Sarah graduated with a self-designed concentration in Social Entrepreneurship. During her time at Stanford, she rowed on the varsity lightweight crew team for three years and was named a CRCA Scholar Athlete, IRA All-Academic and a two-time national champion in 2015 and 2016. Sarah founded SWEEP (“The Stanford Women’s Educational Erging Program”) as a freshman, and the program still continues today. Through this service initiative, she and her teammates ran fun cardio classes for middle school youth from Palo Alto. Sarah was inducted as a member of Cap and Gown (A Women’s Leadership Organization) as a junior and was the Alumni Relations Chair during her senior year. She also received the Class of 2017 Stanford Award of Excellence.

After graduation, Sarah will work as an Investor Relations Analyst at Morgan Stanley in New York.

**Amanda Jaffe**

Amanda graduated with Honors in Democracy, Development, and the Rule of Law and a concentration in International Policy, Development, and Institutions. Her honors thesis explored how voter demographics and values led to the dramatic outcome of the Brexit vote. She has previously worked on European policy issues at the U.S. Department of State, the Centre for European Policy Studies in Belgium, and through studying abroad at Oxford University. During her time at Stanford, Amanda served as a Vice Chair of Stanford in Government, the President of the Stanford Pre-Law Society, a member of Stanford’s Public Service Honors Society, and an Office Assistant for the Public Policy Program. She also received the Class of 2017 Stanford Award of Excellence. After graduation, Amanda will work on public sector projects as an Analyst at Ikasos Consulting.

**Gabriella Isabelle Johnson**

Gabriella graduated with a concentration in Health Care Policy as well as a bachelor’s degree with Honors in African & African American Studies (AAAS). At Stanford, she dedicated her energy to learning how to infuse public policy analysis with the humanities in order to develop a revolutionary and caring framework for policymaking. Her campus activism includes chairing the Health Committee of the Stanford NAACP and serving as a founding member of both Stanford Mental Health Outreach and the Black Feminist Collective. Gabriella was a Stanford in Government Fellow and a Mellon Mays Undergraduate Fellow, and she received the Kennell Jackson Research Award for her senior honors thesis in AAAS in addition to the Robert M. Goldman Medal for Excellence. She was also a recipient of the Class of 2017 Stanford Award of Excellence. After graduation, her career as a scholar-activist will begin as a policy analyst at Acumen, LLC.

See *Class of 2017*, page 8
Benjamin Kaufman
Ben graduated with Honors and with a concentration in Financial Regulatory Policy. At Stanford, he served as an editor for the Stanford Flipside, as a head writer for the Robber Barons sketch comedy troupe, and as the student-at-large to the Board of Directors of the Stanford Daily. Ben has worked as an intern in the U.S. Senate, at Apple, at the Consumer Financial Protection Bureau, and on two Congressional campaigns. He received the Daily's Woo Award for Excellence in Opinion Writing in 2015, and was featured as a columnist in the Stanford Political Journal. Ben will spend the summer after graduation working at the Federal Reserve Bank of San Francisco, and will then return to Stanford to pursue a coterminal master’s degree in Public Policy.

Pat McFadden
Pat graduated with a concentration in the Design of Public Institutions. His interests include education, healthcare, and entitlement reform. During his time at Stanford, Pat was a running back on the Stanford football team, served as a Public Speaking TA, and studied abroad in Madrid, Spain. He spent his summers working for a U.S. Senate campaign in Minnesota, at Altamont Capital Partners in Palo Alto, and at Piper Jaffray in Minneapolis. After graduating, Pat will return to Piper Jaffray as an Investment Banking Analyst in their Industrials and Business Services group.

Kaya McRuer
Kaya graduated with a concentration in Education Policy. Her time at Stanford was shaped by her experiences with the Stanford Shakespeare Company as an actor, head of its workshop program for local schools, and Artistic Director of the company. She also spent a year as a Resident Assistant in Arroyo and tutored oral communications for three of her years at Stanford. Her experience the summer before her senior year working as a youth policy intern for the American Civil Liberties Union of Washington helped shape her plans for the future, and she will be returning to the ACLU in Seattle after graduation.

John Sequoia Ribeiro-Broomhead
John graduated with a concentration in Resources, Environment, and Energy Policy. Stanford gave John access to some phenomenal experiences that few other colleges can offer. He will be forever grateful to the professors and staff that helped him go to the international climate negotiations in Paris, collect water quality data in Patagonia, and secure funding to spend his summers working on environmental justice organizing, climate and health policy research, and civil rights education campaigns in the Bay Area. His undergraduate experience would not have been the same without the communities of political and wacky peers he found in Fossil Free Stanford and Fleet Street. Next year, he will continue working towards his coterminal master’s degree in Civil and Environmental Engineering at Stanford.

Justin Roberto
Justin graduated with a concentration in Advanced Policy Analysis. In addition to his academic pursuits at Stanford, Justin competed for the Men’s Varsity Water Polo team for four years, earning several All-Conference and All-American academic honors. During his junior year, Justin was accepted into the Stanford in Washington Program and spent the winter in Washington, D.C., where he interned for the U.S. House of Representatives Majority Leader, Kevin McCarthy. This summer, Justin is interning for Accenture as a business analyst and hopes to work full-time in the management consulting industry.

Alexander Quincy Lee Robinson
Alex graduated with a concentration in Health Care Policy. During his time at Stanford, Alex was a member of Stanford’s football team for all four years, serving as the starting punter during the 2015-2016 season. He also spent two summers working in the Hoover Institution under Dr. Condoleezza Rice, where he performed administrative duties and research on political risk. Alex was also a Teaching Assistant for two Public Policy classes his senior year. After graduating, he will be continuing his studies at Stanford as he pursues a coterminal master’s degree in Public Policy with a concentration in Health Care Policy.

