



BROWN UNIVERSITY

Taubman Center *for* Public Policy AND AMERICAN INSTITUTIONS

ANNUAL REPORT 2013-2014



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Contact us

67 George Street, Box 1977
Providence, Rhode Island 02912

phone
401-863-2201

website
www.brown.edu/taubman-center

email
taubman_center@brown.edu

Find us on Facebook

Follow us on Twitter
[@TaubmanCtr](https://twitter.com/TaubmanCtr)

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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 are 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.

Above: The A. Alfred Taubman Center for Public Policy and American Institutions at 67 George Street, Providence. **Front cover:** Senator Olympia Snowe speaks with public policy students before the Noah Krieger '93 Memorial Lecture. **Back cover:** Kimberly Fayette PPAI '14 (second from left) helps carry the class of 2014 banner in Brown's Commencement procession. **Right:** Photo of James Morone by Gabby Salazar.

FROM THE INCOMING DIRECTOR

New Directions, New Connections

I'm thrilled to have been named the new director of the Taubman Center for Public Policy. The study of public policy is so exciting — to me and to most of you — because it's about imagining a better world. The whole point of a center like ours is to combine our policy dreams with the skills to make them reality.

I want to thank Professor Marion Orr for his inspiring leadership. For six years, Marion raised the profile of the Center — developing new educational programs and finding fresh ways to engage the broader community. Professor Orr will remain a vital part of our program.

What lies ahead? We're planning to introduce many innovations. We'll broaden our focus to include international public policy. Perhaps it made sense to limit public policy to American institutions back in the 1980s when the Center was founded. But we now no longer stop at the water's edge. So we'll be getting more ambitious: Our studies, surveys, and education programs will stretch from Providence across the United States and around the world. We have begun preliminary discussions with colleagues in France, India, Brazil, China, and Sweden in the hopes of facilitating easy interchange with public policy studies abroad.

We'll also be strengthening our ties around campus. We're looking to make more robust connections with the Schools of Public Health and Medicine, Engineering, the Swearer Center for Public Service, Environmental Studies, Urban Studies, History, Economics, the Watson Institute, and other departments and centers at Brown. We'll be putting a new emphasis on governance, economic development, ethics, and law. After all, one of the joys of life at Brown is the collaboration across departments and centers.

And we'll continue to pay special attention to issues of governance. Policy plans don't do anyone much good if they are not carefully attuned to the real world of politics — and markets.

There is one thing that will never change. We will always return to the same powerful idea: Individuals can make a difference. Our mission, first and foremost, is to train students who can make a difference, and to engage in scholarship that opens minds and builds a better world.

In that spirit, let me invite you to participate in the life of the Center. The Center thrives on lively discussion. Please feel free to come visit us, to engage our many speakers, and to share your ideas about education, about policy, about change, and about building a better future.

Jim Morone

Director, Taubman Center for Public Policy
John Hazen White Professor of Political Science and Public Policy



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Director Marion Orr reflects on a productive year and a shift in leadership at the Center.

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Graduates in the concentration presented outstanding honors theses (including Amy Senia, right) and made a number of contributions at Brown and beyond.

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Our graduate students aided the community through government consulting, capstone projects, and more.

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A number of top policy experts and politicians, including Providence Mayor Angel Taveras, right, came to campus this year.

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The Center's statewide and city polls gauged public opinion on issues affecting Rhode Island.

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Taubman faculty, including Ross Cheit, right, have published and presented ground-breaking research that will shape tomorrow's policy debates.

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Taking Leave

It has been my privilege to be steward of the Taubman Center for the past six years. Year after year, I have been awed by the enthusiasm, intellectual curiosity, and achievements of the students and faculty associated with the Center, and this year has been no different.

In this report, we feature some of our undergraduate concentrators, among them Todd Harris, Brown's outgoing student council president; Jean McCabe, a top-ranked college debater; and Sam Gilman, who co-founded a national political advocacy group for millenials. As I write this, eleven students are engaging in internships around the country and abroad through the Happy and John Hazen White, Sr. internship program. The program provides financial support for students to pursue an unpaid summer internship with a public, private sector, or nonprofit organization involved in the formulation, implementation, or evaluation of public policy.

Two master's capstone projects **reached far beyond Rhode Island's borders**, to the White House Office of Management and Budget and BRAC Microfinance in Bangladesh.

Our master's students have been active in the greater Rhode Island community — our own “learning laboratory” — through research projects with Brown's Center for Prisoner Health and Human Rights, the Rhode Island Public Expenditure Council, and the Senate Fiscal Office, among many other organizations. This year, two master's capstone projects reached far beyond Rhode Island's borders, to the White House Office of Management and Budget and BRAC Microfinance in Bangladesh.

In February, it was my honor to welcome Senator Olympia Snowe to campus to deliver the Noah Krieger '93 Memorial Lecture. She spoke about her efforts to foster bipartisanship and move our country forward through her political reform work with the Bipartisan Policy Center and tirelessly answered questions long after concluding her formal presentation. The Center's lunchtime lecture series, which features academics and practitioners presenting new policy research, drew crowds to 67 George Street this year.



Marion Orr and Senator Olympia Snowe, who delivered this year's Krieger Lecture.

Our faculty has had an extremely productive year. A major highlight is the publication of *The Witch Hunt Narrative: Politics, Psychology and the Sexual Abuse of Children*, a book authored by my esteemed colleague Ross Cheit. The product of 15 years of research conducted with the assistance of 81 Brown students, the book was published by Oxford University Press and subsequently reviewed in the *New York Times*.

This year, we welcome Postdoctoral Research Associate Steven White, who earned his PhD from Columbia University. Professor White's research examines the impact of World War II on civil rights, how non-southern, state-level Democratic elites viewed civil rights in the immediate postwar period, and the development of agricultural taxation in the post-bellum South. He will teach Race and Public Policy this fall.

