



BROWN UNIVERSITY

# Taubman Center *for* Public Policy AND AMERICAN INSTITUTIONS

Annual Report 2012–2013





## Taking Stock

AS I WRITE THIS, we at the Taubman Center are engaging in a strategic planning exercise to provide a road map for enhancing the Center's role at Brown and in the community. Five years ago, we completed a similar process, and we've achieved a number of important goals since then.

**Strengthened our teaching resources.** In the past few years, the Taubman Center has hired three professors with public policy training and experience to teach core courses in the graduate program, including economics, cost-benefit analysis, and policy analysis. Additionally, this fall we welcome lecturer Erik Godwin and postdoctoral research associate David Blanding to the Center. Godwin, who holds a PhD from the University of North Carolina, is interested in cost-benefit analysis, environmental policy, budgetary systems, and strategic information control. Blanding, who earned his PhD in political science from Brown, focuses on racial politics, public opinion, and state policy.

**Revamped our graduate curriculum.** We have transformed the one-year Master of Public Affairs degree to a more rigorous two-year program to ensure that our graduates can compete at the highest levels in the policy world. Our MPA students are now required to complete a capstone project and can focus on one of three career-based concentration areas, including social innovation and non-profit leadership, a first among our peer institutions. This fall, the class of 2014 will be the first to embark on a two-semester capstone class. Although our one-semester class has been highly successful, we realized that our students would benefit from having additional time to focus on framing, studying, and responding to the policy questions posed by our community partners. Starting this year, all of our students will also benefit from a series of professional development workshops that will prepare them to compete in the job market.

**Broadened our outreach.** Brown recently joined the state's College and Research Universities Research Collab-



Orr (right) with Michael Dimock of the Pew Research Center.

orative, and the Taubman Center will be a partner in harnessing the research and data analysis capabilities of local universities to aid state policy makers. At Brown, we have strengthened our partnership with the sociology department, adding two new members to the Taubman faculty: Hilary Silver, chair of urban studies and professor of sociology, is now a professor of public policy; Jayanti Owens, currently a Robert Wood Johnson scholar at the University of Wisconsin-Madison, will join us as assistant professor of sociology and public policy next fall.

We have also deepened our relationship with the Swearer Center, Brown's public service hub. Since spring 2012, Alan Harlam, Swearer's director of social entrepreneurship, has teamed with Taubman faculty to offer social innovation and social entrepreneurship courses that have attracted a wide variety of Brown students to study this emerging field. And nearly two years ago, we hired communications specialist Ellen Dessloch to focus on our outreach efforts, including the content and design of this annual report.

As we begin another academic year, we'll be looking back to assess the last five years of achievement but also looking forward to forge a vision of the Taubman Center's future. I welcome your thoughts regarding this exciting prospect.

*Marion E. Orr*

Director and Frederick Lippitt Professor of Public Policy  
Professor of Political Science and Urban Studies

## About the Taubman Center

Since 1984, the A. Alfred Taubman Center for Public Policy and American Institutions has been Brown's hub for connecting students, faculty, the community, and distinguished visitors for interdisciplinary study, research, and advocacy of sound public policy and the betterment of American institutions.

The Center administers an undergraduate degree in Public Policy and American Institutions as well as Master of Public Affairs and Master of Public Policy degrees. The Center brings together distinguished professors in political science, education, economics, sociology, community health, and related areas. Our faculty is a mix of published scholars and experienced policy practitioners.

We are most grateful to our benefactor, A. Alfred Taubman, a pioneer in America's shopping center industry who remains active in many business, civic, cultural, and educational activities around the world.

### Contact us

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Like us on Facebook, follow us on Twitter.



**Cover, clockwise from top left:** Public policy seniors celebrate graduation; Jose Antonio Vargas delivers the John Hazen White, Sr. Lecture; Bob Billington, president of the Blackstone Valley Tourism Council, speaks to new graduate students during orientation week.



L-R: Keeley Smith MPP, Santiago Tellez MPP, Nathaniel Walton MPP.

## ANNUAL REPORT 2012–2013

### Undergraduate Program 2

This May, we celebrated the graduation of thirty-one Public Policy and American Institutions concentrators, many of whom have already landed jobs in public policy and related fields.

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Our energetic graduate students aided the community through capstone projects, internships, and more.

### Taubman Center Lectures 15

More than thirty policy experts and scholars came to campus to inspire our students and the Brown community.

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Taubman faculty continue to publish and present groundbreaking research that will shape tomorrow's policy debates.

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Three alumni tell us how they are making their mark in the policy world. Plus, career updates from the past year.

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This year, the Taubman Center celebrated the graduation of thirty-one Public Policy and American Institutions concentrators. In addition to their studies, many of these students were involved in multiple extracurricular activities both on and off campus. A number of our graduates are already pursuing careers related to their degrees.

## Senior Honors and Awards

Two PPAI concentrators graduated with honors after presenting their theses to peers and faculty in May. **Ian Eppler** presented “Social and Health Effects of Prisons on Prison Host Communities,” and **Bradley Silverman** presented “Voting Rights, Politics and Racial Prejudice — Implementing Section Five of the Voting Rights Act in a Complex Enforcement.”

Silverman, who graduated magna cum laude, received the **Noah Krieger Prize for Academic Excellence**. The award, established by the Krieger family to honor the memory of Noah Krieger '93, recognizes a graduating senior for outstanding achievement in the Public Policy and American Institutions concentration. Silverman is a member of Pi Sigma Alpha, a national political honor society, and Omicron Delta Epsilon, an international economics honor society. Last year he received a Royce Fellowship for research related to his senior thesis. Silverman was president of the Brown chapter of the American Civil Liberties Union, in addition to being a board member of the American Civil Liberties Union of Rhode Island. He was news manager for WBRU-FM, legal affairs editor for the *Brown Political Review*, and was a writer for the *Brown Daily Herald*. He has interned at the U.S. Department of Justice, the Rhode Island Commission of Human Rights, the *New Republic*, and several Congressional offices. Silverman is interested in public interest law and will attend Columbia University School of Law next fall.

Graduating seniors **Brittany Davis** and **Elizabeth Stein** received the **Public Policy Service Award** for outstanding service to the Taubman Center. Davis and Stein co-led the Department Undergraduate Group

for the past two years. During their tenure, the two students suggested speakers for the Center’s endowed lecture series, organized open houses at the Center for current and prospective concentrators, and staffed campus concentration fairs to promote the public policy concentration to other undergraduates.



Bradley Silverman and Taubman Center director Marion Orr.



PPAI Class of 2013.



Elizabeth Stein (left) with Tara Kane Prendergast, Julia Shuster, and Maya Sandler.

Stein became involved in BRYTE during her first year at Brown, after she heard about the program in an anthropology class. Stein and four other French-speaking Brown students were assigned to tutor children in a family who had fled civil war in the Central African Republic. The children had landed in South Providence just a week before they met their tutors. Neither parent understood English, and their children’s English skills were limited.

Stein worked with Arnaud, a

boy she described as inquisitive and eager to succeed, but at thirteen, seemed lost between the familiarity of his old life and the social isolation of his new life. Stein said she quickly felt overwhelmed by the scope of the refugee family’s problems — the physical and emotional scars of war, their complete social isolation in their adopted home — and her inability to offer help beyond spelling and reading.

Stein’s time as a BRYTE tutor motivated her to choose the public policy concentration so that she could learn how to examine refugee issues from a wider perspective — how policies create conditions that make it difficult for refugee children to thrive in the United States, said Stein. In many of her policy classes, she’s written papers related to the issue.

Stein’s frustrations as a tutor also inspired her to create a website to reach out to other student tutoring programs and build a platform to share dialogue and information about refugee youth issues. The network Stein had created was folded into ARYSE this fall after cofounders Tara Prendergast and Julia Shuster approached Stein to join forces and plan the conference.

Stein confessed that because of the focus that the conference and her classwork have demanded, her post-graduation plans have taken a back seat. She’s not sure what her next move will be — a job or perhaps more study — but Stein does know that her experience with refugee youth has made an indelible mark on her career path.

## A Passion for Policy

**Elizabeth Stein PPAI '13 helped jump-start a movement to connect college-based tutors for refugee youth around the country.**

HEADING INTO THE LAST weeks of her final semester, Elizabeth Stein was juggling typical senior stressors — a thesis paper, final exams, job hunting — but on one April weekend, she was 100 percent focused on a volunteer experience she’d been passionate about since freshman year. Stein was part of a team of Brown students and alumni who planned and hosted the inaugural conference of the Alliance for Refugee Youth Support and Education (ARYSE). The conference, which drew college student tutors from six other universities, was sponsored by Brown Refugee Youth Tutoring and Enrichment (BRYTE) and the Yale Refugee Project, with additional funding from the Taubman Center. BRYTE trains Brown student volunteers to provide one-on-one tutoring to more than 100 refugee children each year. The program seeks to empower refugee children to overcome academic and social obstacles during their transition into the American educational system.

Since last fall, Stein had worked closely with other former BRYTE tutors — **Maya Sandler '13** and ARYSE cofounders **Tara Kane Prendergast '12** and **Julia Schuster '11** — to plan a conference that would educate and inspire fellow tutors from other college-based tutoring programs. Participants attended skill-building workshops and engaged in spirited brainstorming about how ARYSE, a newly formed non-profit, can serve as a resource and advocacy hub for student tutors and the refugee families they serve.





Oliver Rosenbloom at the Rhode Island State House.

# I ♥ State Government

**Oliver Rosenbloom PPAI '13, this year's Licht intern, tells us how his work at the State House helped launch his career in public policy.**

"I'M NOT SURE MY FIRST JOB out of college will be as cool as the internship has been. I was kind of shocked that I was exposed to all of these really important people in Rhode Island state politics," said concentrator Oliver Rosenbloom. During his senior year at Brown, Rosenbloom worked in the Rhode Island governor's policy office under the Taubman Center's Governor Frank Licht '38 internship program.

One of his final assignments for the policy office was to summarize policy memos from more than twenty state agencies — from the education and health departments to the state police and environmental management — that provided information about their legislative and funding concerns at the federal level. Rosenbloom's boss, policy director Kelly Mahoney, said that Rosenbloom quickly boiled down the hundred-plus pages of documentation to a succinct three-page analysis that the governor and the policy office will use to advocate for the state on a national level.

"It was a ton of information," said Mahoney. "Oliver has an ability to take complex information and summarize it very quickly."

In combing through the documents, Rosenbloom discovered that a number of state agencies were losing out on existing federal funding because of the state's failure to comply with federal regulations. He crafted a second memo for state legislators to bring these Rhode Island

programs into alignment with federal requirements and gather this low-hanging fruit.

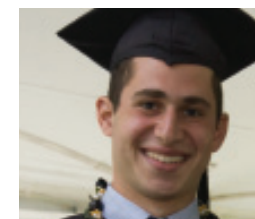
Rosenbloom also spent considerable time researching transportation issues, including seatbelt laws and tolling. Rhode Island had passed a primary seatbelt law in June 2011, but the law had not been made permanent. (Primary seatbelt laws allow police to stop a motorist for not wearing a seatbelt, whereas a secondary law allows police to ticket only unbuckled motorists who have been stopped for another offense.) The governor's office wanted to push to make the law permanent but needed data to support the effort.