Oscar Sarabia Roman
Oscar graduated with Honors in Democracy, Development, and the Rule of Law and with a concentration in Law and the Legal System. He also minored in Political Science. His interdisciplinary honors thesis explored the implications of changing the United State’s immigration system. At Stanford, Oscar conducted research on policy issues during the summer for the office of former Congressman Xavier Becerra in Washington, D.C. More recently, Oscar performed legal and policy
research on impact litigation cases at the ACLU Immigrants’ Rights Project in San Francisco. Oscar was a recipient of the Haas Center’s Walk the Talk Service Leadership Award as well as the Class of 2017 Stanford Award of Excellence. After graduating, he hopes to continue his public service work by pursuing a concurrent J.D./M.P.P. degree, eventually working to advance immigrants’ rights and human rights.

Caleb Smith
Caleb graduated with a concentration in the Design of Public Institutions. During his time at Stanford, Caleb was involved with Stanford’s radio station, KZSU, the Stanford Daily, the Stanford Democrats, and various political campaigns. Highlights of his Stanford career included interning at the Department of Housing and Urban Development while doing the Stanford in Washington program and developing financing solutions for a local bicycle corridor as part of the capstone Public Policy practicum project. After graduating, Caleb will return to Stanford for a coterminous master’s degree in Public Policy. In the longer term, Caleb hopes to return to his beloved hometown of Oakland, California to work in local government.

Mackenzie Stein
Mackenzie graduated with a concentration in Discrimination, Crime, and Poverty Policy. She competed for Women’s Varsity Swimming for four years, including serving as co-captain her senior year. Mackenzie also held numerous jobs while at Stanford, including serving as a Resident Assistant at Suites for two years. After graduation, Mackenzie intends to disappear into the mountains for some time before pursuing work in food justice as well as various other creative ventures.

Laynie Stephens
Laynie graduated with a concentration in Education Policy. During her time at Stanford, she studied abroad in both Santiago and Madrid. While abroad she became a follower of Jesus and gave her life to Him, and that changed everything. She worked with several nonprofits and also took a year off to work with a church in the inner city of San Francisco to learn how to serve and empower others. Through her volunteer work and studies while at Stanford, she became interested in education equality, community building, and helping those in need. After graduating, she will work as a teacher at the City Academy in the inner city of San Francisco and pursue her Master’s in Teaching and Credential at the University of San Francisco.

Mark Andrew Verso
Mark graduated after just 10 quarters at Stanford with a concentration in Development and Growth Policies. His most memorable experience at Stanford was working with other Public Policy seniors in designing a bikeway for the Mid-Peninsula region. His teammates’ dedication, compassion and joy made the experience particularly memorable. Mark was a PAC-12 All-Academic team recipient and helped the varsity soccer team win its first national championship during his three years playing as a forward. After graduating in winter quarter, Mark began pursuing his dream of becoming a professional soccer player.

Mackenzie Yaryura
Mackenzie graduated with Honors in Education and with a concentration in Development and Growth Policies. While at Stanford, she was involved as a tour guide, an oral communications tutor, and served as Editor-in-Chief for the Stanford Review. She spent a quarter in Washington, D.C. with the Stanford in Washington program, where she was inspired to write her honors thesis through the School of Education on charter school performance. Mackenzie spent one summer at Boston Consulting Group and another at Target. She also received the Class of 2017 Stanford Award of Excellence. This summer, she interned at KAD Manufacturing in Ghana. In January, Mackenzie will start full time as an Associate for Boston Consulting Group in their San Francisco office. She hopes to combine her passion for education, love of travel, and interest in business as she builds her career.
2016-17 Practicum Projects

Undergraduate Practicum Projects

**AUTUMN QUARTER**

**Advanced Bikeways for Enhancing Cross-Regional Mobility in the Mid-Peninsula**

Team Members: Casey Danielson, Matthew Decker, Sarah Hirshorn, Gabriella Johnson, Mark Verso

**Client:** Manager’s Mobility Partnership & Joint Venture of Silicon Valley

**SPRING QUARTER**

**Coping With the Drought: Factors Impacting Water Demand Reduction in the Sonoma County Water Agency Service Area**

Team Members: Laynie Stephens, Cory Herro, Pat McFadden, John Ribeiro-Broomhead

**Client:** Sonoma Valley Water Agency

Graduate Practicum Projects

**WINTER QUARTER**

**Financing Strategies for a Future Multi-Jurisdictional Mid-Peninsula Bike Corridor**

Team Members: Anakaren Cervantes, Ryan Gaertner, Kaya McRuer, Alex Robinson, Caleb Smith

**Client:** Manager’s Mobility Partnership & Joint Venture of Silicon Valley

**Alternative School Accountability in CA: Findings from a Case Study in SJUSD**

Team Members: Amanda Lu, Nicole Hensel, Anne Marie Gordon

**Client:** The California State Board of Education

**Private Placements in Municipal Debt: Lessons from California**

Team Members: Annabel Wong, Sylesh Volla, Benji Nguyen

**Client:** The Volcker Alliance

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2017 PUBLIC POLICY PROGRAM AWARDS

**University Distinction**

Sarah Hirshorn
Gabriella Isabelle Johnson
Benjamin Kaufman
Kaya McRuer
Caleb Smith
Mackenzie Yaryura

**Class of 2017 Stanford Award of Excellence**

Casey Danielson
Matthew Thomas Decker
Sarah Hirshorn
Amanda Jaffe
Gabriella Isabelle Johnson
Oscar Sarabia Roman
Zachary Sorenson
Mackenzie Yaryura

**Roger G. Noll Award for Outstanding Public Policy Senior**

Sarah Hirshorn

**Bruce M. Owen Award for Outstanding Public Policy Graduate Student**

Amanda Lu

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Winter Undergraduate Practicum Team.

Graduate Practicum Students.
Graduate Student Trip to Washington, D.C.
Public Policy 2017 Spring Break Trip

By Amanda Lu, Sylesh Volla, Jacob Waggoner, Sam Yi, and Henry Cheng

This year, five public policy graduate students participated in the annual Spring Break Trip to Washington, D.C. This trip, which is funded by the Public Policy Program, gives participants the opportunity to engage with policy leaders who focus on some of the most pressing policy issues in the United States and around the world.