This year completes my second and final three-year term as director of the Center. Next year, I will be on sabbatical leave. During the past six years, the Center has continued to carry out its mission of training students to better understand public policy. The Dean of the Faculty has appointed my long-time colleague Professor James Morone to succeed me as director. Jim is an outstanding scholar of public policy. I am looking forward to returning to the Taubman faculty in the fall of 2015.

Marion E. Orr
 Director and Frederick Lippitt Professor of Public Policy
 Professor of Political Science and Urban Studies

SENIOR AWARDS

Eyes on the Prize

This year, the Center awarded prizes to two outstanding seniors. Established in honor of Noah Krieger '93, the Krieger Prize recognizes a graduating senior for academic achievement in the concentration. The Frederick Lippitt Prize, in honor of the late Mr. Lippitt's long career in public service, recognizes a student dedicated to public service.

Alvina Pillai Noah Krieger Prize for Academic Excellence

Pillai graduated with honors and won the Krieger Prize for her outstanding senior thesis "The Role of School Resource Officers in the School to Prison Pipeline: An Analysis of School Resource Officer Effectiveness." Pillai, who graduated Phi Beta Kappa, also co-authored "Avenues of Criminal Justice: The Blackfoot Confederacy from 1877-1889," which was published in a recent issue of *Great Plains Quarterly*. Pillai and Jeffrey Velez researched and wrote the paper as an Undergraduate Teaching and Research Award project. Pillai has deferred her admission to Harvard Law School for a year. "Up to this point, all of my internships and extracurricular experiences were either in the public sector or had something to do with civil rights. I want to gain experience in the private sector," she said. She is a paralegal at Muri Associates, a Providence-based law firm specializing in environmental, construction, and other business litigation.



Alvina Pillai presents her thesis.

Luke Taylor Frederick Lippitt Prize for Public Service

Taylor was very active in social service, community organizing, and criminal justice work while at Brown. A Phi Beta Kappa graduate, Taylor volunteered with several organizations in Providence. At Makin' Moves, he served as a tutor and mentor for student-athletes, and at the Writers Group, he led creative writing workshops for developmentally disabled adults. While studying at Brown, Taylor interned at the Department of Human Services, and at the Juvenile Services department of Rhode Island Family Court, he co-led a mentor group for youth charged with drug offenses. In California, he was a summer intern with 826 Valencia, where he tutored kids in a literacy camp in addition to interning with Oakland Community Organizations, where he helped promote Proposition 30, an initiative to increase employment

opportunities for formerly incarcerated individuals. In 2013, he interned at Alameda County Probation, where he developed case plans for youth offenders. "Since graduating in December, my efforts have focused on racial and economic justice. I expect to continue to focus on these objectives as I move forward," said Taylor. He currently volunteers for Lift Up Oakland, a campaign to raise Oakland's minimum wage. He is also working on the Oakland mayoral campaign of Dan Siegel, a civil rights attorney.



Luke Taylor (left) with other Lift Up Oakland volunteers.

HONORS THESES

Three concentrators graduated with honors, having written outstanding theses that they presented at the Taubman Center in April.

Alvina Pillai "The Role of School Resource Officers in the School to Prison Pipeline: An Analysis of School Resource Officer Effectiveness"

Daniel Sack "The Effects of the Media's Portrayal of High-Profile Trials on the Public's View of Court Legitimacy"

Amy Senia "The Effectiveness of Federal Public Defenders Under the U.S. Sentencing Guidelines and Mandatory Minimum Policies"

LUKE TAYLOR: BROOKE ANDERSON/LIFT UP OAKLAND



CAREERS

After Brown

Our 2014 graduates are already making their mark in a number of policy arenas.

Olivia Conetta is a consultant with IBM Global Business Services in Washington, D.C.

Chance Craig is a New York City Urban Fellow participating in an intensive seminar series on current urban issues impacting public policy before being placed in a city agency.

Samantha Enriquez is pursuing a master of science in philosophy and public policy at the London School of Economics.

Kimberly Fayette is a community fellow with the Immigrant Justice Corps, which provides legal

help to immigrants seeking citizenship and fighting deportation in New York City.

Jonathan Hilgart is a media analyst at Ampush, a social media marketing company in San Francisco.

Hannah Jones is pursuing a master of behavioral and social sciences intervention at Brown University's School of Public Health.

Afia Kwakwa is a Teach for America high school mathematics teacher at Coahoma Agricultural High School in Clarksdale, Mississippi.

Jean McCabe (see page 7).

Shruti Nagarajan is a consulting associate at Cambridge Associates, an investment-consulting firm in Boston.

Daniel Newmark is an associate consultant at Bain and Company in Boston.

Alvina Pillai (see page 4).

Michael Robinson is content creator and operations manager for the Grove Church in Fayetteville, Arkansas.

Daniel Sack is a student at Columbia Law School in New York City.

Amy Senia is a paralegal for Dovel and Luner, an intellectual property and patent litigation law firm in Santa Monica, California.

Luke Taylor (see page 4)

Jean Witmer is a research analyst for a hedge fund at Select Equity, New York City.

PPAI Class of 2014 (above). Front row, left to right: Samantha Enriquez, Alvina Pillai, Amy Senia, Olivia Conetta, Shruti Nagarajan, Jean Witmer. Back row: Daniel Newmark, Todd Harris, Michael Robinson, Jonathan Hilgart, Kimberly Fayette, Jean McCabe, Chance Craig, Afia Kwakwa. **Not pictured:** Hannah Jones, Luke Taylor, Daniel Sack.

CAREERS

DEGREE DAY

The Public Policy DUG invites Taubman alumni back to talk about their careers.

This year's department undergraduate group (DUG) leaders hosted a Degree Day in March, inviting public policy alumni back to campus to speak about how their time at Brown influenced their careers. The speakers included **David Kopans '91**, co-founder and chief financial officer of GreenerU, an organization that partners with universities to bring about clean energy solutions; **Dulari Tahbildar '00**,

executive director of Breakthrough Providence, which seeks to create a pathway to college for low-income and minority students; and **Bradley Silverman '13**, a student at Columbia Law School, where he is vice organizational chair of the Civil Rights Law Society. **Zachary Rubin**, **Dana Schwartz**, and **Kyle Giddon**, all juniors, led this year's department undergraduate group.