Rosenbloom studied data on the positive effects of the law — lower injury and death rates, which have resulted in measurable health care savings — as well as a potential negative side effect of the law: racial profiling. Rosenbloom, who has a keen interest in civil rights law, turned his state house assignment into an independent study project comparing how other states grapple with the potential for racial profiling when they enact primary seatbelt laws. As with most policy issues, the connection between primary seatbelt laws and profiling is complex. Most important, said Rosenbloom, is keeping accurate data about traffic stops in conjunction with anti-profiling legislation that outlines methods to prevent racial bias and to root it out when it does occur.

The Licht Internship changed his career path, said Rosenbloom. "I hadn't really thought of working in state government. I was thinking about law school, or the department of justice or doing government work on the federal level. This [internship] has opened my eyes to state government work." Rosenbloom, who wanted to return to his home state of California, used his experience in the governor's policy office to snare a highly competitive ten-month executive fellowship in California's executive branch. The fellowship, cosponsored by California State University's Center for California Studies, Sacramento, and the governor's office, will place him in a state government office starting in October.

Public policy, education, law, civil rights, politics, finance — the class of 2013 is already making its mark.

**Moss Amer** completed a fellowship with Venture for America, which prepares recent graduates to work in start-ups with the potential to revitalize American cities. Amer is an analyst for Maryland Technology Development Corporation, a public-private investment partnership that brings technology from laboratory to market through funding and mentoring.



**Daniel Goldberg** is an associate with District Management Council, a Boston-based nonprofit that helps public school districts improve student outcomes, operational efficiency, and resource allocation.

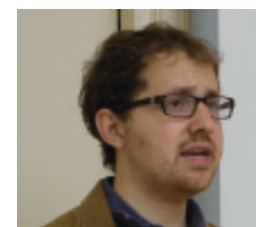
**Brittany Davis** is a paralegal for New York City-based Children's Rights, a national advocacy group that uses legal measures to reform failing child welfare systems in the United States.



**Jonathan Cox** is an intern at Oak Park River Forest Community Foundation, Oak Park, Illinois.

**Caroline Dell** is an associate consultant with Bain and Company in New York City.

**Ian Eppler** is a justice fellow with Equal Justice Initiative, a national advocacy group in Montgomery, Alabama, that provides legal representation to indigent defendants and prisoners who have been denied fair and just legal treatment.



**Aiyah Josiah-Faeduwor** is a campaign organizer for Victor Capellàn, candidate for mayor of Providence, Rhode Island. He is also a college access advisor at Mount Pleasant High School through the AmeriCorps program.

**Caroline Kelley** is an analyst focusing on health economics and outcomes research with Analysis Group in Boston, Massachusetts.

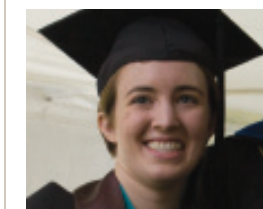
**Esther Kim** is a civil rights paralegal with Relman, Dane, and Colfax, a Washington, D.C.-based law firm that litigates fair housing, fair lending, employment, public accommodations, education, and police accountability cases.

**Matthew Klimerman** is a financial analyst with the JBG Companies, a real estate private equity firm in Washington, D.C.

**Natasha Kumar** is a medical student at Brown University's Alpert Medical School.

**Lindsay Minges** is a health care analyst with Huron Consulting Group, Chicago, Illinois.

**Rachel Peterson** is an AmeriCorps Vista education fellow at The Learning Community, a K-8 school in Central Falls, Rhode Island.



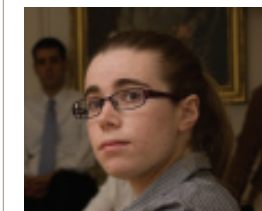
**Oliver Rosenbloom** (see page 4).

**James Schwartz** is an advisory services consultant at Ernst and Young in San Francisco.

**Jesse Shapiro** is special assistant to the chairman of the Nassau County Democratic Committee in Glen Cove, New York.

**John Sheridan** is a high school history teacher in the San Jose Unified School District in San Jose, California, through the Teach for America program.

**Bradley Silverman** (see page 2).



**Nawal Traish** is an urban education fellow tutoring low-income middle school students at the Great Oaks Charter School Network in Newark, New Jersey.

**Emily Walsh** is a canvass staffer in the Providence, Rhode Island, office of Clean Water Action, a national advocacy group that organizes grassroots campaigns to address water quality issues.

**Zack Mezera** is an organizer at Providence Student Union, which seeks to build the collective power of Providence, Rhode Island, high school students to give them a voice in decisions affecting their education.



Aiyah Josiah-Faeduwor (center) and family.



The Happy and John Hazen White, Sr., endowment funds up to ten summer internships that afford Taubman undergraduates the opportunity to gain experience in the policy arena.

## Beyond the Classroom

Six students reflect on their summer 2012 John Hazen White, Sr. internship experiences.



### Kimberly Fayette PPAI '14

**FAVORITE PPAI COURSE:** Good Government with Ross Cheit

**DREAM JOB:** Public interest lawyer

**INTERNEED AT:** Rhode Island for Community and Justice, Providence, Rhode Island

“I worked on the Disproportionate Minority Contact Project, an RICJ initiative to work with the courts, police, and mental health professionals to find ways to decrease the minority population in Rhode Island’s juvenile justice system. I worked closely with the project’s mental health committee to create a youth culture section for an existing cultural competency curriculum. The new curriculum helps court officials, police officers, and mental health professionals to deal more effectively with youths. My experience at RICJ has affirmed my dedication to working for the public interest to reduce inequality. I learned that with passion and dedication, I can undertake initiatives that will truly make a difference.”



### Michael Robinson PPAI '14

**FAVORITE PPAI COURSE:** Policy Analysis and Program Evaluation with Kevin Gee

**DREAM JOB:** Urban pastor

**INTERNEED AT:** City of Wildwood, New Jersey

“I worked with Wildwood’s Beach Utility, a new division tasked with making the city’s beach monetarily self-sustainable. More than 200,000 visitors visit the city’s free beaches yearly, and the maintenance costs have strained the city’s budget. I was part of a team that created and marketed advertising opportunities to generate revenue from surrounding businesses. I also helped create a beach vehicle registration and revenue-tracking database. The greatest aspect of the internship was witnessing Wild-

wood’s dedication to revitalization and its loyalty to its citizens. I learned that it takes persistence and hard work to get good local policy approved.”



### Jesse Shapiro PPAI '13

**FAVORITE PPAI COURSE:** Good Government with Ross Cheit

**DREAM JOB:** Brookings Institute research analyst

**INTERNEED AT:** Taubman Center for Public Policy, research assistant for Professor Ross Cheit, Providence, Rhode Island

“I wanted to work with Professor Cheit on his upcoming book, *The Witch Hunt Narrative: Politics, Psychology and the Sexual Abuse of Children*, after taking his criminal justice class. Whether the task involved contacting local and appellate courts for documents or pursuing Internet-based leads, I felt I was honing valuable research skills. I enjoyed collaborating with a great professor and providing initial feedback on chapters of his book. Working for Professor Cheit allowed me to utilize and hone research methods that I will carry into every policy institute or political organization that I work for.”



### Esther Kim PPAI '13

**FAVORITE PPAI COURSE:** Education Policy Challenges with Kevin Gee

**DREAM JOB:** CEO of a nonprofit

**INTERNEED AT:** Office of Legislative Research, Rhode Island General

Assembly, Providence, Rhode Island

“I helped the House policy office respond to legislative inquiries on education issues impacting Rhode Island. I provided legislators with background research on federal and state policies that address college readiness and dys-

lexia. The most valuable part of the experience was the tangible impact that my work had on the formulation of possible policy solutions to problems directly affecting the public education system in Rhode Island and the opportunity to become an actor in the implementation process. The internship also helped me develop valuable analytical skills for future policy-related research.”



### Caroline Kelley PPAI '13

**FAVORITE PPAI COURSE:** Policy Analysis and Program Evaluation with Kevin Gee

**DREAM JOB:** Working in health economics

**INTERNEED AT:** Institute for Social and Economic Research and Policy,

Columbia University, New York City

“I worked with a professor in Columbia’s Quantitative Methods in the Social Sciences program to evaluate the use of different statistical methods to quantify the impact of critical time interventions on homelessness. I learned a number of statistical methods and computer programs to better quantify individual changes in housing tenure. Prior to this internship, I had no exposure to critical time interventions or many of the methods used in the research. I was able to apply knowledge from my coursework as well as my past research experience to further my knowledge of statistical methods for policy analysis. My internship at ISERP greatly influenced my career ambitions and confirmed my interest in social policy and academic research.”



### Amy Senia PPAI '14

**FAVORITE PPAI COURSE:** Criminal Justice Systems with Ross Cheit

**DREAM JOB:** Lawyer at my own firm in San Francisco, California

**INTERNEED AT:** Los Angeles County

District Attorney’s Office, California

“I was a law clerk in Los Angeles County’s felony arraignment court. Hundreds of men and women filed into the courtroom daily, charged with crimes ranging from possession of illegal narcotics to multiple counts of murder. Prior to this internship, I knew I wanted to be an attorney, but I felt unsure about pursuing a career in criminal law. Perhaps the most important thing I took away from the experience was learning that I’m more oriented toward fighting for the underdog and ensuring that people’s civil liberties are protected. Next summer I will be working for the Federal Public Defender’s office in San Francisco.”

## 2013 JOHN HAZEN WHITE, SR. INTERNS

**Michael D’Ortenzio PPAI '15** | Taubman Center for Public Policy: research assistant to Professor Ross Cheit; Intake Division, Rhode Island Public Defender’s Office

**Jasmine Fuller PPAI '15** | Rhode Island Center for Prisoner Health and Human Rights, Providence, Rhode Island

**Kyle Giddon PPAI '15** | Department of Small Business Services, City of New York

**Shane Grannum PPAI '15** | Leadership Conference on Civil and Human Rights, Washington, D.C.

**Marina Hernandez PPAI '15** | Office of Senator Barbara Boxer, Washington, D.C.

**Jennifer Morgan PPAI '14** | Office of the Chief Executive, Overseas Private Investment Corporation, Washington, D.C.

**Asia Nelson PPAI '15** | United Way of Greater Los Angeles

**Alvina Pillai '14** | Office of Congressman David Cicilline, Pawtucket, Rhode Island

**Daniel Sack PPAI '14** | Taubman Center for Public Policy: research assistant to Professor Ross Cheit

**Luke Taylor PPAI '13** | Alameda County Probation Department, Family Preservation Unit, Oakland, California

Front, L-R: Luke Taylor, Asia Nelson, Jasmine Fuller, Marina Hernandez, Alvina Pillai. Back, L-R: Daniel Sack, Kyle Giddon, Michael D’Ortenzio, Jennifer Morgan, Shane Grannum.