We began our trip with a short visit to the National Archives to view the Declaration of Independence and the Constitution. Two of our participants had never been to Washington before so we wanted to take advantage of the local sights in between our meetings. Our first meeting was with Jong Hwang, a Senior Policy Adviser at the U.S. Department of Treasury. Jong spoke with us about his experiences at the treasury, his advocacy of an open source financial risk model, and general advice about how to remain true to your values while working in the federal government.

After meeting with Jong, we crossed the Potomac to our next engagement with RAND. At RAND, we met with the head of their Washington office, Rich Moore, and two other senior researchers, Eric Landree and Rebecca Anhang Price. This insightful trio spoke passionately about their work in policy research and RAND’s mission to give objective empirical policy analysis to policy makers. From this conversation, we walked away with a general understanding of RAND’s work and the skills needed to be successful in policy research.

Our second day in Washington was jam-packed. We began with a conversation with Alexis Bonnell at USAID. Alex is the Acting Director of the Office of Engagement and Communications at U.S. Global Development Lab. Our conversation was an overview of the work at the Global Development Lab and general advice about work in the federal government and networking effectively in Washington.

Our next meeting was with Bill Gale at the Brookings Institution. Bill is a Senior Fellow at Brookings and an expert in tax policy. He and his two research assistants spoke with us about the research cycle and how policy research can take advantage of political moments for maximum impact. After meeting with Bill, we walked a few blocks to the Urban Institute where we met with Senior Researcher Martha Galvez and Senior Fellow Carlos Martin, both experts in housing and urban policy. Martha and Carlos talked about Urban’s approach to studying communities and families and answered our questions about working in policy think tanks. Our final meeting of day two was with Alberto Ruisanchez, a Deputy Special Counsel in the Civil Rights Division at the Department of Justice. Alberto spoke with us about the history of the Civil Rights Division and the function of the DOJ in the federal government. He also gave us a tour of the historic building. Even after a long, productive day, we still managed to squeeze in a trip to the Smithsonian. We spent the evening walking by the Lincoln Memorial, Washington Monument, and the White House and ended the night with a half-smokes from Ben’s Chili Bowl.

Before heading our separate ways, our group met with Molly Cain, a recent Stanford Public Policy grad and Senior Researcher at the Center for American Progress Action Fund. As a recent alum, Molly gave us a perspective on working in Washington as a young person and stressed the importance of reaching out through our networks and keep professional connections fresh. This last meeting was an appropriate way to end our time in Washington and reminded us of the value of all the connections we made during our trip. We are so grateful to everyone who took the time to meet with us and to the Public Policy Program for funding the trip. It was an invaluable experience for all of us as we reflect on how we can each personally impact the policy world.
The Global Context of Food Security

My Experience at the Chicago Council on Global Affairs’ Global Food Symposium

By Isabelle Foster

Isabelle Foster is a rising senior majoring in Public Policy and minoring in Economics (Class of ’18). She is concentrating in ‘Development and Growth Policies’ and is concurrently pursuing the Ford Dorsey International Policy Studies masters degree.

“Food security.”

When people first hear this phrase, they often question what the term “food security” truly means. Food security encapsulates a wide variety of topics including insufficient nutrition, access to economic markets, national trade policies, and political stability. To most effectively work in this space, it is important to note that food security is a complex issue that requires an interdisciplinary awareness. Public policy, economics, culture, and the environment are just a few of the subject areas necessary for understanding what this topic entails.

Each year, the Chicago Council on Global Affairs—a think tank established in 1922—hosts its Global Food Symposium. By bringing together leaders from a range of worldwide organizations—including non-profits, governments, research institutions, and private companies—the Council creates a unique environment for the discussion of many pressing challenges related to food security. This event also marks the release of the Council’s annual Food Security Report and reviews many of the most important findings from the previous year’s research.

This year, I had the privilege of attending the event as part of the Council’s Next Generation Delegation. As a public policy student interested in international development, this conference provided
an illuminating opportunity to better understand many of the critical components of food security and how influential policy can be. Two main themes that stood out from the conference were: 1) the importance of public-private partnerships and 2) the need to encourage youth to return to agriculture.

1) The Importance of the Public-Private Partnership

One key recommendation made in the 2017 Annual Food Security Report Council was to strengthen the partnership between the public and private sectors. While both groups can have a tremendous impact on their own, they can have an even larger impact when they work in concert. During panel discussions, it was frequently mentioned that there must be an "enabling environment" that allows for the entry of the private sector into a particular region. The private sector can transform a community—through activities such as providing loans and building roads—but it often will not do so unless there are economic incentives. In order for these incentives to arise, the government must implement policies that allow for this "enabling environment." For example, government leaders must be aware of the local market and how policies they create—such as creating an export ban—can have large consequences. It is by working together that policymakers and the private sector can maximize the effectiveness of their efforts and contribute towards a more food secure community.

2) Necessity of Attracting Youth to Agriculture and Agribusiness

Worldwide, there has been an increase in the number of young adults who leave rural family farms to pursue what they believe to be a more lucrative future in the city. The United Nations has estimated that there will be a rapid increase in the percentage of the world’s population living in urban centers—increasing from half to nearly three-quarters of the overall population by 2050 (fact cited on page 24 of the Stability in the 21st Century report, by the Chicago Council on Global Affairs). However, many often do not find employment in these urban centers, and this migration away from the farm makes it harder to produce enough local food for the rapidly increasing population. One of the major challenges associated with attracting youth to agriculture is that the profession is challenging and often not very profitable. It was emphasized that it is often the farmers themselves who are the most food insecure. Until this dynamic is changed, it will be extremely challenging to convince youth to return to the countryside.

At the same time that youth are leaving for the city, there is also the emergence of a phenomenon called the ‘youth bulge’ in Africa and South Asia. According to the Council’s 2017 report, Africa alone has 200 million individuals who are between 15 and 24 years old—a number that is expected to double in the next 30 years. These young, physically-abled, and creative individuals have the potential to transform the society by working in the agricultural sector. By returning to rural areas to pursue farming or become involved in agribusiness, young adults can help develop “agricultural supply chains” and stimulate the local economy. The Council also estimates that nearly 60% of Africans who are unemployed are young people, thereby demonstrating the potential that the agricultural sector has for providing job opportunities and economic independence—but only if the industry can become more profitable.