White Internship Awards

The Happy and John Hazen White, Sr. internship program provides a stipend to public policy undergraduates to pursue an unpaid summer internship with a public, private sector, or nonprofit organization involved in the formulation, implementation, or evaluation of public policy. This year, a record number of concentrators — eleven — were awarded funding through the program.

Michael D’Ortenzio ’15

Law offices of George West and Associates, Providence, Rhode Island

Working on: A post-conviction appeal case for which West is the court-appointed attorney

Kyle Giddon ’15

Office of Andrew M. Cuomo, Governor of New York, New York City

Working on: Research and policy work to articulate and implement the Governor’s legislative and administrative agenda

Sam Gilman ’15

Common Sense Action, Washington D.C. (at the Bipartisan Policy Center), the grass-roots policy organization he co-founded to address policy issues that affect millennials

Working on: Building CSA’s bipartisan millennial policy agenda and the organization’s presence on U.S. college campuses (read more on page 8)

Shane Grannum ’15

Campaign Legal Center, Washington, D.C., a nonpartisan legal advocacy group focusing on campaign finance reform and voting rights

Working on: Helping litigators and policy experts to conduct interviews and voting rights research, which will inform his senior thesis

Zachary Rubin ’15

Office of U.S. Senator Sheldon Whitehouse, Washington, D.C.

Working on: Research related to health care reform

Julia Stoller ’15

Voices of Youth in Chicago Education, a youth collaborative that focuses on education policy in Chicago public schools

Working on: Researching punitive disciplinary policy

Diego Arene-Morley ’16

National Center on Shaken Baby Syndrome, Providence, Rhode Island

Working on: Legal research on high-profile shaken baby cases

Carly Armstrong ’16

Directive Legislative Foundation, Buenos Aires, Argentina

Working on: Policy research on Argentina’s high school civic education courses and the recent law allowing 16- and 17-year-olds the right to vote

Crystal Avila ’16

Care for the Homeless, a policy advocate and service provider for the homeless in New York City

Working on: Advocacy efforts to pass New York State’s Homeless Protection Act

Rachel Black ’16

Defy Ventures, an educational and entrepreneurship program for formerly incarcerated individuals in New York City

Working on: Evaluating the trials of a blended online-learning platform

Kodjo Kumi ’16

International Center for Missing and Exploited Children, Washington, D.C.

Working on: Researching child pornography and cyber-bullying legislation

2014 White Interns. Front row, left to right: Crystal Avila, Carly Armstrong, Kyle Giddon, Sam Gilman, Zachary Rubin. **Back row:** Shane Grannum, Rachel Black, Meiling Jabbar (declined award), Michael D’Ortenzio, Diego Arene-Morley, Kodjo Kumi. **Not pictured:** Julia Stoller.

SUCCESS STORY

Thinking (and Speaking) on Her Feet

Jean McCabe PPAI ’14 ended her senior year as the most successful Brown debater in years.

Poised and clearly in her element, Jean McCabe introduces the two finalists for the Brown Debating Union’s annual Radcliffe Hicks Debate. They have been winnowed from a field of sixteen, and tonight’s victor will win bragging rights and a cool \$2,000. The finalists and three faculty judges, including Brown President Christina Paxson, listen intently as McCabe announces the debate topic that she has kept secret until this moment: *Major international sporting events like the World Cup and the Olympics should not be held in countries with known current human rights abuses being perpetrated by the government.*

“You’ve got 15 minutes to prepare your cases,” she tells finalists Aashay Sheth and Lyall Stuart. McCabe starts a small timer and both students set to work, Sheth scribbling on a yellow legal pad and Stuart tapping on his laptop.

The Hicks competition is open to all Brown sophomores and juniors and is run by Brown’s debate team, which selected McCabe to act as moderator this year. Assigning debate topics and running the competition she dominated — and won — during her sophomore and junior years at Brown is the icing on a successful collegiate debate career for McCabe. She finished her senior year as the third-ranked debater in the

American Parliamentary Debate Association (APDA), making her Brown’s best debater in a decade. APDA is a national league that includes teams from eighty-five colleges including the Ivy Leagues.

Unlike the Hicks debate format, which is one on one, two-person teams debate in Parliamentary format. Each team

researches and writes cases to present to opponents; half the time they argue their own cases, and half the time they rebut unfamiliar cases prepared by their opponents. McCabe has a binder crammed with cases she prepared for the 2013–2014 season.

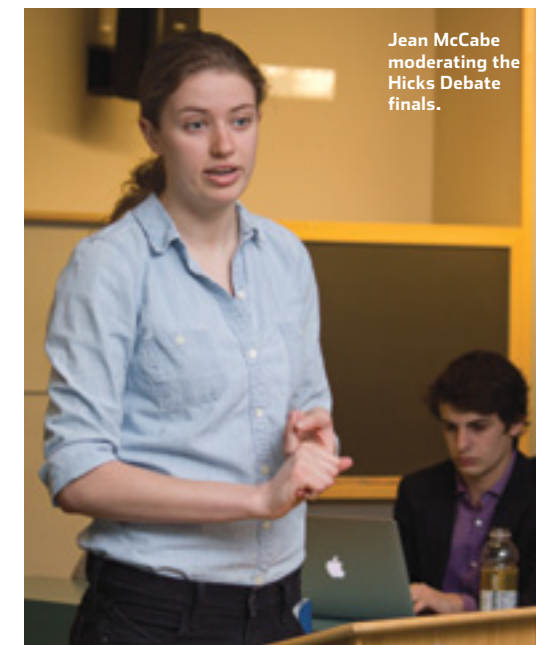
McCabe started debating in high school and credits the research and writing skills she learned there with helping her gain admittance to, and ultimately succeed at, Brown.