Last fall, we welcomed seventeen new students to the master's program. In May 2013, a diverse and talented group of students graduated with master's degrees from the Taubman Center for Public Policy — fifteen in Public Policy and three in Public Affairs.

## TAUBMAN CENTER AWARDS

The Taubman Center administers two scholarship programs for students who have excelled in their first year of study. The Darrell West scholarship honors the Taubman Center's second director, who served from 2000 to 2008. The A. Alfred Taubman scholarship is funded by an endowment from the Center's founding benefactor.



**Sarah Hall MPA '14**  
A. Alfred Taubman Scholar

**POLICY INTERESTS:** How policy and structural inequality are related and interact — whether the issue is immigration, gender or race relations, or education.

**SUMMER 2013:** I revised the syllabus for Steve Gresham's **Aging and Public Policy** class. I have also been working as the graduate student parent programming coordinator for the **Sarah Doyle Women's Center**. I am identifying ways to pool graduate school resources with staff and faculty to arrange for childcare during university-sponsored events.

**FAVORITE POLICY CLASS SO FAR:** **Institutions and Policy Making** with Evan Schnidman. I enjoyed the challenge of researching policy problems and coming up with real, workable policy solutions.

**Eleanor Kane MPA '14**  
Darrell West Scholar



**POLICY INTERESTS:** Nonprofit management, state and local agricultural policy.

**SUMMER 2013:** I interned with the **National Young Farmers Coalition**, helping to compile a report to Congress on the dearth of affordable farmland for young farmers and the role that land trusts and conservation nonprofits can play in closing the affordability gap, as well as connecting farmers and those selling farmland. I also continue to co-manage **Brasen Hill Farm**, which I own with my partner, Theo Wiegand. We raise grass-fed

and organic meat — goats, lambs, chickens, ducks, turkeys, and pigs — in a humane and sustainable way using intensive rotational grazing. We have been renting twenty acres in Dudley, Massachusetts, but in the fall we're moving to a 240-acre farm we bought in Barrington, New Hampshire.

**FAVORITE POLICY CLASS SO FAR:** Rebecca Loya's **Inequality, Poverty, and Public Policy**. Someday, our farm will be educational, and we hope to work with low-income and foster children, so it was a great look at how public policy affects that portion of our population.



**Matthew McCabe MPP '14**  
A. Alfred Taubman Scholar

**POLICY INTERESTS:** Education, especially how data analysis can be brought to bear on the issue of public education while still respecting the many stakeholders and enormous complexity of the issue.

**SUMMER 2013:** I interned with the **Massachusetts Department of Elementary and Secondary Education**. I focused on professional development, helping the department revamp how professional development providers are registered and tracked. I also worked for **Arts Allies**, a new local organization that is analyzing the current arts opportunities for Providence public school students and helping the school board write a new arts policy. I created and implemented surveys and interviews of principals and teachers in addition to mining existing data. I also completed a **data fellowship through Campus Compact**, which provides training sessions in preparation for a project connected to higher education data in Rhode Island.

**FAVORITE POLICY CLASS SO FAR:** **Statistics and Statistics II for Public Policy Analysis**. Both Andy and Syon were excellent teachers. One of the reasons I chose to go back to school for policy and chose the MPP track was to gain quantitative skills. Even though I'm definitely a words guy, I thought this was an important skill set to develop.



**WRITE STUFF** Matthew McCabe MPP '14 had a 650-word opinion piece in support of payday lending reform published in a May 2013 edition of the *Providence Journal*. McCabe crafted the letter as part of a Strategic Communications class project working with a local advocacy group. The letter was published in advance of a House Finance Committee hearing on a bill backed by McCabe's community partner, the Rhode Island Coalition for Payday Lending Reform.



## Taubman Team Takes Third in Policy Challenge Finals

Taubman Center master's students **Matthew McCabe MPP '14**, **Kelsey Sherman MPP '14**, **Amber Ma MPA '14**, **Gayatri Sahgal MPP '14**, and undergraduate **Dana Schwartz PPAI '15** placed third in Policy Solutions Challenge USA, a competition that encourages public policy students to develop innovative solutions to U.S. policy problems. The topic for the 2013 competition was combatting childhood obesity. Eight schools presented policy briefs at the finals, which were held in March at American University, Washington, D.C. The Taubman team had advanced to the finals after winning the mid-Atlantic regional competition. Wisconsin La Follette School of Public Affairs, University of Wisconsin-Madison, placed first, and the Clinton School of Public Service, University of Arkansas, placed second at the final competition.

## MPA Wins Full Scholarship

**Samuel Rogers MPA '14** has won a scholarship from the Deutscher Akademischer Austausch Dienst (DAAD), a German organization that provides support for outstanding German students and faculty to study at universities abroad.



Rogers' full scholarship will combine funding from the Taubman Center, DAAD, and Brown's Graduate School. Rogers, a dual German/U.S. citizen from Berlin, is only the second Brown graduate student since 2007 to be selected for the prestigious DAAD award.

Rogers is interested in performance management and strategic goals in government, particularly methods to measure the effectiveness of government programs. During his first year at Brown, Rogers interned at the Rhode Island Public Expenditure Council (RIPEC), a nonprofit public policy research organization dedicated to advancing effective and efficient government. Under the supervision of Ashley Denault MPP '07, he updated RIPEC's 2011 municipal pension report to reflect the latest data and reforms. "He's been fabulous. He has stepped up and has done a great job. We're really hoping he'll be interested in coming back in the fall," said Denault.

Rogers just finished a summer internship with the Office of Performance and Personnel Management in the White House's Office of Management and Budget. He was part of a team charged with identifying ways to streamline the federal permitting and review process for infrastructure projects.





Hilary McConnaughey (left) and Leslie Crutchfield, senior advisor at FSG.

## A Very Good SEED

Hilary McConnaughey helps plan the 2013 SEED summit at Brown.

HILARY MCCONNAUGHEY MPP '13 was one of a handful of Brown students who played key roles in planning the second Social Enterprise Ecosystem and Economic Development (SEED) Summit, which took place on the Brown campus in April. SEED drew more than 475 participants to the two-day conference, which featured more than thirty-five thought leaders and innovators who shared their experience with financing, launching, and growing successful businesses with a social mission. Social Enterprise Greenhouse (formerly Social Venture Partners Rhode Island), where McConnaughey has been a program consultant since her first year at Brown, organized the conference.

McConnaughey helped craft the conference agenda and its extensive list of speakers. She invited keynote speaker Leslie Crutchfield, a senior advisor at FSG, a nonprofit consulting firm that focuses on "catalytic philanthropy" — philanthropic investment channeled to results-oriented solutions to social problems. McConnaughey, a fan of Crutchfield's books *Forces for Good* and *Do More than Give*, was thrilled to spend quality time with a key associate from "the coolest company in the

world." According to Social Enterprise Greenhouse executive director Kelly Ramirez, McConnaughey was critical to the conference planning process because she had been heavily involved in planning the inaugural SEED conference last year. "Hilary came on board [at Social Enterprise Greenhouse] before we even had staff and stepped up to whatever role was needed. She's played a crucial role in helping us develop and grow," said Ramirez.

McConnaughey worked with Social Enterprise Greenhouse board member Diane Lynch to put together a how-to panel on social impact bonds for the SEED conference. She had been interested in this up-and-coming results-oriented financing tool for some time. "Hilary was a big part of why it was successful. She's a very good organizer, a very good networker. And she knew her stuff," said Lynch. As is typical of many Taubman students, McConnaughey mixed her work outside the Taubman Center with her coursework. She and a team of three other students focused on social impact bonds for their capstone, which they presented to Lynch and other community clients in May (see page 13).

## AFTER BROWN

What some members of the master's class of 2013 are up to now.

**Stephen Harrington MPP** is a public policy fellow with the Prince George's County Council, Maryland.

**Eme Ikpeme MPP** is an international associate with Nubenco, a pharmaceutical and medical device manufacturer that works with government and non-governmental organizations with overseas medical programs.

**Cory King MPP** is a health information specialist with the Providence Plan, Providence, Rhode Island.

**Hilary McConnaughey MPP** is a program associate with Arabella Advisors, an organization that provides strategic guidance for effective philanthropy, in Washington, D.C.

**Enzo Napoli MPP** is a professor teaching political economy to undergraduate students at Universidad Diego Portales in Santiago, Chile.

**Alexi Pfeffer-Gillett MPP** is a law student at the University of California, Irvine, School of Law.

**Keeley Smith MPP** is a policy analyst with the Rhode Island Public Expenditure Council (RIPEC) in Providence, Rhode Island.

**Santiago Tellez MPP** is pursuing a Doctor of Public Policy degree at the Lyndon B. Johnson School of Public Affairs at the University of Texas at Austin.

# Ahead of the Class

A Taubman MPA student graduates with much more than a degree.

MOST FINAL-SEMESTER GRADUATE STUDENTS at the Taubman Center juggle two major priorities during their final semester at Brown: finding jobs and finishing their degrees. For **Aaron Hertzberg MPA '13**, the final-semester juggling act had a twist: adjusting to a major job promotion. A part-time student since 2011 and program director of the Pawtucket Foundation since 2008, Hertzberg was named executive director of the local nonprofit in January 2013.

The Pawtucket Foundation board selected Hertzberg to lead the organization, which advocates for downtown, riverfront, and transportation improvements for the city of Pawtucket, Rhode Island.

The nonprofit will continue to help the city identify funding for a number of improvement projects, including a plan to redesign downtown traffic patterns to smooth the flow of Pawtucket's tangle of one-way streets, said Hertzberg. The city is also in the midst of a plan with neighboring Central Falls to open riverfront access, improve public infrastructure, and stimulate private development in the Blackstone River corridor.

Much of the work he's been involved in over the past five years is beginning to bear fruit, said Hertzberg. He played a key role in the Pawtucket Foundation's marketing strategy to draw new residents and businesses to the city. The nonprofit partnered with Embolden, a local agency, to create [experiencepawtucket.org](http://experiencepawtucket.org), the centerpiece of the marketing plan. The site won an award from the Rhode Island chapter of the American Planning Association.

Pawtucket's wealth of historic buildings remains its greatest asset, said Hertzberg. "We've got some fantastic historic structures. When buildings have been rehabbed, people have followed. Almost a thousand new residents moved to the downtown within the last ten years through mill conversion projects." Hertzberg recently worked with state leaders to re-establish Rhode Island's historic tax credit program as a way to incentivize the development and reuse of additional historic structures. Hertzberg testified before the House Finance Com-

mittee about the credits, familiar ground thanks to his Taubman coursework.

"I already knew a lot about the program because of work I had done in Peter Marino's [Public Budgeting and Management] and Susan Moffitt's [Policy Implementation] classes," said Hertzberg.