Overall, the symposium stressed that food security efforts must focus on the smallholder—or individual—farmer. As co-chair of the report’s independent task force Dan Glickman emphasized, one of the most important steps for making agriculture more attractive is to make farming more profitable for the farmer. To attract youth to farming or to create the "enabling environments” necessary for public-private partnerships, farmers must make money—enough money to not only ensure a food secure household, but also enough money to allow these individuals to stimulate and participate in the local economy.

It was an honor to attend the Chicago Council on Global Affairs’ Global Food Symposium this March. While there is a lot of work to be done to overcome hunger and malnutrition, it was encouraging to see that many passionate individuals and organizations are working to make a change. My reflections and the lessons I learned will be important in guiding my future research, and I hope to share this information with others. My hope is that this article can help inspire others to learn more about this topic and start to work together to create a more food secure world.
A month after the Presidential election, I still vividly remember watching the events unfold late into the night as more and more states on the map turned red. I remember hearing the screams and cries of angry and devastated people from outside my window in my on-campus apartment. The liberal bubble of the Stanford community had suffered a loss more profound than any I can remember during my five years on campus. I was in shock. In that moment, only one thing was certain—many of the truths I had held about a just, democratic, and compassionate country were called into question.

I woke up the next morning to realize, sadly, that I had not dreamt the painful events of the night before. This was our new reality. As I reached for my phone to shut off my alarm I saw an email from Professor Rob Reich who teaches Public Policy 307, a Public Policy core course known as Justice. The email read as follows: “It seems to me impossible to conduct class today without addressing in some form or fashion the results of the US Election last night. I will devote a portion of class today to discussing the election outcome. Please come to class with your own thoughts and reactions.”

That day, Professor Reich gave us the chance to collectively process our thoughts, questions, and discomfort in context with our studies in Public Policy and Political Philosophy. Grateful and inspired, I reached out to Professor Reich to find out more about his own views on the election, his pedagogical decision to incorporate the event into a class discussion, and his own takeaways from the insights of students.

Q: What made you decide to have a conversation with the class about the Presidential Election results?

A: As anyone who is in the class would know, the topic of the class, Justice, is something that seems to me deeply relevant to any student, any person’s, capacity to evaluate the legitimacy of democratic institutions around us, or for that matter, the justice or injustice of various aspects of what we see going on around us here and now. So, for me, the interest in studying political philosophy and talking about the issue of justice has to do not with memorizing what other people have said in the past but taking the thoughts that other people have had in the past about what it is that justice is and making them speak to or relevant for our own contemporary concerns.

The election was resolved at 1 or 2 am and class met at 10:30 in the morning. It was, for everyone involved, a surprise outcome since virtually everyone had been predicting that Hillary Clinton was going to win. In part because there had been so much said leading up to the election about various ways in which the prospect of a Trump presidency was not just a reflection of policy differences between Republicans and Democrats but all kinds of destabilization—destabilizing long standing democratic norms in ways that might threaten the very aspirations of what democracy is or for that matter what justice might require. From comments about Mexicans to women to Muslims to the Mexican-American judge—the list is long—these [concerns] are less policy concerns than ways of suggesting that long standing norms of democratic governance were being brought into question.

If I was surprised about the outcome of the election. I knew it was on the minds of students, and in the hope of showing a connection between the content of the class and what’s going on in the world around us, I thought it would have been irresponsible not to have allowed some conversation about the election to have happened. I view Donald Trump’s election as the most important American political event of my lifetime next to 9/11. Not to welcome discussion about it seemed wrong to me.

Q: You said that the election was the most important event since 9/11, can you speak a little more as to why that is? How does this feel different from other events?

A: The easiest way to express it for me would be that Trump’s election represents a really sharp break with what you could describe as ordinary politics. By ordinary politics I mean the Democratic Party and the Republican Party have an internal battle to identify a nominee, and then there’s a contest between the two nominees about the direction that the new president wants to take the country in. What stands out to me about this election is that Donald Trump ran first against his own party and defeated sixteen other contenders and then ran against the Democratic Party and won that too. This represents Trump having defeated, as it were, both parties in an election and repudiating the ordinary political alignments that have long been a part of our basic political affairs. In so doing, [Trump] left all kinds of uncertainty since he was so unforthcoming about the content of the things he wants to put in place, so people are making lots of guesses as to what’s going on.

In the bigger picture, we’re seeing the rise of populist movements across the world against the bipartisan or multi-party establishment in different countries. What has long been a global consensus around norms of tolerance, immigration,
welcoming of certain types of diversity, and the role of experts within policy has now been called into question. The background rules and norms which have been the guideposts for politics are much more uncertain now. It seems like there’s a genuine danger now that the “institutional stabilizers,” as the framers of the United States Constitution would have put it, on executive power are being weakened.

Q: One of the things that a lot of people are concerned about right now is the fact that our nation is truly divided, as evidenced by the election results. Weeks after the election, people are still protesting, rioting, and it appears few are willing to work together. Do you foresee a way to get things done, create policies, and work towards a just society? How do we move forward from here?

A: If it’s not possible to have a political environment in which compromise is possible to get things done, even though we should aspire to that, we ought to be able to hope for a political environment in which common ground can be found to support the Constitution or large ideals of democratic governance, like freedom of speech, the fact that your ancestry should play no role in evaluating whether someone is a worthy citizen, and so on. My own view is that the very place where common ground is most needed now is in taking these two very divided political camps, Democrats and Republicans, or if you prefer, those who voted for Trump and those who voted for Hillary Clinton, and asking the question of whether or not there is still common ground in support of the constitutional values that have long been part of the country. Leave policy disputes now to the side for the moment—I wonder now whether there is a bipartisan agreement of essential constitutional values, which is why this election seems so fraught.

Q: Were there any comments made by students that you found particularly interesting during the conversation?