“In debate, I had to teach myself how to write persuasively and quickly,” she said. As a public policy concentrator, McCabe used her debating skills to write policy memos, a standard assignment in public policy classes. “The number one thing that debate has taught me is how to be concise. It really did teach me to boil my thoughts down to very simple statements. When you write a policy memo, it has to be less than two pages,” she said.

McCabe, who said she spent up to 30 hours a week preparing for debates while at Brown, confesses she’s picked a number of her policy electives based on topics that might come up in debate. “I took Juvenile Justice with Valerie Cooley this fall, and for some reason this year I have had to debate an enormous

number of juvenile justice cases. I got lucky,” she said.

Debate continues to fuel McCabe’s success. In April, she secured an analyst position with Market Metrics, a financial market research and strategy consulting firm in Boston. The interviews went well, she said, because she felt confident thinking — and speaking — on her feet. □



Jean McCabe moderating the Hicks Debate finals.

“The number one thing that debate has taught me is how to be concise.”

SUCCESS STORY

Q+A: Sam Gilman '15

Gilman shares how the political advocacy group he co-founded got started two years ago and where it's headed.

How did Common Sense Action start?

The summer after my freshman year, I was an intern at the Bipartisan Policy Center researching the causes of gridlock in Congress and the decline in relationships between members of Congress. I was getting a sense of how broken Washington was. I talked to other interns about their experiences, and it was the same story. They had dreams about seeing how politics work and changing the country one day, but they were also a little bit dejected by the state of affairs in Washington. I called my best friend from Brown, Andrew (Kaplan, political science concentrator), and said, "I think we should start thinking about connecting with D.C. interns who believe in politics as a vehicle for change and organize them to make an impact." We got back to campus and found a third co-founder, Heath Mayo '13. Andrew's a Democrat from New York, I'm an Independent from D.C. and Heath is a Republican from Texas. We built the first chapter at Brown that fall. Heading into this summer we had 24 chapters in fifteen states. Now we're up to 34 chapters.

How did CSA grow so quickly?

That next summer the Bipartisan Policy Center gave us a space to work and seed money to help grow our membership. Four of us went door to door, walking into 435 House offices, Senate offices, and think tanks and asked to speak to the interns. The pitch was simple: "We're talking about the issues that really impact millennials and how to repair politics through bipartisan collaboration. With free pizza." Our speakers included Senator Olympia Snowe, Senator Angus King, and other members of Congress. We recruited students to form a steering committee to build a forty-page document that provided the framework for CSA's Agenda for Generational Equity (AGE). The staff at the Bipartisan Policy Center, including President Jason Grumet '89, played a key role in supporting us as we drafted AGE.

What did the framework include?

We proposed 19 policy objectives that advance solutions to four issues that impact millennials — fiscal responsibility, economic mobility, investments, and national services. We released the framework in August 2013 and asked our chapters to build their own agenda based on the framework. In January 2014, we held our national summit. Leaders from 17 colleges brought their own versions of the agenda to the table. Louisiana State, Lafayette, Berkeley, Northern Iowa — they all looked different. We spent a weekend, including one fifteen-hour day boiling it all down to a national agenda we could all support.

How did you reach consensus?

Because it's grassroots, it's going to be a little messy. We like that. We understand that what is common sense in Berkeley



"Because it's grassroots, it's going to be a little messy. We like that."

is going to look different at Vanderbilt or the University of Alabama. We spent an hour just setting the norms. One of our norms was to respect and honor partisanship. We are explicitly bipartisan, not nonpartisan. There are no absolute answers to policy problems. To use a football metaphor, our agenda plays between the forty-yard lines. Some of our generational fairness policy for entitlements solutions are center right and some of the investment solutions are center left. One of the biggest things I've learned is that building relationships is at the heart of political organizing. The times we haven't accomplished our goals, it's because we haven't spent enough time strengthening relationships.

What's next?

This past summer we were back in Washington — the political intern capital of the United States — working to recruit interns to start more chapters. Now that we have launched AGE, we're researching a number of policy issues in more depth so we can prepare our chapters for advocacy campaigns this fall. The 2014 midterm elections offer us an opportunity to educate candidates and voters about key millennial issues. □

Above: Sam Gilman (right) with Bipartisan Policy Center President Jason Grumet '89 at the June 2014 launch of AGE. Photo by Greg Gibson.

SUCCESS STORY

Presidency with a Purpose

Todd Harris '14.5 reflects on his year as the Undergraduate Student Council president.

Todd Harris set an ambitious agenda when he assumed the Undergraduate Student Council (UCS) presidency: revitalizing the organization's engagement with Brown's undergraduate student body. "In past years, UCS has not had a very good reputation with students. I wanted to try to rebuild that relationship and reach out to different organizations at Brown and make UCS more useful and fun," he said. "I wanted to make sure that everyone who had an idea to make Brown better could do it through UCS."

Statistics bear out Harris's success. Applications from student groups for UCS funding have surged from just a handful in previous years to 65 this year. Voter participation is up, too. When Harris was elected in April 2012, about 2,000 undergraduates voted. This April, nearly 3,000 students voted for his successor.

Harris's tenure got off to a strong start in the fall with 2,000 undergraduates completing a UCS poll — nearly double the number of responses to previous polls — asking students to rank the importance of issues such as financial aid, the

physical campus, and sustainability. The council also held four student forums to solicit opinions from student group leaders. Harris and UCS committee members incorporated the poll and forum feedback into a ten-page report that Harris presented to Brown president Christina Paxson and Brown's Corporation in response to the university's strategic plan, "Building on Distinction." The report highlighted student concerns about making improvements to financial aid and whether the university's focus on developing additional graduate programs would "detract from the undergraduate focus that makes Brown unique."