Hertzberg juggled part-time work in the graduate program and his new job until May, when he completed his Master of Public Affairs degree. The Taubman MPA program has given him a solid grounding for his new role as the director of the Pawtucket Foundation, he said. "It's been a challenge to balance everything. My wife just finished her doctorate and works full time and we have a young daughter, but I'm really glad I did the program," said Hertzberg. "I have academic experiences to reflect upon for the rest of my career."



Hertzberg on Pawtucket's Main Street, where the Pawtucket Foundation has implemented streetscape improvements.



The capstone is a hallmark of the Taubman Master of Public Policy degree. This final-semester class integrates skills and concepts students have learned in core classes, concentration areas, and electives. During the course, student teams focus on a consulting project with a real-world client. After meeting with their clients to delineate the scope of their research, each team interviews key stakeholders, does field research, and analyzes related data and case studies. In May, this year's four teams presented their research and recommendations to peers, faculty, and their clients.

**“Effectiveness of Law Enforcement Efforts in Rhode Island Public Schools”**

**TEAM:** Alexi Pfeffer-Gillett, Enzo Napoli, Zeying Wang

**CLIENT:** American Civil Liberties Union, Rhode Island chapter

**BRIEF:** This team focused on evaluating the effectiveness and impacts of school resource officer (SRO) programs, which place a law enforcement officer in schools. The team focused on SRO programs in the Providence and Central Falls school districts, and its qualitative analysis was based on interviews with stakeholders involved in the SRO program. These interviewees indicated that proper screening of SROs, clearly defined roles, training, community in-

volvement, and communication were all critical to program performance. They also indicated that Providence had been more successful in fulfilling these criteria than had Central Falls. The team also analyzed SRO arrest records from both school districts. They found clear differences between how the two SRO programs operated, with neither district being clearly better than the other.

**RECOMMENDATIONS:**

- **Draft a clear memorandum of understanding** that sets guidelines for educators and police; allow latitude for each district to craft its own memorandum of understanding.
- **Improve data availability**, link arrest records to education outcomes, and create a uniform language across the state to categorize arrests.



**The Preventable Health Care Utilization team with their clients.** Front, L-R: Health Insurance Commissioner staff: Patrick Tighe, principal policy associate; Christopher Koller, commissioner; Kim Paul, director of analytics. Back, L-R: Cory Smith, Wonyong Shim.

found that there is potential for political support for social impact bonds in the legislature, as well as in some ranks of the executive branch.

**RECOMMENDATIONS:**

- **Establish “Housing First”** as the preferred intervention for the social impact bond model, and train service providers’ staff to use this intervention.
- **Assess service providers’ organizational capacity**, support organizations in establishing outcome-monitoring mechanisms, and perform formal program evaluations.
- **Explore the financial implications** of health care reform on government cost savings and its corresponding impact on the social impact bond model.
- **Continue spreading awareness** about social impact bonds by expanding in-person outreach to potential leaders and mobilizing housing advocates.
- **Assess the advantages and pitfalls** of the “bond” label and evaluate alternative nomenclature.

**“Social Impact Bonds: An Innovative Approach to Addressing Chronic Homelessness in Rhode Island”**

**TEAM:** Erica Brown, Hilary McConnaughey, Keeley Smith, Santiago Tellez

**CLIENTS:** Social Enterprise Greenhouse, a Providence-based nonprofit that promotes social enterprise by providing social, intellectual, and financial capital; Rhode Island Coalition for the Homeless, an advocacy organization that supports comprehensive solutions to homelessness

**BRIEF:** The team assessed the feasibility of using social impact bonds to address chronic homelessness in Rhode Island. (Social impact bonds are financing tools that involve a partnership between the government, social service organizations, and financiers to encourage innovation in dealing with social problems. These bonds have not yet been introduced in Rhode Island.) The team found that there are local agencies offering evidence-based preventive interventions for homelessness, including “Housing First” programs, and that these service providers have the capacity to grow their programs. Additionally, the team

**“An Analysis of Geo-Spatial Variation in Potentially Preventable Health Care Utilization in Rhode Island”**

**TEAM:** Cory King, Wonyong Shim

**CLIENT:** Insurance Commissioner of Rhode Island

**BRIEF:** The scope of this project was to determine the extent of geographic variation in potentially preventable health care utilization in Rhode Island. The focus on potentially preventable utilization sheds light on three dimensions of Rhode Island’s health care system: efficiency, quality, and fairness. Drawing data on ambulatory care sensitive conditions from hospital discharge records and emergency department records, the team found wide variation in age- and sex-adjusted rates of these poten-



Zeying Wang

**The Social Impact Bond team with their clients.** Front, L-R: Michelle Brophy, Director, Corporation for Supportive Housing, Diane Lynch, Partner, Social Enterprise Greenhouse. Back, L-R: Keeley Smith, Hilary McConnaughey, Erica Brown, Santiago Tellez.





Nancy Carriuolo, president of Rhode Island College (left), and James Murphy, sustainability coordinator at RIC, applaud the sustainability capstone team.



tially preventable events at town and census tract levels. For census tracts, a hot-spot analysis showed statistically significant clusters of tracts with higher than average rates of potentially preventable events in South Providence, Central Falls/Pawtucket, and Woonsocket.

**RECOMMENDATIONS:**

- **Targeted interventions** to reduce potentially preventable utilization should focus on hot-spot tracts.
- **Public officials should support** expansion of the patient-centered medical home model across the state.

**“Implementing Sustainability into Teacher Education: Why It Matters and How to Make It Work at Rhode Island College”**

**TEAM:** Benson Feng, Stephen Harrington, Eme Ikpeme, Alexa Leboeuf, Jaclyn Murphy

**CLIENTS:** Rhode Island College and the Apeiron Institute for Sustainable Living, an organization that promotes sustainable living in Rhode Island

**BRIEF:** This team worked with their clients to lay the groundwork for incorporating sustainability education into RIC’s teacher training curriculum. Sustainability is an environmental, economic, and equity issue that affects everyone. Sustainability education not only helps students develop the critical-thinking and problem-solving skills to address local environmental issues but also helps them to compete in the global economy. The team outlined the next steps to be taken by RIC and provided an advocacy paper detailing why sustainability education is crucial to students and communities. This paper includes quantitative and qualitative research, as well as best practices in the field.



Jaclyn Murphy

**RECOMMENDATIONS:**

- **Secure funding** for implementing sustainability education curriculum through grants.
- **Build partnerships and alliances** across all levels of state and local government.
- **Build community partnerships** and use existing community resources, including environmental nonprofit organizations active throughout the state.
- **Determine best practices** for integrating sustainability education into specific syllabi and curricula already in use at Rhode Island College.
- **Tailor the provided logic model** to more specific and detailed steps toward success at Rhode Island College.
- **Continue to encourage exploration** of this burgeoning field; gather more and better data on the positive outcomes of sustainability education in the classroom.

The Taubman Center continues to attract a wide range of top policy experts, from scholars to politicians, to deliver its endowed lectures to the Brown community. The lectures are free and open to the public. This year’s speakers focused on current issues in immigration, violence against women, constitutional law, same-sex marriage, and municipal pension reform.

**John Hazen White, Sr., Lecture | OCTOBER 15, 2012**

**Jose Antonio Vargas**, a Pulitzer Prize-winning journalist born in the Philippines, began his talk by sharing his own American Dream: a climb from working-class origins through education and hard work. The dream was unfulfilled in his case, because Vargas, who has lived in the United States since the age of twelve, is undocumented, with no clear path to citizenship. Vargas, thirty-one, discovered that his green card was a fake when he applied for a learner’s permit to drive at the age of sixteen. He spent the next fifteen years concealing his true identity even as he earned a college degree and became a highly successful journalist in America. In June 2012, he revealed his unauthorized status in an essay he wrote for the *New York Times* magazine.

Vargas, who drew a large crowd of enthusiastic students to the lecture, likened the immigration issue to the civil rights movement in the 1960s. “We’re having a debate about another issue that is completely tied with identity, race, and class,” he said. The issue has been intractable in part, said Vargas, because undocumented immigrants mostly live in the shadows. Faceless and nameless, they are easily stereotyped and denigrated. Even the term “illegal immigrant,” he said, “is pejorative and dehumanizing. In what other context to do we call people illegal?” At the close of the lecture, one student asked earnestly, “What can we do?”

“Build coalitions,” said Vargas, who said he has attended a number of Tea Party events to look immigration reform opponents in the eye. Reach out not

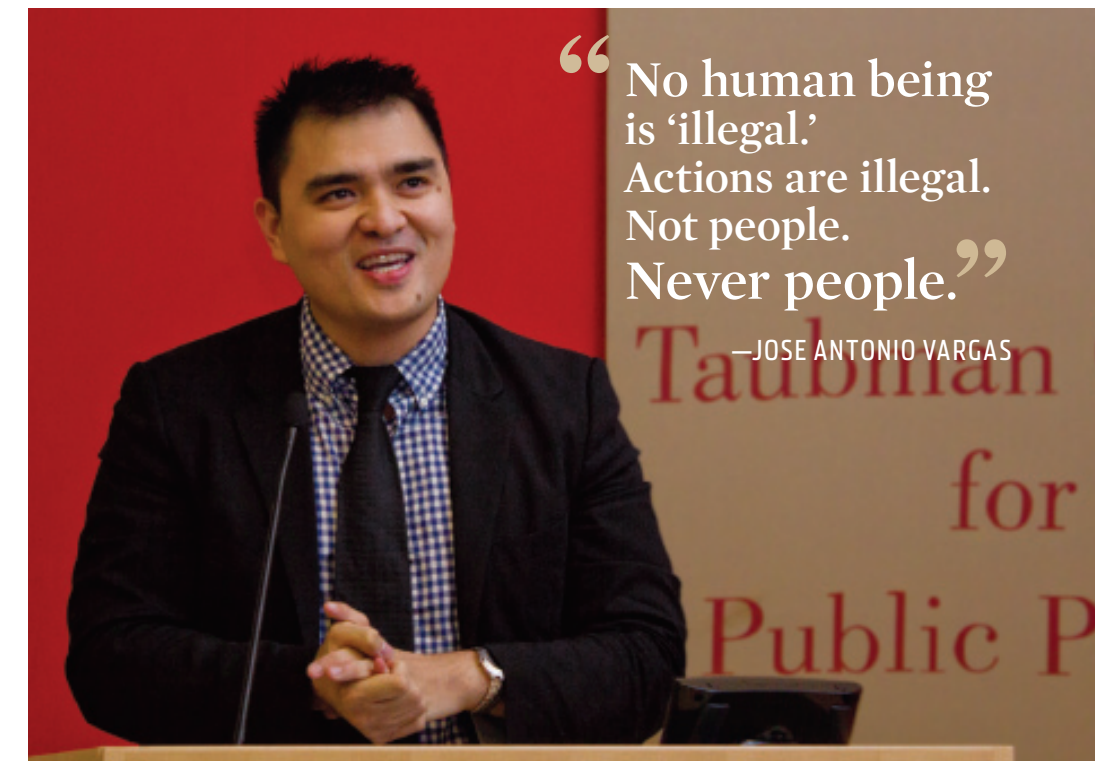
just to people who support immigration reform, he said, but especially to those who oppose it.