A: I wrote to the class after [our discussion] was done that I appreciated the conversation because I had learned a lot too. One student expressed anxiety about going home for Thanksgiving because he said his parents were both Trump supporters. He basically had done everything he could to avoid talking politics with his parents in the past couple of months. Now, he had to go share Thanksgiving with them and he didn’t know how that was going to go. That reflected to me something about just how deep seated these political divides go. Back in ordinary days, you would go home and you would have a policy argument with your parents or whomever and say, “we love each other but we’ll agree to disagree on this,” or some version of that. This time around the stakes just seem different. I took him to be saying he was really anxious, which wasn’t just about displeasure of talking politics over Thanksgiving, but what it would mean for him to go home to his parents, who voted for Trump, and presumably what it meant for his parents to see their son not supporting that.

The other thing that stood out to me was the student who said that she had grown up in New York City and didn’t know anyone who was a Trump supporter, and then had come to college at Stanford and also hadn’t met anyone who was a Trump supporter—her whole life had been surrounded by people, none of whom voted for Trump. Part of what made the prospect of a Trump presidency seem so frightening to her was the language, as she put it, of the “othering” of lots of other people. She realized that in the absence of having gotten to know anyone who was a Trump supporter, she was potentially just as guilty of “othering” Trump supporters as they were of “othering” other people. I thought this was a candid admission about one of the problems that all of us here at Stanford face, which is the lack of opportunities to reach across these political divides since we are in such a left wing bubble here—Stanford is a bubble, Silicon Valley is a bubble, California is a bubble. It would be better if we had opportunities to be on sports teams, to have meals, to attend concerts, and to do things with people across political divides so we got to know them rather than view them as distant others.

Q: What was the most important point you wanted your students to take away from the discussion?

A: The thing I felt was almost most important to say, but also difficult to say, was trying to identify Stanford and the establishment as part of a generational problem in American politics. Stanford, as I said, is the white-hot center of the production of the establishment, or the breeding ground for the elite in the United States and across the globe. That’s what we prize Stanford for—that we train leaders. If this is the case, we’ve produced leaders who have for thirty or forty years systematically ignored the economic prospects of those
Public Policy Events


The 2017 Zale Lecture took place on May 16th and this year’s recipient of the Zale Award for Public Service was The Honorable Willie L. Brown, Jr.

Brown served in the California State Assembly for 30 years (15 years as its speaker) and then spent 8 years as the 41st Mayor of San Francisco. He currently runs the Willie Brown Institute on Politics and Public Service and also has a featured column in the *San Francisco Chronicle.*

Mayor Brown gave an engaging talk to an audience of around 60 Stanford Public Policy graduate and undergraduate students, faculty, staff, and friends of the program. Perhaps most notably, Secretary George Shultz and his wife, Charlotte, who are close friends of Mayor Brown, were in the front row and stayed to pose for a photo after the talk concluded.

Brown spoke candidly about the Trump administration and how we have come to the current state of events, offering some strategies for Democrats. He then opened it up to questions from the audience, who was clearly interested in his experiences in both the Assembly and the San Francisco Mayor’s Office. Brown answered numerous questions on everything from the housing crisis in the Bay Area to Affirmative Action in higher education and police brutality. Students found his insights from his many years as a public servant and seasoned politician enlightening.

Condoleezza Rice Visits Public Policy Graduate Students in Public Policy 311

*By Zach Sorenson, MA, ‘17*

For the final session of this year’s colloquium, Professor Condoleezza Rice joined Public Policy graduate students for a discussion about the connections between the academic study of public policy and the experience of working in government. In sharing her perspective with the class, Rice drew on her background both as an academic and as National Security Advisor and Secretary of State under President George W. Bush.

Rice emphasized the importance of quantitative literacy and communication skills — both important components of the Public Policy core — for prospective policymakers. Understanding economics and econometrics, in particular, she said, helps decision-makers frame choices and ask the right questions to make sure they fully understand the problems they are solving. Similarly, she suggested that the ability to write well and present ideas clearly is a critical skill that is often undervalued in the public sector.

After her initial remarks, Rice took questions from students and discussed the future of U.S. relations with China and Russia, the challenges posed by North Korea’s continued aggression, and the difficulty of adapting well-established government institutions to new challenges.

Condoleezza Rice with Public Policy Graduate Students.

Public Policy Course Travels to China on a Journey of Inquiry

*By Elizabeth Bernal, MA, ‘17*

Over Spring break, students from Public Policy 268, “Global Organizations,” along with Professor Eva Meyersson Milgrom
travelled to China to meet with officials from the public and private sector for a dive into the Chinese financial regulatory system. Throughout Winter quarter, the students studied organizational theory and how to design optimal organizations based on factors such as people, architecture, routines, and culture.

Guiding the trip was a central research question with timely importance for China’s financial system — should macroprudential and monetary policy be housed under one organization or separated into differing governing bodies? As China is expected to unveil reforms to the regulatory system by this summer, this same question is on the minds of the key players in both the public and private sector.

The students arrived in Beijing to meet with officials at regulatory agencies and banks, as well as academics at Peking University, the Guanghua School of Management, the Central Bank, Yenchin Academy of Peking University, and Tsinghua University. Representatives from each body were happy to share their thoughts on the financial system at large, but far more guarded when it came to the question of the organization of prudential and monetary policy. It was this hesitation that alerted the class to the political relevance of their research question.

After visiting Beijing, the class traveled to Chengdu and Shenzhen to meet with the provincial counterparts of the regulatory agencies to hear their insights from a less centralized level. Along with these government officials, students met with local banks, firms, and officials at the Shenzhen stock exchange.

On the last day of the trip, each student synthesized their findings into an opinion editorial piece to answer the initial research question. Unsurprisingly, all op-eds were unique in their attempt to answer the question, as the students all came from differing backgrounds.

In addition to research, the class was fortunate enough to participate in cultural activities throughout the country, including trips to the Great Wall, Tiananmen Square, the Chengdu Panda Breeding Center, and Hong Kong. Not only were these trips a fun break from meetings, but they also served as a critical part of the research experience. They provided insight into Chinese culture — a crucial factor that influences organizational design, business conduct, and governance and policy structure.