The skills he has acquired through his policy studies have helped him develop into a more effective leader, said Harris. "A lot of the professors I've had in public policy are very skill-oriented and future-oriented," he said. "They're not just teaching us how to think but how to be proactive and successful." He credits his policy analysis and program evaluation class (with Taubman professor Andy Pennock) as being particularly helpful in strengthening the council's relationship with the student body and driving up interest in UCS membership. "We sent out multiple surveys to the campus asking what the council could do better," he said, "and we evaluated every meeting after it concluded. The council became a lot more open to self-evaluation." This culture shift helped UCS to become more inclusive, and consequently more students

"We sent out **multiple surveys** to the campus asking what the **council could do better.**"

joined and remained on the student council throughout the year, said Harris. By the middle of spring semester, UCS had more than 70 members, up from 30 the previous year.

Harris is looking forward to his final semester at Brown, when he'll be able to focus on his policy studies without the demands of leading the student council. "It's a full-time job," he said, that typically includes hours of weekly council business as well as regular meetings with President Christina Paxson and Vice President Margaret Klawunn. He intends to help with transition — a rare boon to the new UCS president — since he is graduating mid-year, the result of having taken a semester off to work on President Obama's reelection campaign. □



Todd Harris listens intently to a presenter at a spring semester UCS meeting.

FIRST-YEAR AWARDS

Top of the Class

The Center awards scholarships to master's students who have done outstanding work during their initial year at Brown. The Darrell West scholarship, in honor of the second director of the Taubman Center, is awarded to a student who has demonstrated outstanding engagement with the Center, Brown, and the community. The A. Alfred Taubman scholarship, named for the Center's founding benefactor, recognizes a student for academic excellence.



Jonathan Wolinsky MPP '15
Darrell West Scholar

Policy focus: State policy. It's layered between federal and local and interacts with both.

Summer 2014: I worked with the Rhode

Island State Senate fiscal advisor and his staff on projects relating to the state budget. My projects ranged from updating comparisons on state taxation policies to helping to draft legislation. I was fortunate to start during the final phase of the budget process and took part in some very formative elements of the end of the fiscal year. A highlight was watching my boss give the whole Senate an update on the budget and getting a shout out for the work I'd done.

Favorite policy class so far: Urban Economic Policy with Terri Devine and stats with Andy Pennock and Syon Bhanot. I'm drawn to classes that mix theory and application.



Meredith Stone MPP '15
A. Alfred Taubman Scholar

Policy focus: Environmental regulation.

Summer 2014: Working with Policy Navigation Group (PNG) in Washington D.C. PNG develops and manages

strategies for trade associations and other companies for emerging science and technology issues. I worked on environmental regulatory issues and the rule-making process at the federal level. I learned to navigate the intersection of policy, politics, and scientific analysis as it pertains to the executive branch and its agencies. The project I was most involved with concerns EPA's Integrated Risk Information System (IRIS), a program that is responsible for developing toxicological assessments of environmental contaminants.

Favorite policy class so far: Jack Comb's Social Science Data Technologies. It introduced us to software that can help us to make better-informed policy decisions.



CAREERS

After Brown

Where our 2014 master's graduates have headed.

Ivy DePew MPA (above) was crowned Miss Rhode Island in June and will compete in the Miss America Competition in September. DePew will spend a year promoting "United We Stand," her platform for supporting U.S. military service members, veterans, and families, and serving as an ambassador for the Children's Miracle Network.

Eleanor Kane MPA is pursuing a PhD in education at the University of New Hampshire. Her degree will focus on children and youth in communities. She also co-manages Brasen Hill Farm, a sustainable farm that she owns with her husband.

Matthew McCabe MPP is an analyst in the Massachusetts Department of Public Health's Office of Health Planning in Boston, Massachusetts.

Melina Packer MPP is pursuing a PhD in environmental science, policy, and management at the University of California, Berkeley.

Gayatri Sahgal MPP is an analyst for Altai Consulting, a French consulting firm with clients in Africa, the Middle East, and Central Asia. She is in Kenya working on an evaluation of programming offered in Somalia by Nairobi-based Radio Ergo, which broadcasts nonpartisan humanitarian information. Sahgal is also working on a study for GSMA, a global network of cell phone operators, to identify the causes of gender disparities in adopting phone technology in developing countries.

Graham Sheridan MPA is a research analyst at Motley Rice, a Charleston, South Carolina, law firm that practices in the areas of anti-terrorism and human rights, personal and occupational injury, environmental hazards, medical malpractice, and aviation.

Kelsey Sherman MPP is staff assistant to the president and vice president of the Council of Independent Colleges, an organization that provides educational support to administrators at independent liberal arts colleges and universities in the United States.

POLICY IN PRACTICE

Keeping It Local

Student teams led by Lecturer Erik Godwin put their policy skills to work in two projects for state and local government clients.

Water and Sewer Enterprise Fund Analysis

Client: City of Everett, Massachusetts

Godwin headed up a team of three students to conduct an analysis of Everett, Massachusetts' water and sewer enterprise fund. Godwin and graduate students **Matthew McCabe MPP '14**, **Meredith Stone MPP '15** and public policy undergraduate **Sophia Dalal**, in cooperation with Everett's Division of City Services, undertook a comprehensive examination of the enterprise fund's budget, water and sewer projections, recordkeeping system, and rate design in anticipation of setting water and sewer rates for fiscal year 2015. The report contained three primary work products including: water and sewer rate recommendations; a custom dataset of water usage data by connection; and a synopsis of the relevant state and local laws governing the use of the enterprise fund.

Rhode Island 911 Emergency Services Dispatch Analysis

Client: Joint Municipal Shared Services

Godwin and Lecturer Andrew Pennock directed a comprehensive analysis of the state's 911 system as it undergoes the shift from a strictly voice-based 911 call system to one with the ability to receive multimedia messages. Students **Jonathan Wolinsky MPP '15**, **Meredith Stone MPP '15**, and applied math-economics concentrator **Jamie Rosen** (below) worked with the faculty to evaluate the current 911 system, identify potential infrastructure needs, and generate recommendations for state decision makers. The team plans to present its findings to state legislators in September.



Samuel Rogers (right) with RIPEC executive director John Simmons.

POLICY IN PRACTICE

Making the Grade

Samuel Rogers MPA '14 created a formula to measure the effectiveness of Rhode Island's banking regulatory agency.