*This year’s White Lecture was cosponsored by the Third World Center, the Brown Immigrant Rights Coalition, the Asian American Heritage Series, the Latino Heritage Series, the Black Heritage Series, and the Multiracial Heritage Series. The John Hazen White, Sr., Lecture was endowed in 1993 to address timely political and policy issues facing the nation.*

**Anton/Lippitt Conference on Urban Affairs**

| OCTOBER 25, 2012

This year’s conference was titled **“Pensions in Peril: How Municipalities Are Defusing This Fiscal Time Bomb.”** The conference featured two panels. The first panel included academic experts who provided an overview of the pension problem faced by municipalities across the country.



“No human being is ‘illegal.’ Actions are illegal. Not people. Never people.”

—JOSE ANTONIO VARGAS





“We are mismeasuring the unfunded liabilities and costs of these pensions by a pretty dramatic factor.” —JOSHUA RAUH

The second panel included **Scott Avedisian** and **Donald Grebien**, the mayors of Warwick and Pawtucket, Rhode Island; **Gayle Corrigan**, the administrator who steered Central Falls, Rhode Island through bankruptcy and negotiated pension reform for the city; **Susanne Greschner**, chief of the municipal finance department for the state of Rhode Island; and **Dennis Hoyle**, the auditor general of Rhode Island.

Professor **Robert Clark** of the Poole College of Management, North Carolina State University, provided a historical overview of public-sector pensions. Throughout history, pensions have continually been underfunded, he said. **Joshua Rauh**, a finance professor at the Stanford Graduate School of Business and an expert on municipal pension liability, said that the return on invested pension assets suggested by the U.S. Government Accounting Standards Board (GASB) is grossly overrated. Using more realistic rates of return can double or triple the predicted pension liabilities, said Rauh. He predicted that in ten years, the United States is likely to suffer the same financial shocks experienced by Europe, with less fiscally sound states facing debt levels that rival those of Greece. **Eileen Norcross**, senior research fellow, Mercatus Center at George Mason University, focused on Rhode Island, Pennsylvania, and California in her presentation. Like Rauh, she noted that the pension problem is essentially a math problem and that the numbers currently used do not add up. The state of Rhode Island, for example, has a \$4.7 billion unfunded liability according to GASB standards, but using true mar-

ket value standards, the liability jumps to \$11.4 billion, said Norcross.

The panel of Rhode Island officials gave an update of state and local reform efforts. Both state officials noted that at least twenty-two municipalities have pension plans that are less than 60 percent funded, putting those plans “at risk” of failing to meet their obligations. These at-risk pension plans are required to submit financial plans to the state to address the shortfalls. Mayors Avedisian and Grebien lamented that political realities often stymie efforts to craft true reform.

*The Anton/Lippitt Conference is held in honor of public policy professor and Taubman Center Director Emeritus Thomas J. Anton and community leader Frederick Lippitt.*

**Meiklejohn Lecture** | NOVEMBER 7, 2012

**Michael McConnell**, professor of law and director of the Constitutional Law Center at Stanford Law School, delivered this year’s Meiklejohn Lecture, “**The Architecture of the First Amendment.**” McConnell’s talk focused on the language and structure of the amendment itself rather than on judicial interpretations of it. He deconstructed the forty-five-word amendment in fine detail, zeroing in on word choice, sentence construction, use of verbs, even articles (why did the framers chose to say “the people,” not just “people”?) to tease out the precise protections the amendments confer. Throughout, McConnell wove in the historical context of the time to clarify how and why the First Amendment was so carefully crafted. McConnell noted that the English Bill of Rights served as both reference point and counterpoint for the framers, who sought to

VIDEO OF SELECT LECTURES AT [WWW.BROWN.EDU/TAUBMAN-CENTER](http://WWW.BROWN.EDU/TAUBMAN-CENTER)

guarantee protection of freedoms that were fundamental to the founding of the country.

The lecture drew a crowd of students and scholars eager to hear the former U.S. Court of Appeals judge speak. McConnell is a leading authority on freedom of speech and religion, the relation of individual rights to government structure, originalism, and other aspects of constitutional history and constitutional law.

*The Meiklejohn Lecture brings legal scholars to campus to lecture on the theme of freedom and the U.S. Constitution.*

**Masha Dexter '06 Memorial Lecture** | APRIL 2, 2013

This year’s Masha Dexter lecture, “**The Violence Against Women Act: Politics and Realities,**” brought together domestic violence experts to discuss the newly mandated protections extended to LGBTQ, Native American, and immigrant population communities under VAWA, which was reauthorized in February 2013.

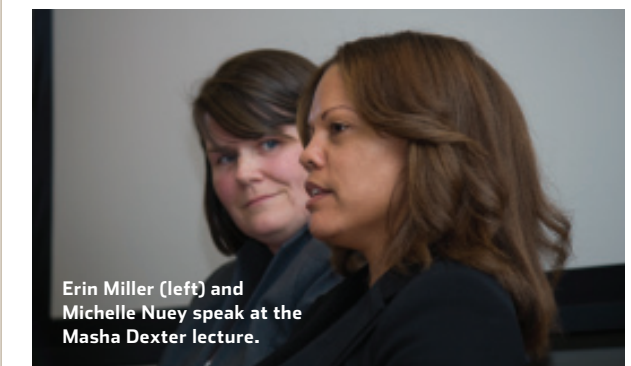
**Vanessa Volz**, executive director of Sojourner House, which provides support and advocacy to victims of domestic violence in the greater Providence area, provided an overview of VAWA, its history, and its cultural context. Volz noted that under the reauthorization, stalking is now considered a crime, and men can be considered victims, too. **Michelle Nuey**, a member of the Mashpee Wampanoag Tribe and a Brown public safety officer, spoke about the bill’s provision to give tribal nations the authority to prosecute and adjudicate cases involving non-Indian offenders on tribal land in tribal courts rather than in federal courts. **Rachel DiBella**, graduate director of the Sexual Assault Network at Boston College, spoke about the bill’s grant program to address discrimination against members of the LGBTQ community when they seek help with domestic violence issues. **Erin Miller**, coordinator of the Domestic Violence/Sexual Assault Program at Newton-Wellesley Hospital, emphasized that transgender, intergender, and queer communities are distinct from the more widely understood LGB community and vastly underreport assault because of their difficult relationship with law enforcement. “There’s a better VAWA out there,” said Miller, but all on the

panel agreed that these expanded protections are a step in the right direction, another battle won in the war on violence perpetrated against women.

*The Masha Dexter Memorial Lecture honors the memory of Masha Dexter '06. Speakers for this lecture address public policy issues related to Masha’s interest in gender and sexuality. This year’s lecture was cosponsored by the Sarah Doyle Women’s Center and the LGBTQ Center.*

**Legislating Same-Sex Marriage: All Eyes on Rhode Island** | APRIL 23, 2013

The Taubman Center partnered with the *Brown Daily Herald* to bring together a panel of experts to discuss the social and political landscape around same-sex marriage in Rhode Island. The topic was timely given that separate bills introduced in the Rhode Island General Assembly’s two houses were in the throes of debate at the time of the forum. Brown professor of history **Robert O. Self** opened the



Erin Miller (left) and Michelle Nuey speak at the Masha Dexter lecture.







Q&amp;A at the same-sex marriage forum.

panel presentations, setting the historical context of the gay rights movement; Florida State University professor of law **Courtney Cahill** spoke about federal and state laws that relate to the issue; attorney **Janson Wu** of GLAD, a Boston-based gay rights advocacy organization, spoke about the legislative debate in Rhode Island, arguing against the so-called “religious exemption”; professor **Celia Devine** replaced scheduled panelist **Christopher Plante**, regional director of the National Organization for Marriage, a principal opponent of same-sex marriage, who was ill; Rev. **Thomas Petri**, a Catholic priest and professor of theology at Providence College, represented The Most Reverend **Thomas J. Tobin**, Bishop of Providence, in opposition to same-sex marriage; Associate Rabbi **Sarah Mack** of Temple Beth-El spoke in support of same-sex marriage.

A spirited question-and-answer period followed the panel’s presentations. The large audience mainly focused on questioning Petri and Devine, who opposed legalization, and discussion continued even after the forum had formally ended. Members of Brown’s Queer Alliance, who had considered boycotting the event due to Plante’s past inflammatory remarks about homosexual relationships, staged a silent protest in the back of Starr Auditorium. Before the start of the event, *Brown Daily Herald* city and state editor Adam Toobin updated the audience: Senate Bill Number 38 had passed in a vote by the Rhode Island Senate Committee on the Judiciary and would proceed to the Senate for a full vote the next day. That bill passed, and, on May 2, the same bill sailed through a House vote and was signed by Governor Chafee in a jubilant public ceremony. Rhode Island had become the tenth state to legalize same-sex marriage.

## TAUBMAN LUNCHEON SERIES

OCTOBER 15, 2012 **Richard Arenberg**, adjunct lecturer in public policy, and **Robert Dove**, parliamentarian emeritus of the U.S. Senate: “**Defending the Filibuster: The Soul of the Senate**”

OCTOBER 23, 2012 **Adam Liptak**, Supreme Court correspondent for the *New York Times*: “**The Roberts Court in the Obama Era: A Reporter’s Reflections**”

NOVEMBER 27, 2012 **Rebecca Loya**, postdoctoral research associate, Taubman Center for Public Policy: “**Rape as an Economic Crime: Consequences for Survivors and Implications for Public Policy**”

DECEMBER 10, 2012 **Michael Dimock**, associate director of research, Pew Research Center: “**Polling and the 2012 Presidential Election**”

FEBRUARY 4, 2013 **Patrick Sharkey ‘00**, assistant professor of sociology, New York University: “**The Effect of Community Violence on Children’s Cognitive Functioning and Academic Performance**”

FEBRUARY 26, 2013 **Nancy Turnbull**, associate dean for educational programs, Harvard School of Public Health: “**Implementing the Affordable Care Act: Lessons from Health Reform in Massachusetts**”

MARCH 19, 2013 **Jim Lucht** and **Rebecca Lee MPP ‘09**, Providence Plan Information Group: “**ProvPlan’s Data HUB and Community Profiles: Complementary Data Platforms for Policy Research**”

APRIL 10, 2013 **Margaret C. Simms**, institute fellow, Urban Institute: “**The Experience of African-American Women During the Great Recession**”

APRIL 16, 2013 **Karen Voci**, executive director, Harvard Pilgrim Health Care Foundation: “**Philanthropy at the Intersection of Social Change and Public Policy**”

APRIL 19, 2013 **James Valles**, professor of physics, and **Wanchun Wei**, postdoctoral research associate, physics department, Brown University: “**STEMming Brain Drain: Why We Need Immigration Reform to Keep Our Science, Technology, Engineering, and Mathematics Graduate Students Working in the U.S.**”

VIDEO OF SELECT LECTURES AT [WWW.BROWN.EDU/TAUBMAN-CENTER](http://WWW.BROWN.EDU/TAUBMAN-CENTER)

The Taubman Center is Rhode Island’s only independent, nonprofit polling entity. An endowment from the late John Hazen White, Sr., allows the Center to poll on subjects of public interest. Opinion surveys are valuable, says Taubman Research Administrator Jack Combs, because they shed light on policy issues and stimulate debate. Poll numbers also give public officials an unvarnished view of how their constituency rates their performance. The Center conducts three to five polls of registered voters each year, with at least one poll focusing on the city of Providence.