Election Reflections, continued from page 16

with a high school degree or less. We’ve stewarded an economy that has produced enormous gains for a very tiny fraction of the population, no growth or a loss of economic security for a majority of the population, and genuinely declining fortunes for the people whose job security has been threatened. That’s both a Republican and a Democratic fault. I think Stanford needs to look itself in the eye about exactly the types of leaders it aims to produce.

To put it differently, if you understand the vote, as I do, as a rejection of a longstanding establishment consensus about economic matters, we are the training ground for this establishment. It’s us who has been rejected in many respects. If we’re not honest about that, we will have missed a lot about the election that’s right before our eyes.

Closing thoughts by Elizabeth Bernal: This June, I will leave Stanford with a Masters Degree in Public Policy. I hope to take the skills I have gained through my studies to make lasting differences in the lives of people in our country. Along with the many others who will graduate alongside me, we must answer this question: what types of leaders will we be? Like Professor Reich said, we must look ourselves in the eyes and find our own faults. Taking the course Justice has been a truly transformative experience in that it has helped me begin to critically examine my own values and choices in the context of a just society. If the election has taught me anything, it is that it is not enough to have the best interests of others at heart— we must continue actively striving to truly understand one another compassionately. Only when we stop “othering” and start realizing that caring for and truly understanding our neighbors is not an option can we begin following the long, difficult, yet critically worthwhile path to a just society.
Faculty Profiles

Dr. Susan Liautaud

Dr. Susan Liautaud is Founder and Managing Director of Susan Liautaud & Associates Limited, an ethics advisory firm. She is also founder of The Ethics Incubator, a new non-profit platform for debating today’s most pressing ethics issues. She serves as Vice Chair of Court of Governors of the London School of Economics and Political Science and as Chair of LSE’s Ethics Policy Committee.

Susan is passionate about teaching cutting edge ethics. Her courses (for undergraduate and graduate students) include: “Ethics on the Edge” (an analytically rigorous course in cutting edge ethical decision-making in today’s environment of technology and global risks); “Ethics on the Edge Seminar” (a thematic exploration of cutting edge ethical decision-making); and “Ethics of Truth in a Post-Truth World” (a new course in 2017 exploring how and why truth matters today, from fake news and changing notions of gender identity to memory).

Susan currently serves on the French Ambassador’s Foreign Trade Advisory Council in the UK and on several non-profit boards, including: recent past Chair of the Doctors Without Borders/Médecins Sans Frontières US Advisory Board; Pasteur Institute; Global Supervisory Board of Care International; and Vice Chair of the American Hospital of Paris Board of Governors.

Susan was a Visiting Scholar at the Stanford Center of Philanthropy and Civil Society from 2012 to 2015. She had previously served as Associate Dean for International and Graduate Programs and Lecturer at Stanford Law School. She started her career as a corporate lawyer at Sullivan & Cromwell. Susan holds a PhD in Social Policy from the LSE; a JD from Columbia Law School; an M.A. in Chinese Studies from University of London School of Oriental and African Studies; an M.A. and two B.A.s from Stanford University.

Stephan Seiler

Stephan Seiler is an Associate Professor of Marketing at the Stanford Graduate School of Business and teaches a course in applied econometrics in the Public Policy Program. Stephan received his Ph.D. in Economics from the London School of Economics in 2011 and has been at Stanford since then.

His research focuses on analyzing consumer choice in various markets. He analyzes issues ranging from the choice of hospital for a bypass operation to the reaction of consumers to promotions on laundry detergent. While spanning many different contexts, his research relies on detailed data and careful modeling of consumer behavior in the relevant market. As a marketing professor teaching in the Public Policy Program, he is particularly interested in drawing conclusions for public policy from the analysis of consumers’ choices and preferences.

A recent piece of research that fits into this mold is a project on the impact of soda taxes that some cities in the U.S. have started to impose in order to curb the consumption of sugar-sweetened drinks.

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

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

For more information about working with us to enhance public policy initiatives at Stanford, please contact Katie DuPlessis via email at katiej2@stanford.edu or by calling 650-736-2319.
Daniel Raymond Wong Fellowship

Emily Elott: 2017 Daniel Raymond Wong Memorial Fellowship Recipient

Emily Elott is a rising sophomore from Portland, Oregon. Her academic interests range from exploring deep human questions through literature to solving complex world problems using math and computer science. She is especially interested in how the intersection of these two disciplines can positively impact the lives of others through applications in public policy. This summer, she is working for Senator Ron Wyden in Washington, D.C. and will be assisting with constituent services and legislative and policy research.

If you’d like to make a donation to Public Policy, please consider giving to this fund in order to support a student’s valuable summer work in an otherwise unpaid summer internship. Please see the page on our website for detailed directions as to how you can donate to the Daniel Raymond Wong Memorial Fund or see below for step-by-step instructions (https://publicpolicy.stanford.edu/about/make-gift/daniel-raymond-wong-memorial-fellowship).

Donations can be made in two ways:

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

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

Oakland’s Mayor’s Office, The Williams Institute at UCLA Law School, and the International Finance Corporation/World Bank. We are also excited to be able to support our second Daniel Raymond Wong Memorial Fellowship recipient, who will be working in Washington, D.C. this summer (read more on page 19).

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

We welcome your insight and ask that you please let us know if you are interested in getting involved with the program in any capacity. Please take a look at page 17 for details on upcoming events hosted by the program. We hope to see you at one of our upcoming events in the near future!

Gregory L. Rosston
Director
Alex Alvarez  
Class of 1998  

Alex majored in Economics and Public Policy. He was attracted to the Public Policy Program’s combination of political science and economics to understand both the qualitative and quantitative impact of government policies. Following graduation, Alex remained in the Bay Area working in investment banking for two years helping small and mid-sized companies raise capital or pursue merger and acquisition opportunities. Having a curiosity for how a manufacturing company operates, he then spent two years working for a fiber optics transmission equipment company in a variety of roles. In this capacity he worked with finance, accounting, engineering, research and development, and manufacturing to help solidify the company’s business plan and improve the operations of the business before being sold to Motorola.