The Rhode Island Public Expenditure Council (RIPEC) has released a report outlining a suggested performance management framework for evaluating the regulatory agency responsible for overseeing the state's banking sector. John Simmons, executive director of RIPEC, hired Samuel Rogers on a consulting basis to research and write the report, which was released in May. "Sam had worked on other projects for us, and we've been very happy with his work. He has a unique set of measurement and performance outcome skills," said Simmons.

"This may become a **national model** for monitoring the work that bank regulators are doing." — JOHN SIMMONS

Rogers worked closely with the Rhode Island Department of Business Regulations' (DBR) Banking Division, which reviews state-chartered banks and credit unions to determine whether they comply with the state's banking laws and maintain fiscal solvency. The DBR commissioned RIPEC to produce the report, which discusses the challenges of measuring state government effectiveness and outlines a set of metrics — the Banking Regulation Index — to gauge DBR's efficiency and effectiveness in monitoring the health of the state's banking sector. The DBR will launch a pilot of the index to seek industry input before broadly implementing it in 2015. In researching other Northeast state banking regulators, Rogers found that while many are transparent in reporting performance in terms of output or outcomes, few states report on performance indicators such as efficiency, and none report on agency effectiveness. "This may become a national model for monitoring the work that bank regulators are doing. We don't know of any other state that has done this analysis," said Simmons.

Work & study

Kyle Lynch MPA '15

Analyst, Rhode Island House Committee on Oversight

Kyle Lynch has one word to explain how he combined full-time work in the State House with his studies at Brown.

“Coffee,” he said with a wry laugh.

Fortunately for Lynch, one of his most time-consuming projects for the Oversight Committee culminated just before he began his studies at Brown. In August 2013, Lynch was part of a team to present a review of the Rhode Island Economic Development Corporation’s (RIEDC) Jobs Creation Guaranty Program to the House Oversight Committee and the General Assembly. Under the program, the state guaranteed a multi-million dollar loan to 38 Studios, former Red Sox player Kurt Schilling’s video game venture. The business failed, leaving the state on the hook for \$75 million in loans.

The mission of the Oversight Committee — one of just two House committees that is professionally staffed — is to ensure that public agencies are efficiently utilizing taxpayer dollars and fulfilling their mission statements.

Lynch and two other staff members spent more than six weeks combing through more than 14,000 pages of docu-



Kyle Lynch (right) with Representative Michael Marcello, who chaired the House Oversight Committee.

Rhode Island provides a learning laboratory where the Center’s students can delve into real-world policy making. Here are three master’s students who balanced policy work with their classwork.

mentation — emails, meeting minutes, and letters — turned over by RIEDC. The team produced two weighty document review books, with Oversight Director Beth Cotter and Lynch presenting an overview of their findings to the committee in early August. Each book, said Lynch, contains about 35 key documents that trace RIEDC’s due diligence process in guaranteeing the loans.

Oversight has also focused on the Rhode Island Higher Education Authority, which lost the power to originate loans under a 2010 federal law that centralizes student loans at the federal level. Lynch and Cotter studied how to sensibly wind down the agency’s operations as its revenue stream declines. (Lynch left his position in the Oversight office after the leadership of the committee changed hands in April.)

The MPA curriculum yielded immediate benefits in his work at the State House, said Lynch. “My most important job was relaying information in a correct and meaningful way,” he said. “From Professor Moffitt showing us how to write succinctly and clearly to Professor Pennock showing us how to translate complex statistics into a graph, I have so much more in my toolbox, even after just the first semester.”

Amber Ma MPA '14

Research and Policy Assistant, Health Right

Late in her first year at the Taubman Center, Amber Ma joined what she terms “a small, but mighty group that participates in statewide health care reform efforts.” That small but mighty group is HealthRIght, a coalition dedicated to improving the quality of health care, controlling health care costs, and providing health care coverage to all Rhode Islanders. The coalition includes representatives from local businesses, labor groups, medical care providers, patients, consumers, and public officials and is headed by its sole employee, director Betsy Stubblefield Loucks.

Loucks hired Ma to help her research health care reform policy and prepare policy materials for coalition meetings. One of Ma’s largest projects for Health RIght was a comprehensive study of the impact of the Affordable Care Act (ACA) on the state. Drawing on research from peer-reviewed jour-



Betsy Loucks (left) and Amber Ma.

nals, think tanks, and local and national research groups, Ma compiled a data-heavy report on Rhode Island’s health care landscape from where it had been pre-ACA to where its projected effects would be.

“It’s critical for HealthRIght to inform the public what the data and peer-reviewed research has shown,” said Loucks. “We pull from that core document for grants, testimony, and presentations to business groups and health care advocates. It’s like a database itself — and we will keep building on it, using the scaffolding Amber has created.”

Ma also worked closely with Loucks to provide research support for the Rhode Island Health Care Authority Act, a bill written by HealthRIght and introduced in the Senate in February 2014. The act would consolidate the state’s health care reform efforts under the direction of a new commissioner and would move the state from a fee-for-service model to a payment model based on health care outcomes.

Ma admits that there was a “huge learning curve” to be able to hold her own in coalition meetings. “There are people involved who have been in health care for decades,” she said. Ultimately, though, she learned the most from keeping an eye on Loucks, who has a talent for knitting together consensus with “ten different viewpoints in the room,” said Ma. “I’ve learned how to communicate to a diverse range of audiences and be open to being challenged. My work with Betsy has honed my ability to research a complex topic and distill it down into the base points for various audiences.”

Lisa Opdycke MPP '15

Policy and Communications Intern, Rhode Island Department of Human Services

Lisa Opdycke has always been interested in health care — she completed Cornell’s premed program — but after spending months volunteering in hospitals, she realized that doctors who care for underserved populations often end up providing reactive treatment rather than proactively fostering their

patients’ mental, physical, and social well-being. “I felt like public policy was a more effective way to make broader change,” she said. Before starting the master’s program last fall, Opdycke began an internship at Rhode Island’s Department of Human Services (DHS), which she continued through her first year at Brown.