### Pension Reform | SEPTEMBER 26, 2012

This poll found that most voters were concerned about city finances. Nearly 86 percent of Providence voters termed the city’s budget issues “serious” or “somewhat serious.” In conjunction with the Anton/Lippitt Conference on Urban Affairs (see page 15), the poll posed several questions about municipal pension reform. A significant majority (64.0 percent) believes that all affected parties — retirees, current workers, and future workers — should bear an equal share of the burden of pension reform. A similar number supported switching city employees to a 401(k)-style plan. Voters were split on other measures to address the pension liability, including raising the retirement age, raising co-pays for health insurance, and eliminating cost-of-living adjustments. Despite concerns about the city’s financial condition, Mayor Angel Taveras’s approval rating rose to 60 percent, up more than 10 points since September 2011.

### National Election Run-up | OCTOBER 10, 2012

This poll correctly predicted that voters would approve questions 1 and 2 on the November state election ballot, which would allow state-operated casino gaming in the town of Lincoln and the city of Newport. The poll found that 57.3 percent of likely voters said they would approve question 1, allowing gambling at Twin River (it passed with 70.8 percent of the vote); 55.6 percent of likely voters said they would approve question 2, allowing gambling at Newport Grand (it passed with 66.5 percent of the vote). The poll also predicted an edge for Representative David Cicilline in the hotly contested Congressional District One race (45.8 percent said they would vote for him; Cicilline garnered 53.0 percent of the vote). The poll showed definitive leads for Representative James Langevin and Senator Sheldon Whitehouse, numbers that remained consistent in their strong re-election margins. Most voters (77.2 percent)

disagreed with the Cranston School Department’s recent edict that all school dances be “gender-inclusive,” effectively banning “father-daughter dances” to comply with state and federal law.

### Same-Sex Marriage | FEBRUARY 28, 2013

As several same-sex marriage bills were being considered in the Rhode Island General Assembly and receiving wide coverage in the local media, this poll found strong support for same-sex marriage. More than 60 percent of registered voters supported same-sex marriage. Among those who favored same-sex marriage, nearly half cited that extending marriage to same-sex couples was an equal rights issue, and 27.7 percent said they support it because it is a personal choice issue unrelated to sexual orientation. The poll found generational differences among supporters and opponents of same-sex marriage. The highest level of support for same-sex marriage came from registered voters ages 30 to 39 (88.9 percent favor/11.1 percent oppose) and voters ages 18 to 29 (77.1 percent favor/22.9 percent oppose). Just 34.6 percent of voters over age 70 support it.



Interviewers at the Taubman Center’s polling lab.



Publications, presentations, and professional accomplishments from Taubman Center faculty.

Adjunct lecturer **Bill Allen** gave a presentation on social entrepreneurship at the April 2013 Rhode Island Campus Compact Student Service Summit. Allen presented with Sidney Kushner '13, founder of Connecting Children with Champions, a social enterprise that inspires kids with cancer through teamwork and friendships with professional athletes.



Professor **Ross E. Cheit** was promoted to full professor beginning July 2012. In February 2013, he participated in a symposium, *Child Witnesses in Sex Abuse Cases*, at the Roger Williams University School of Law, presenting a case that will become a law review article co-authored with Andrea Matthews PPAI '11. Cheit participated in a roundtable, "Translating Society for Law and Policy: Can We Get There from Here?" at the May 2013 meeting of the Law and Society Association in Boston. Cheit won a 2013 Brown University Computer and Information Services Teaching with Technology award for collaboration and communication in his Politics of Food course. A key component of the course is a simulation exercise about the Farm Bill that was designed by Melina Packer MPP '13.5.



Lecturer **Valerie Cooley** was named director of graduate studies of the master's program at the Taubman Center in July 2012.



Lecturer **Theresa J. Devine** presented "Unemployment and Labor Market Conditions in the U.S." at a roundtable at the City University of New York Graduate Center in May 2013. Devine, Jean McCabe PPAI '14, and Madilynn Castillo Anthropology/Urban Studies '14 were awarded a summer 2013 Undergraduate Teaching and Research Award for a project titled "Gender in Debate: A Case Study of Academic Competitive Success."



Adjunct lecturer **Richard Kerbel** was appointed interim town manager of Narragansett, Rhode Island, in February 2013.



Postdoctoral research associate **Rebecca Loya** presented "Rape as a Pathway to Poverty? Exploring the Economic Impact of Sexual Violence" at the July 2012 International Family Violence and Child Victimization Research Conference in Portsmouth, New Hampshire. In October 2012, Loya presented "Economic Consequences of Rape: Disparate Impact for Survivors of Color and Immigrants" at the Boston College Institute for the Study and Promotion of Race and Culture's annual Diversity Challenge conference. Loya presented "The Economic Impact of Sexual Violence: A New Lens on the Consequences of Rape" at the Eastern Sociological Society's March 2013 meeting in Boston, Massachusetts. Loya was invited to share her research with the Massachusetts Governor's Council to Address Sexual and Domestic Violence in August 2012 and the National Association of Crime Victim Compensation Boards in Providence, Rhode Island, in April 2013.



Professor **Susan Moffitt**'s paper "Warnings Without Guidance: Patient Responses to an FDA Warning About Ezetimibe" (with twelve co-authors; William Shrank, MD, lead author) appeared in the June 2012 issue of *Medical Care*. Moffitt presented (with David K. Cohen) "The Politics of Bad News" at the June 2012 Policy History Conference in Richmond, Virginia. She presented (with Paul Manna and Claire Delcourt) "Accountability Games: Organizational Cheating in State Elementary and Secondary Education Policy" at the November 2012 Association of Public Policy Analysis and Management Conference in Baltimore, Maryland. Moffitt presented (with David K. Cohen) "The Paradox of Public Knowledge: The Expansion and Erosion of the American Welfare State" at the April 2013 Midwest Political Science Association in Chicago, Illinois. The Wallace Foundation awarded Moffitt and Paul Manna a contract to study Advance Illinois, an education reform group.



Professor **Marion Orr** presented "Urban Voters and Municipal Pension Reform," which used data from a survey of Providence voters, at the April 2013 Urban Affairs Association meeting in San Francisco. In May 2013, Orr gave the keynote address, "Unequal Voices and Unequal Schools," at the 100th



Anniversary Celebration of the Providence branch of the NAACP, where he received a community service award. He was named to the Urban Affairs Association's "Service Honor Roll" for outstanding service to the association. The National Research Council appointed Orr to a committee that will evaluate the changes that have occurred in the D.C. public schools since 2009, when legislation changed the governance of D.C. public schools. Orr was re-elected to the board of directors of the Providence Plan.



Lecturer **Andrew Pennock** co-authored (with Thomas Oatley, W. Kindred Winecoff, and Sarah Bauerle Danzman) "The Political Economy of Global Finance: A

Network Model," which was published in the March 2013 issue of *Perspectives on Politics*. Pennock was selected to participate in the 2012–2013 Harriet W. Sheridan Center Junior Faculty Teaching Fellows program.

Professor **Wendy Schiller** co-authored (with Charles Stewart III) "The 100th Anniversary of the 17th Amendment: A Promise Unfulfilled?" in the May 2013 issue of the Brookings Institution *Issues in Governance Studies* series. During the 2012–2013 academic year, Schiller served as the first director of undergraduate studies for the political science department and was director of the political science honors program. >>



## Taubman Lecturer to Co-Chair TRI-Lab

Adjunct lecturer in public policy **Elizabeth Burke Bryant** will co-chair the university's new TRI-Lab initiative. The first TRI-Lab, which stands for Teaching, Research, and Impact, begins during the 2013–2014 academic year. The focus of the inaugural lab will be early childhood development in Rhode Island. Bryant is the executive director of Rhode Island Kids Count, a children's policy and advocacy organization that serves as a hub for data and information concerning child well-being.

Brown's Swearer Center has launched the TRI-Lab to bring together students, faculty, and community practitioners to engage with a complex social issue in order to develop, refine, and test solutions to the issue. The backbone of the lab will be a year-long seminar in which Brown upper-class and graduate students will explore the framework and context of the issue collaboratively with seven faculty and community members whose work relates to early childhood development. In the year following the seminar, lab cohorts can apply for seed funding to continue to work together to build solutions to the problems they have studied the previous year.

Bryant was tapped for the role by Brown president Christina Paxson and Stephen Buka, faculty co-chair of the TRI-lab and professor and chair of the Department of Epidemiology. She will assist Buka in leading the lab by ensuring that vital community partners are fully engaged,



MIKE COHEA

providing mentoring to students, and forging deeper working partnerships with Brown faculty.

"I am very excited about this work because I think it is an unprecedented opportunity to make needed improvements in the early childhood system that will have a direct impact on Rhode Island's poor and at-risk young children by bringing together powerful assets and allies in a much more targeted and coordinated fashion, through the TRI-Lab," said Bryant.

"Co-chairing the TRI-Lab is a great fit with my work as an adjunct at the Taubman Center because it is about harnessing the power of strategic partnerships across the nonprofit, academic, and government sectors to drive policy change," she said.





Arenberg (left) at the Bipartisan Policy Center.

BIPARTISAN POLICY CENTER

## Defending the Minority

Adjunct lecturer **Richard Arenberg**'s book with co-author Robert Dove, *Defending the Filibuster: The Soul of the Senate* (Indiana University Press), has had an incredible run since its August 2012 release. The authors' carefully argued rationale to preserve the central tenets of the filibuster to ensure that the minority party has a voice in the Senate has received wide praise, including plugs from Senator Carl Levin and retired Senator Bob Dole. *ForeWord Reviews* named it the best political science book of the year.

Vice President Joe Biden, said Arenberg, sent him a handwritten note of congratulations, writing that the book "should be required reading for this session of the Senate."

As Biden noted, the book has been timely. As the 2012 election season heated up, Democratic senators were urging majority leader Harry Reid to use a loophole in Senate rules to eliminate or drastically disarm the filibuster with a simple majority vote. The threat of this so-called "nuclear option" made Arenberg, a long-time Senate operative and expert on Senate rules, a go-to source for comment.

Arenberg defended the filibuster in opinion pieces for the *New York Times*, the *Washington Post*, the *Boston Globe*, and *Politico*. He appeared on MSNBC, ABC News Radio, C-Span, "The Diane Rhem Show," and "Huffington Post Live." He also spoke at the Bipartisan Policy Center, the Edward M. Kennedy Institute, and The Heritage Foundation.