Having lived most of his life in California, Alex decided to attend Harvard Business School. While adapting to the frigid weather of Boston was no easy task, the move provided an opportunity to expand his business knowledge and make new friends from all over the world. After business school, he moved to New York to join the Healthcare Services Team in the Global Investment Research division of Goldman Sachs. In this role Alex was able to utilize many of the skills he learned as a Public Policy student. Many times he had to analyze the financial implications of new laws and policies on healthcare sectors. He continues to put to use, on a daily basis, the rigorous analytical skills he learned as a student at Stanford. He lives in Laguna Niguel with his wife Norma (also a Stanford grad), two sons, and their goldendoodle.

Jennifer Bernal  
Class of 2009  

Since graduating from Stanford, Jennifer has spent most of her career working on the intersection of public policy and technology. As modern technology — and especially the Internet — reshapes our world, she hopes to help update our global policy infrastructure to meet our evolving needs, and help bring fulfillment and opportunity to people around the world.

Jennifer is currently a Public Policy Manager for Google, working on media regulation and policy issues throughout Europe, the Middle East, and Africa. In this capacity, she has the chance to work with an international team and advocate for innovation-friendly policies before governments across dozens of countries.

Previously, Jennifer spent five years in Google’s Washington, D.C. office, advocating before the U.S. Congress on issues as varied as privacy, security, education, and self-driving cars. She also managed relationships with nonprofit organizations and helped policymakers adopt technology to better communicate with their constituents. She got her start at Google on the YouTube Copyright team in San Bruno, California, helping ensure legal compliance for the platform and learning too much about internet video trends in the process.

Jennifer’s first job after graduating from Stanford was at the Center for a New American Security, a think tank in D.C. There, she co-authored a study on the impact of transnational crime — a topic close to her heart, having been the focus of her honors thesis – and published a number of opinion pieces in outlets including The Washington Post.

Jennifer is grateful for the way the Public Policy major allowed her to combine classes from a broad range of disciplines, facilitating her shift into the world of tech policy. She is also an avid visual artist — she minored in Studio Art at Stanford — and some of her work can be found at jenniferbernal.com. She lives in London with her husband.

Joanna (Lin) Black  
Class of 1994  

Joanna majored in Public Policy and Economics, out of a desire to understand the complex systems organizing our society and finding more effective and efficient solutions to issues facing our nation and the world. Joanna was an active volunteer in the Haas Center for Public Service under both the Ravenswood Stanford tutoring program and the Stanford In Government program. While at Stanford, Joanna was instrumental in forming a regular seminar series featuring speakers on public policy topics. Following Stanford, Joanna went on to earn her J.D. in 1997 from Columbia University School of Law, where she was a Harlan Fiske Stone Scholar.
Joanna has been practicing law as a partner at Adkins Black LLP since 2005. Her law practice is a virtual law firm model, which means each attorney works from their own home. This model allows Joanna to maintain a healthy work-life balance between practicing law, spending time with her family and friends, and finding ways to make the world a better place. Before joining Adkins Black LLP, Joanna served as vice president and general counsel for Xcyte Therapies, Inc., a public biotechnology company, where she managed all legal affairs including drafting and negotiating clinical trials agreements, patent licensing agreements, and complex commercial agreements. She also oversaw the company’s initial public offering, public convertible preferred stock financing, and corporate securities compliance. Prior to joining Xcyte, Joanna worked as an associate for both Venture Law Group and Wilson Sonsini Goodrich & Rosati, where she represented high technology, telecommunications, and biotechnology companies in a wide variety of issues including financings, corporate governance, employment issues, commercial bank loan agreements and corporate dissolution matters.

Born and raised in Chicago, Joanna is also living proof that inside every great lawyer there lurks a great actor since she had a living proof that inside every great lawyer there lurks a great actor since she had a small speaking part in the acclaimed Gore Verbinski horror film, *The Ring*. She is also oversaw the company’s initial public offering, public convertible preferred stock financing, and corporate securities compliance. Prior to joining Xcyte, Joanna worked as an associate for both Venture Law Group and Wilson Sonsini Goodrich & Rosati, where she represented high technology, telecommunications, and biotechnology companies in a wide variety of issues including financings, corporate governance, employment issues, commercial bank loan agreements and corporate dissolution matters.

**Sarah Flamm**

**B.A. 2011 and M.P.P. 2016**

Stanford’s Public Policy program has produced a dedicated public servant in Sarah. After graduating last year from Stanford with a Master’s in Public Policy (M.P.P.), Sarah began working for Santa Clara County Supervisor Joe Simitian. As one of five policy aides to Supervisor Simitian, Sarah covers issues relating to immigration, transportation and the environment. She is currently helping bring immigrant legal services to Mountain View. She also serves as the office liaison to the City of Palo Alto. There is much to learn in terms of content, process and people. After 23 years of living in the Bay, it is rewarding to now be on the governing side, helping foster an environment in which citizens, non-profits, and businesses can thrive and continue making Silicon Valley a dynamic and healthy environment.

Prior to starting her Master’s, Sarah worked in Washington, D.C. at the Migration Policy Institute (MPI). MPI is a non-partisan thinktank dedicated to the study of the movement of people worldwide. Sarah worked as the Research Assistant with the international division, writing papers, for example on the benefits of US citizenship (what are the economic consequences for a legal permanent resident to acquire US citizenship? Short answer: Not as much as expected). At MPI she also worked on projects with European and Canadian governments on business migration, i.e. the licensing barriers professionals face when migrating.

For her first year in D.C., Sarah simultaneously served as the RA at Stanford in Washington (SIW). She remains friends with many of the students that passed through SIW’s walls, and is much appreciative of the early exposure to politics and inspiration that SIW provided.

Sarah was also an undergraduate at Stanford (B.A. 2011), where she majored in Public Policy and minored in Spanish. She concentrated on immigration policy, and enjoyed the interdisciplinary nature of her classes as well as her interesting classmates and professors. She was also involved with the Haas Center’s community-based research program and studied economics for a quarter in Barcelona.

Looking forward, Sarah is excited to become more involved in local government and politics. She splits her time living in San Francisco and Palo Alto, and when not at work enjoys being outside: hiking, ocean swimming, and travelling to visit her brother in Switzerland.