Working for public information officer and legislative liaison Frederick Sneesby, Opdycke prepared briefing materials on the Affordable Care Act (ACA) to educate customer service representatives with DHS. Because of her familiarity with the ACA, Opdycke was invited to participate in “Implementation of the ACA: Complications of the Here and Now,” a panel on the Brown campus that focused on how the law would affect Rhode Island’s most vulnerable populations. Opdycke gave an overview of the ACA and discussed how it would affect the prison population and the formerly incarcerated.

Opdycke became knowledgeable about health care access issues for prisoner and ex-offender populations when she and two undergraduates helped organize the first in a series of symposia at Brown, entitled “Incarceration, Disparities, and Health in America in the Age of Healthcare Reform,” under the direction of Brad Brockerman, executive director of Brown’s Center for Prison Health and Human Rights. The January symposium provided an overview of the inequalities that incarcerated individuals face and barriers to care they encounter after they are released.

Opdycke notes that addressing barriers to care for this population is complex since offenders are vulnerable to a number of social problems. “You can’t really address their lack of connection to health care without addressing the fact that they don’t have a place to live, they don’t have healthy food, or a job,” said Opdycke. Research has shown that access to health care reduces recidivism, so the benefits of connecting this population with good care are clear, she said. □



Lisa Opdycke at the Center for Prison Health and Human Rights symposium.

COMMUNITY ENGAGEMENT

Capstone 2014

During the year-long capstone, student teams focus on a consulting project with a client. After meeting with their client to delineate the scope of their research, each team interviews key stakeholders, does field research, and analyzes related data and case studies. In May, the teams presented their research and recommendations to peers, faculty, and their clients.

“AS220 Youth Program Evaluation: Indicators and Lessons”

TEAM: Chang Liu, Sukhna Matharu, Weichao Zhang
CLIENT: AS220, Providence, Rhode Island

BRIEF: AS220 is an artist-run nonprofit that offers arts classes and studio, exhibit, and performance spaces to the greater Rhode Island area. The team sought to provide an effective evaluation framework for AS220's youth program, which delivers free arts-based programs to youth, particularly those in state custody. The team proposed that this framework be focused both on process (inputs, activities, and outputs) and outcomes (immediate to long term), as well as be attentive to the needs of various stakeholders. The team analyzed AS220's existing data sources and used outcomes such as job readiness and digital literacy to demonstrate evaluative skills and processes. The team also consulted with similarly aligned organizations focusing on youth development, including Providence After School Alliance (PASA), Young Voices, and YMCA Greater Providence.

RECOMMENDATIONS:

- Use digital badges, a validated indicator of acquired skills, to recognize student achievements.

AS220 capstone team with clients. Back row, left to right: Sukhna Matharu, Weichao Zhang, Chang Liu. **Seated, left to right:** Jenn Tierney, AS220 youth development; Cynthia Langlykke, development director.



- Focus on soft skills, art skills, and professional opportunities, honing in on arts skills and relevant career benefits.
- Build an evaluative culture. Evaluation should be embedded in AS220's programs and targeted to outcomes sought by specific stakeholders. Sampling can be focused on subgroups of youth participants and sponsors.
- Build a solid relationship with the evaluation team, as a comprehensive evaluation requires strong collaboration.
- Be attentive to available funding sources and deliver skills aligned with the expectations of various stakeholders.

“Implementing a Presidential Priority: Protecting the Environment While Cutting Red Tape in the Infrastructure Permitting Process”

TEAM: Sarah Hall, Eleanor Kane, Matthew McCabe, Samuel Rogers
CLIENT: White House Office of Management and Budget, Washington, D.C.

BRIEF: As part of a larger presidential initiative to modernize the federal infrastructure permitting and review process, this team was asked to create a method to measure environmental and community outcomes. As the administration aims to cut timelines in order to facilitate investments in the nation's critical infrastructure, it also seeks to ensure that this streamlining does not adversely impact the environment and communities. The team studied how the federal government can assess the impact of the permitting process on outcomes for communities and the environment. The team's recommendations are currently being incorporated in an implementation plan for the Presidential Memorandum on Modernizing Infrastructure Permitting by the Steering Committee on Federal Infrastructure Permitting and Review Process Improvement. The secretary of transportation has asked Congress to authorize a center to ensure long-term implementation.

RECOMMENDATIONS:

- Use a mixed-method approach for outcome measurement.
- Design a group of impact categories under which agencies can report changes in project impacts — air, water, land, biological, cultural, and community. >>



The OMB team's recommendations have been incorporated in a **presidential memorandum** on infrastructure permitting.

- Create a statement that captures the impact of the permitting process before a formal project application is made.
- Form a system to classify if the permitting process produced better outcomes in each of these impact categories, and by which method these improved outcomes were achieved.

“Organizing Innovation: Building the Rhode Island Alliance for Healthy Homes”

TEAM: Amber Ma, Kelsey Sherman, Qiyao Zhu
CLIENT: Green and Healthy Homes Initiative and the Rhode Island Alliance for Healthy Homes, Providence, Rhode Island

BRIEF: This team helped build out the Rhode Island Alliance for Healthy Homes (RIAHH), a new coalition that fosters collaboration amongst state and local agencies on health and safety issues related to housing. RIAHH brings together actors from the state's Department of Health, Office of Energy Resources, Department of Human Services, Housing Resources Commission, and Rhode Island Housing and connects them with policies advocated by the Green and Healthy Homes Initiative (GHHI). GHHI is a national nonprofit that creates programs and policies to prevent childhood lead poisoning and home-based environmental health hazards. The team recommended organizational modeling, business planning, constituent analysis, and developing RIAHH's value proposition. The team also assessed community inter-

Right: The RIAHH capstone team with clients. Front row: Kelsey Sherman, Qiyao Zhu, Amber Ma. **Back row:** Kurt Teichert, Brown Environmental Studies; Mark Kravatz, Providence Outcome Broker, Green and Healthy Homes Initiative; Garry Bliss, The Providence Center; Russell Johnson, Rhode Island Housing; Jess Cigna, HousingWorks Rhode Island.