Arenberg expects *Defending the Filibuster* will have a long shelf life. "Our book came along just as the intensity of the ongoing battle in the Senate over filibuster reform peaked. It will stay on the shelves because majorities will always hate the filibuster and minorities will always defend it. As Nelson Mandela put it, 'Where you stand depends on where you sit,'" said Arenberg.



Professor **Hilary Silver**'s entry, "Cooperative Housing," was published in the second edition of the *Encyclopedia of Housing*, (Sage) in June 2012. Her editorial, "Trends in Neighborhood Stratification," appeared in the December 2012 issue of *City and Community*. Silver organized Comparing Cities, a conference on comparative urban studies, at the Watson Institute in March 2013. The Rhode Island Council for the Humanities awarded Silver a grant to produce a documentary film on homelessness in Rhode Island. She presented "Social Inclusion and Affirmative Action: Conceptual and Policy Distinctions" at the July 2012 Inequality and Affirmative Action: Situating Nepal in Global Debates conference in Kathmandu, Nepal. Silver wrote a background paper on social inclusion for the World Bank and assisted with a social inclusion program in Jakarta, Indonesia.

Lecturer **Jennifer Slattery** moderated a panel, "Leadership and Entrepreneurial Training Programs," at the February 2013 Ashoka U Exchange in San Diego, California.



Professor **John Tyler** was promoted to full professor beginning July 2012. "The Effect of Evaluation on Teacher Performance," a paper he co-authored with Eric Taylor, was published in the December 2012 issue of *American Economic Review*.

In October 2012, Professor **Kenneth Wong** gave a presentation on Rhode Island school funding reform to the Technical Advisory Group on Colorado School Finance in Denver, Colorado. Wong also discussed the changing landscape in U.S. higher education at an October 2012 invitational conference at IE Business School, Madrid, Spain. Wong contributed a chapter, "Education Governance in Performance-Based Federalism," to *Education Governance for the Twenty-First Century* published by Brookings Institution Press in January 2013. Wong's paper on school funding reform was published in the January 2013 issue of *Peabody Journal of Education*. In February 2013, he testified at the Boston City Council on mayoral governance in public education. Wong gave a keynote presentation on school governance reform at the May 2013 meeting of the Rhode Island Association of School Committees in Providence, Rhode Island.



Our Public Policy and American Institutions alumni hold a vast array of policy and consulting jobs around the globe. Here are updates from some of our graduates.

## Change Agents

Taubman alumni are making a difference in a wide array of policy fields, from public health to education and affordable housing. We hear from three accomplished alumni, in their own words.

**Ryan McGee MPP '11**  
Public Health Analyst, Centers for Disease Control and Prevention, Atlanta

McGee recently completed a Presidential Management Fellowship, a two-year program that grooms new graduates for leadership positions in the public sector. He is currently the principal headquarters liaison for the Centers for Disease Control and Prevention offices in Ethiopia, Kenya, Rwanda, South Africa, South Sudan, and Swaziland for the CDC's Division of Global HIV/AIDS.

**How did you end up working for the Centers for Disease Control?** I went to the job fair for Presidential Management Fellows and interviewed with eleven federal agencies. I liked the international aspect of the job, and I have always wanted to work on an issue with global impact. The HIV/AIDS division plays a central role in implementing the President's Emergency Plan for AIDS Relief (PEPFAR), which began just over ten years ago. The program has had an unbelievable impact on HIV/AIDS in Africa and around the world. Hundreds of thousands of people are alive today because of PEPFAR. The value of the program reaches far beyond the HIV epidemic — it has helped strengthen entire health care systems and empower local nongovernmental organizations.

**What's the biggest challenge in your job?** The bureaucracy. My work involves navigating multiple U.S. agencies, foreign government regulations, and federal rules and regulations. It's been rewarding to find ways to get through the red tape and push a project forward. At the CDC, there is lots of space to be creative and find new ways to get things done. Recently we've been able help our field offices abroad improve the recruitment and hiring process for highly trained staff. I was part of a State Department working group to draft detailed job descriptions



Ryan McGee in Nakuru, Kenya.

for these hard-to-fill-positions, which has made it much easier for our field offices to identify qualified candidates. **What do you love about your job?** We have some really brilliant local staff in Africa, with some of the best hands-on knowledge of HIV/AIDS in the world. Having the opportunity to work with them and learn from them has been an incredible experience. I recently spent six months working in our Nairobi, Kenya, office leading a rollout of an electronic grant management system for one of our largest overseas funding portfolios. The system reduces administrative errors in grants management and increases efficiency. I am assisting other offices with similar projects now.

**What's next?** I'm looking for a deputy director position in the field, possibly in Africa.

**Matt Hoffman PPAI '91**  
Vice President of Innovation, Enterprise Community Partners, Washington, D.C.

Five years ago, Hoffman joined Enterprise Community Partners, a mission-driven social enterprise that provides financing for



and logistics expertise in building affordable, sustainable housing. Since 1982, Enterprise has raised and invested more than \$13.9 billion to help finance more than 300,000 affordable homes across the country.

**What does the vice president of innovation do?** I support our staff to develop new products and programs that support our mission and business model. Three years ago, the president of our community loan fund thought we could greatly expand our pool of capital if we had a product for individual investors, but she didn't have the capacity on her team to develop the concept. Our innovation team helped with research, business planning, and the launch of our "Community Impact Note," which currently pays up to three-and-a-half percent return ([www.impactnote.com](http://www.impactnote.com)).

So far, we've raised \$13 million from investors who are interested in investing to make a social impact. Soon we'll be able to take investments online, and the minimum investment will drop from \$5,000 to \$20.

**How does policy factor into what you do?** Enterprise is in business because we are addressing a societal challenge that, left to the market, wouldn't be solved. Affordable housing requires subsidies from the government and/or philanthropy. Traditionally, housing is paid for out of a set of programs that will pay only for housing. But the low-income population also needs services, and these are typically paid for out of programs that will pay only for services. Frequently,

these funding restrictions can get in the way of achieving the best outcomes for the low-income community.

Recently I've been spending a lot of my time structuring pay-for-success financings, also known as social impact bonds. Although most of our work is financed by tax credit policies that have been around since the 1980s, pay-for-success is exciting because it provides much more flexibility to allocate resources to achieve positive outcomes. Recently we submitted a proposal to New York City that focuses on homelessness prevention for families.



Matt Hoffman at an Enterprise-financed affordable housing complex in San Juan, Puerto Rico.

### Michelle Un PPAI '11

College Access Adviser, Brown College Advising Corps, Providence, Rhode Island

*Un recently finished two years of service as an Americorps college access adviser with the National College Advising Corps (NCAC), which sends recent college graduates into low-performing high schools to assist students with preparing to apply to college. Brown is one of eighteen partner institutions around the country to train and support college advisers for NCAC. She worked at Mount Pleasant High School in Providence.*

**What did your job entail?** I worked closely with the school's guidance counselors to walk students, mostly seniors, through the college application process. I helped students identify colleges to apply to, fill out applications, write essays, and register and prep for the SAT. This past year, out of 200 seniors I probably ended up working closely with 80 of them. It was a great fit for me after Brown because it allowed me to gain experience working in a school, develop professionally, and work with students all day, which was a lot of fun.

**What was the most challenging aspect of your job?** Managing all of the students. In my first year, there were 270 seniors, so I spent a lot of time dealing with whatever immediate tasks students had to accomplish given the deadline-driven college application process. It was hard to have time to think about the big picture. I wished I had more time to work with underclassmen and do early awareness work. By the time many students get to senior year, they are unable to get accepted to four-year colleges because of poor grades.

But there were successes, too. Two girls, best friends whom I'd known in passing during their junior year, began to drop by my office every day during their senior year. They worked really hard on their essays — I read five or six drafts. They didn't have great grades going into senior year, so I was nervous about all the effort they were putting in. What if they didn't get into college? I was really proud when they both made honor roll senior year. It was something I always talked to them about. Desire isn't enough. Potential isn't enough. You have to prove yourself. They both got into college. Sherline is at Rhode Island College and Mama is at University of Rhode Island. Even with federal grants and a scholarship from URI, Mama faced a pretty big gap in her financial aid. We worked really hard

to identify other funding sources, and she ended up with \$4,000 in private scholarship money.

**What's next?** I just started working at Rhode Island After-school Plus Alliance (RIASPA), an education initiative of United Way. I'll be working with high schools across Rhode Island to expand RIASPA's involvement in creating after-school programs for high school students that are student interest driven. Expanded learning opportunities help students build skills and master content while earning high school credit. The job at RIASPA interested me because of my work as a college advisor. Many students I worked with had very high aspirations but were unengaged in school. Creating hands-on after-school activities for high school students can help them engage in school, find purpose in what they are studying, and maybe even take interest in a career.



Michelle Un

## Class notes Career moves in the past year from our undergraduate and graduate alumni.

### Undergraduate Program

**Leah Guggenheimer PPAI '91** is chief process officer at Tiger Bay Advisors in New York City, a firm that enables investment managers to grow, operate more efficiently, and manage risk.

**Matthew Kelemen PPAI '92** is executive director of state services at New Leaders, a national nonprofit that develops school leaders and designs leadership policies and practices for U.S. school systems. Kelemen works in San Francisco, California.

**Jeffrey Grybowski PPAI '93** is chief executive officer at Deepwater Wind, Providence, Rhode Island.

**Erik Pitchal PPAI '94** is a judge in New York City Family Court in the Bronx, New York.

**Jorge Casimiro PPAI '98** is vice president and chief operating officer of Global Community Impact at Nike in Beaverton, Oregon.

**Aracely Alicea PPAI '00** is a corporate attorney with Alvarez, Arrieta, and Diaz-Silveira, a newly founded minority-owned corporate law firm based in Miami, Florida. Alicea is focusing on social enterprise law and start-up law.

**David Pantalone PPAI '00** is an assistant professor of psychology at the University of Massachusetts in Boston. He is also a

behavioral scientist at the Fenway Institute at Fenway Health in Boston.

**Kate Weisburd PPAI '00** is a supervising attorney and clinical instructor at Berkeley School of Law, University of California. She supervises and trains law students in the Youth Defender Clinic, which is part of the East Bay Community Law Center, Berkeley, California.

**Evin Isaacson PPAI '05** is a term judicial clerk at the U.S. District Court, Southern District of Ohio, in Columbus, Ohio. In November she will be an associate at James and Hoffman, a Washington, D.C.-based law firm with a nationwide litigation

practice that focuses on union- and employee-side labor and employment law.

**Katherine Newby Kishfy PPAI '06** recently completed a one-year clerkship with Chief Justice Paul A. Suttell of the Rhode Island Supreme Court in Providence, Rhode Island. In September, she joined Hinckley, Allen, and Snyder, a Providence, Rhode Island, law firm, as an associate in the trusts and estates group.

**Julian Leichty PPAI '06** is a 2012–2013 fellow in the California Executive Fellowship Program, a ten-month program that integrates professional development and work experience in California's executive branch. Leichty



works at the California Environmental Protection Agency in Sacramento, California.