**Erin (Braddock) Guthrie**

**Class of 2007**

Erin majored in Public Policy to better understand how policy impacts beyond the political sphere; specifically, the intersection of policy, economics, and business.

While at Stanford, Erin was involved with EPASSA and was a Haas Center for Public Service Fellow in the summer of 2006. After graduation, she joined Nokia in their Corporate Responsibility team, then eventually pivoted to a Business Development Role where she created partnerships with external organizations to innovate on new products. She also spent 2 years in Sales at a mobile advertising startup, 4INFO, right as mobile display advertising was taking off.

After catching the entrepreneurial bug, Erin decided to go back to business school. She chose the Ross School of Business at the University of Michigan, where she focused on Strategy and Entrepreneurship. (She enjoyed rounding out her experience in a different part of the country at a huge football school, but is still a die-hard Stanford football fan!). From there, she joined McKinsey & Company as a consultant in their Digital practice, which was a fantastic place to round out her analytical and problem-solving skills.

Recently, she joined Uber as General Manager for the Chicago business, where she runs the city’s operations, marketing, and relationships with external policy makers and regulatory bodies.

Majoring in Public Policy has been a huge asset to Erin’s career. For example, understanding the psychology of how decisions are made, approved, and implemented translates well into the
Alumni Updates, continued from page 21

Joel Mehler
MPP, Class of 2009

Joel joined Stanford's inaugural MPP class in 2007, and was a member of the program's first graduating class in 2009. He first arrived on campus in 2005 as a graduate student in electrical engineering, and soon realized that his interests met at the intersection of technology and policy. Stanford's MPP program gave Joel the flexibility to tailor his degree around diverse technology policy issues - from environmental impact assessment to national defense.

A summer internship at the BSA | The Software Alliance in 2008 convinced Joel that his professional interests would be best pursued in close proximity to the Potomac, so upon graduation he moved to Washington DC and joined the ANSER Corporation, a not-for-profit research organization serving the defense and homeland security communities. In 2011, after spending two years developing corporate offerings focused on risk management and resilience, Joel joined the ANSER Homeland Security Studies and Analysis Institute. In this role, Joel worked directly with top-level decision makers across the Department of Homeland Security on the rapidly emerging issue of cybersecurity. Joel played leading roles in the development of the internal management structures for cybersecurity, and corresponding budget submissions, at DHS. Joel also supported the development of the DHS Joint Requirements Council, a Secretary-level priority that identifies and realizes budget efficiencies across the broad range of DHS components.

In late 2015, Joel was recruited by Novetta Inc. to join a small team of analysts supporting the Office of Personnel Management in the wake of its data breach. Joel entered the Novetta team as its primary policy analyst, and quickly became instrumental in both OPM's ongoing security remediation efforts and the establishment of the National Background Investigation Bureau within OPM. Joel currently leads the Novetta team at NBIB.

Joel is married to Lauren Priebe Mehler, an Arizona native who he first met at the wedding of mutual friends in 2012. They married in 2015 and reside in southeast Washington's historic Hillcrest neighborhood. Outside of work, they can often be found near water in DC, Maryland, and/or Virginia, volunteering at their church, exploring international locales, and minimizing their divided loyalties in the NL West by cheering on the Washington Nationals. Joel can also occasionally be found behind a keyboard, playing wineries and weddings with his cover band Practicing in Public.

Charles Nicas
Class of 2011

Since graduating in 2011 with a joint MPP/MA in International Policy Studies (IPS), Charles has remained on campus to work alongside Condoleezza Rice at the Hoover Institution. As a research fellow, Charles studies foreign policy issues and helps Dr. Rice with her academic activities, including the research for her books. In recent years she has published two New York Times bestsellers: No Higher Honor: A Memoir of My Time in Washington and Democracy: Stories from the Long Road to Freedom. A third book — on global political risk, co-authored with Amy Zegart — is forthcoming. Under Dr. Rice's guidance, Charles is also working on his own book project relating to Vladimir Putin's efforts to undermine democratic governments around the world.
Mishan (Araujo) Wroe  
Class of 2008

Mishan was initially reluctant to major in Public Policy because, to be perfectly honest, the math scared her. But a wise professor told her not to be a baby and she is very glad Mary Sprague convinced her to dive in. Mishan enjoyed Public Policy's diverse course offerings and the well-rounded requirements that forced her to develop both quantitative and qualitative skills. Mishan has always had a particular interest in and passion for women's rights, and while at Stanford she co-chaired thinkBIG, a conference on International Health and Women's Rights, which was inspired by Anne Firth Murray’s seminar on the topic.

After graduation Mishan moved to Cambridge, MA, where she was a research analyst for the Center for Effective Philanthropy (CEP), a non-profit organization dedicated to helping foundations use data to enhance their performance. CEP’s mission is to provide data and create insight so philanthropic funders can better define their goals and improve their effectiveness. Mishan loved her two years at CEP where she got to put all that econometrics course work to good use.

In 2010, Mishan moved to Chicago to attend the University of Chicago Law School. While in law school Mishan was on the board of If When How (then Law Students for Reproductive Justice), worked for the ACLU-IL Reproductive Freedom Project and for the ACLU as a PILI fellow in 2013. Additionally, Mishan co-founded a pro bono domestic violence project which allows students to volunteer at the domestic violence courthouse in Chicago. She also helped start the Gendered Violence and the Law clinic which offers academic credit to law students who defend victims of domestic violence. Following law school, Mishan practiced for a year at Kirkland & Ellis LLP in Chicago, before moving back to the Bay Area with her family.

Since moving back to the Bay Area in 2014, Mishan has worked as a litigation associate and recently helped start a new firm called Riley Safer Holmes & Cancila LLP. She maintains an active pro bono practice on matters including landlord tenant disputes, reproductive justice research projects, and immigrants' rights matters with the ACLU of Northern California.

Mishan and her husband, Peter Wroe (class of 2008), are enjoying living in Oakland, CA, where they are raising their two children to be Stanford fans despite their close proximity to the Cal campus.
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