**Xaykham Kahmsyvora-vong PPAI/MPA '07** is vice president of government and institutional banking at Webster Bank in Providence, Rhode Island.

**Jessica Kawamura PPAI '07** is a budget analyst for the U.S. Department of the Treasury in New York City.

**Richard Kwong PPAI '07** graduated from the Harvard School of Public Health with a Master of Science in Health Policy and Management in May 2013. He is a consultant with Humana, a health insurer, in their clinical outcomes and data analytics department in Louisville, Kentucky.

**David Pan PPAI '07** is an assistant district attorney at the Kings County District Attorney's Office, Brooklyn, New York.

**Sade Bonilla PPAI '08** is an Institute of Education Sciences doctoral fellow at the Center for Education Policy Analysis at Stanford University, Palo Alto, California. She is studying the economics of education.

**Aartik Sarma PPAI '08**, a fourth-year medical student at Harvard Medical School, is a Doris Duke Clinical Research Fellow in the Department of Health Care

Policy, Harvard Medical School. He is researching the operator learning curve for cardiovascular devices and the effect of health insurance reform on outcomes after heart attack.

**Lily Axelrod PPAI '09** is a law student at Harvard Law School, Cambridge, Massachusetts.

**Rebecca Richardson PPAI '09** is dean of students at Denver Schools of Science and Technology, a group of six public middle and high schools that focus on a STEM curriculum. DSST aims to eliminate educational inequity and prepare students for college.

**Baird Bream PPAI '10** is a research intern at RW Ventures, a consulting firm focusing on market-based strategies for regional and urban economic development.

**Gabrielle Greenfield PPAI '10** is events director for Northam for Lieutenant Governor in Richmond, Virginia.

**Jonathan Smallwood PPAI '12** is a tutor and enrichment coordinator at Match Middle School in Jamaica Plain, Massachusetts. Match is a charter school that promotes college readiness through a supportive program including one-on-one tutoring.

**Master's Program**

**Camilla Hawthorne MPA '10** is a Eugene Cota Robles Fellow pursuing a PhD in geography at the University of California, Berkeley.

**Theodore J. Przybyla MPP '08** is a working-group consultant for the Clinton Global Initiative's Infrastructure Financing for Cities Task Force. He is based in New York City.

**Matthew Harvey MPP '09** is the project director of the Massachusetts Health Insurance Exchange and Integrated Eligibility System project, overseeing the interagency IT initiatives to implement the Affordable Care Act. He works for the University of Massachusetts Medical School's Center for Health Policy and Research in Shrewsbury, Massachusetts.

**Ashley Hartt MPA '11** is a resource manager at Oberon Technologies, which creates automated publishing solutions for XML-based software suppliers. She is based in Providence, Rhode Island.

**Catherine Rollins '11 MPA** is legislative analyst for the Massachusetts Municipal Association, a Boston-based nonprofit, nonpartisan association that provides advocacy, training, research, and other services to Massachusetts cities and towns.

**Kathryn Cantwell MPA '12** is a program manager at the Hassenfeld Institute for Public Leadership at Bryant University in Smithfield, Rhode Island.

**Alison Segal MPP '12** is a project coordinator for communications and the State Development Network at Mass Insight Education, a Boston-based national nonprofit that partners with state education agencies and school districts to redesign support for their lowest-performing schools.

**Umair Shirazi MPA '12** is a senior analyst for Citigroup in New York City. He works in areas of regulatory compliance and risk management.

**Kelly Rogers MPP '12** is a policy analyst with the Providence-based Rhode Island Public Expenditure Council. RIPEC is a non-profit, nonpartisan public policy research organization dedicated to the advancement of effective, efficient, and equitable government in Rhode Island.

**Mai P. Tran MPP '12** is a program associate at the Council of State Governments, Justice Center. The New York City-based nonprofit provides policy-makers with nonpartisan, consensus-drive advice to increase public safety and strengthen communities.

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Adjunct Lecturer in Public Policy

**Hilary Silver**  
Professor of Sociology, Urban Studies, and Public Policy



Professor Ross Cheit (right) and graduating senior Jesse Shapiro.

**Jennifer Slattery**  
Assistant Director of Professional Programs; Lecturer in Public Policy

**Kathryn Spoehr**  
Professor of Cognitive and Linguistic Sciences and Public Policy

**Patrick Tighe**  
Adjunct Lecturer in Public Policy

**John Tyler**  
Professor of Education, Economics, and Public Policy

**Kenneth Wong**  
The Walter and Leonore Annenberg Professor of Education Policy; Professor of Political Science, Public Policy and Urban Studies

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**Sharon Krause**  
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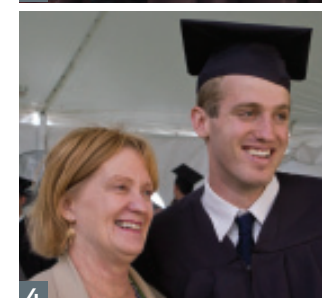
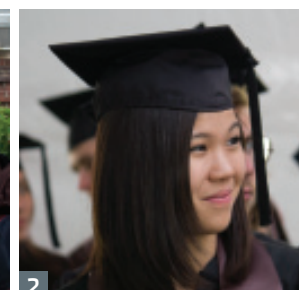
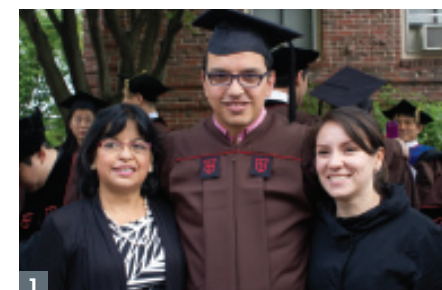
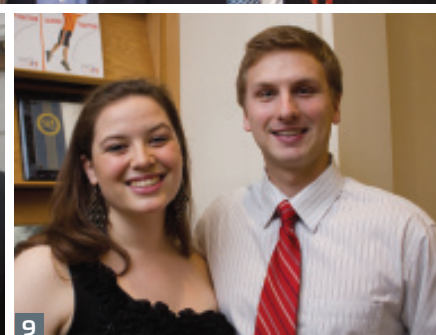
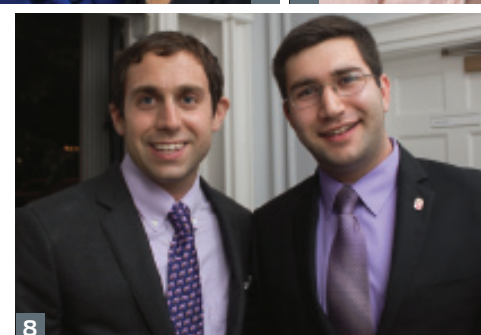
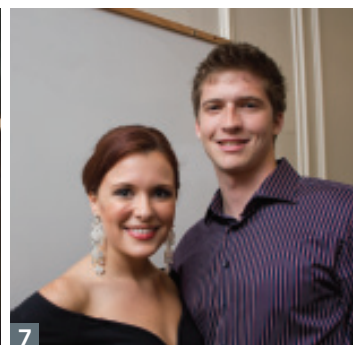


## Pre-Campus Dance Mixer

On May 24, 2013, public policy seniors, graduate students, Taubman alumni and faculty, and their families joined us at 67 George Street to mingle before this year's commencement weekend dance. We enjoyed seeing old friends and celebrating commencement with the class of 2013.

**All names listed left to right**

- 1) Melissa Nicholaus, Sumbul Siddiqui PPAI '10, Jennifer Slattery, Ettya Fremont MPP '10.
- 2) Christopher Williams '73, Providence Floresca, Felipe Floresca '73.
- 3) Melissa King MPA '09, Andrew Morse MPA '10.
- 4) Quinlan Smith, Blaine Smith, Keeley Smith MPP '13, Kay Smith, Gannon Smith.
- 5) Jessica Mar PPAI '08, En-Ling Wu PPAI '08.
- 6) Cindy Hertzberg, Mark Hertzberg, Aaron Hertzberg MPA '13, Carrie Hertzberg, Adam Hertzberg.
- 7) Ivy DePew MPA '14, Mason Reiff.
- 8) Graham Sheridan MPP '14, Peter Simon PPAI '13.
- 9) Brynn Smith PPAI '11, Matt Snead.
- 10) Diana Perdomo MPA '13, Jaclyn Murphy MPP '13, Erica Brown MPP '13.



## Class of 2013

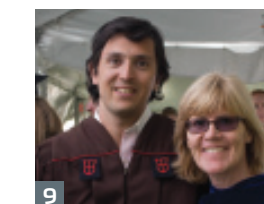
**Bachelor of Arts  
Public Policy and  
American Institutions**

- Moss Amer
- Nicole Boucher
- Emily Carroll
- Georgia Cook
- Jonathan Cox
- Brittany Davis
- Caroline Dell
- Ian Eppler
- Reed Frye
- Andrea Garcia
- Daniel Goldberg
- Aiyah Josiah-Faeduwor
- Caroline Kelley
- Jarrett Key
- Esther Kim
- Matthew Klimerman
- Natasha Kumar
- Michael Mezera
- Lindsay Minges
- Kevin O'Brien
- Rachel Peterson
- Oliver Rosenbloom

- James Schwartz
- Jesse Shapiro
- John Sheridan
- Bradley Silverman
- Peter Simon
- Elizabeth Stein
- Daniela Stephen
- Nawal Traish
- Emily Walsh

**Master of Public Policy**

- Reza Amirmotazedi
- Erica Brown
- Benson Feng
- Stephen Harrington
- Eme Ipkeme
- Cory King
- Alexa LeBoeuf
- Hilary McConnaughey
- Jaclyn Murphy
- Enzo Napoli
- Alexi Pfeffer-Gillett
- Keeley Smith
- Santiago Tellez
- Nathaniel Walton
- Zeying Wang



**Master of Public Affairs**

- Cynthia Elder
- Aaron Hertzberg
- Diana Perdomo

**All names listed left to right**

- 1) Consuelo Canas, Santiago Tellez MPP '13, Lucia Ramirez.
- 2) Esther Kim PPAI '13.
- 3) MPP '13: Eme Ipkeme, Cory King, Alexa LeBoeuf.
- 4) Jane Drobot, Oliver Rosenbloom PPAI '13.
- 5) Caroline Dell PPAI '13, Brittany Davis PPAI '13.
- 6) Cynthia Elder MPA '13.
- 7) Lindsay Minges PPAI '13, Taubman Center Director Marion Orr, Brown Corporation Fellow Samuel Mencoff.
- 8) MPP '13: Benson Feng, Stephen Harrington, Erica Brown, Keeley Smith, Hilary McConnaughey.
- 9) Enzo Napoli MPP '13, Lecturer Theresa Devine.





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## Save the date

**Taubman Center for Public Policy  
Pre-Campus Dance Mixer  
Friday, May 23, 2014**

Last May we welcomed dozens of alumni, graduating students, and their families to the Taubman Center during commencement weekend. Please mark your calendars and plan to join us for this year's alumni mixer at 67 George Street.



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