The OMB capstone team at the Eisenhower Executive Office Building. Left to right: Samuel Rogers, OMB performance manager Mark Bussow, Matthew McCabe, Eleanor Kane, Sarah Hall.

est, concerns, current resources, and gaps in the healthy housing system and determined that Rhode Island is rich in resources but limited in its ability to effectively coordinate healthy housing interventions, especially from the standpoint of the resident. The team developed its recommendations to help the client prepare for a September 2014 public launch.

RECOMMENDATIONS:

- Strengthen identity of RIAHH's executive steering committee by creating chair, vice chair, and secretary positions.
- Complete business and strategic planning to consolidate its mission and goals, prepare for risks, manage growth, and build ownership among the steering committee.
- Foster a collective impact culture including highlighting small wins, clearly defining participant engagement, and preparing for differing stages of coalition-building.
- Develop a membership strategy to inform recruitment, address retention, and mitigate turf issues.
- Shift donor perspectives by helping funders see the value of longer-term collective impact work.
- Establish systems-level evaluation and measurement that can account for all the moving parts of the system and tailor evaluation data to different stakeholders. >>

“It would have taken two or three years to launch without our capstone team. **They helped us swim fast enough** to catch the wave.”

— MARK KRAVATZ, GREEN AND HEALTHY HOMES INITIATIVE





The BRAC MF capstone team on a field visit to BRAC operations in Bangladesh. Gayatri Sahgal and Ivy DePew (third and fourth from left) with BRAC Microfinance staff outside a BRAC Microfinance branch office in Manikgonj District, Bangladesh. Not pictured: Jonathan Stoll.

“BRAC Microfinance: Program Evaluation for an International NGO”

TEAM: Ivy DePew, Gayatri Sahgal, Jonathan Stoll
CLIENT: BRAC Microfinance, Dhaka, Bangladesh

BRIEF: BRAC seeks to catalyze lasting change by empowering people and communities afflicted by poverty, illiteracy, disease, and social injustice. BRAC Microfinance (MF) is its largest program, with more than four million registered borrowers. The program’s mission is to extend financial services to populations who cannot access credit or services from formal financial institutions. This team sought to develop logic models and a set of performance metrics, or indicators, to aid evaluation of BRAC’s six microfinance pilot programs. The team provided a framework for a comprehensive assessment of each program’s efficiency, effectiveness, impact, and sustainability. In doing so, the team offered a more strategic approach to determining metrics of success that are informed by the program’s overall objective. The team presented their findings through these products:

- *Logic models* to aid in understanding each program’s objectives and outcomes, and to identify any inconsistencies between resources, activities, and outputs. (Logic models link outcomes with the activities performed, providing a visual representation of a program’s theory of change.)
- *Indicators* to improve BRAC MF’s ability to assess the processes and impacts of pilot programs. Each of the indicators was based on research and best practices review, as well as on its relevance to the program’s overall logic and design.

RECOMMENDATIONS:

- *Benchmarks and targets:* Pilot project design should include a clear criterion of desired outcomes.
- *Pilot location and scalability:* Decisions regarding future pilot project location should be based on a framework that

distinguishes between projects that are targeted in nature and those that are broader.

- *More comparative analytics:* Future evaluative indicators should allow for increased comparative analytics. For instance, BRAC MF should benchmark the status of its clients against a relevant comparison group that has not participated in the programs.
- *Big picture analysis:* BRAC MF should begin to assess not only the impact of specific programs, but also how individual programs contribute to the organization’s overall objective.

“Transportation and Infrastructure Funding and Governance in the Ocean State”

TEAM: Adolfo Bailon, Graham Sheridan
CLIENT: Rhode Island Public Expenditure Council

BRIEF: The team evaluated the structure and financial aspects of Rhode Island’s transportation and infrastructure construction and maintenance systems, which are crucial for economic development and public safety. The team researched the state’s current practices and collected data through meetings with state elected officials, agency directors, state and federal legislative staff, and local stakeholders including the Airport Authority, Rhode Island Public Transit Authority, the legislature, and the Rhode Island Turnpike and Bridge Authority. The



Graham Sheridan.

Assessing Rhode Island’s Food Policy Council

Melina Packer, who worked for Brown’s East Asian Studies department full time while pursuing her MPP degree part time, presented a thesis as the capstone to her studies.

Packer presented her research on the structure and effectiveness of the Rhode Island Food Policy Council (RIFPC) to peers and faculty as the capstone to her Master of Public Policy degree in December 2013. Her master’s thesis, “Civil Subversion: Making ‘Quiet Revolution’ with the Rhode Island Food Policy Council,” examined the genesis and first two years of the nongovernmental organization, which promotes community food security — where all people can produce, process, distribute, and access quality food. (Packer has been a member of the RIFPC since January 2013.)

While lauding RIFPC for its success in recruiting key state government officials to participate in the council, she concluded that the “opaque” nature of its formation — a small group of professionals drafted its mission, vision, and goals without direct input from traditionally marginalized stakeholders — to be a hindrance in achieving its central goals.

“I believe the well-intentioned Rhode Island Food Policy Council now faces a longer, more uphill battle of earning the general public’s trust and genuinely engaging the ordinary, average resident,” she said. “Their professionalized beginnings also risk alienating less ‘expert’ but highly effective participants. This power dynamic not only undermines the council’s commitment to equity but also delays broad political support and subsequent policy change.”

Packer urged RIFPC members to find ways to engage a variety of ordinary residents and elected officials, arguing that addressing food policy issues should be a civic act open to all voices. Co-founding council member Katherine Brown acknowledged that the RIFPC should do a better



Food Policy Council staff and members with Melina Packer. Front row, left to right: Katherine Brown, Tess Brown-Lavoie, Leo Pollock. Back row: Dorothy Brayley, Krystal Noiseux, Melina Packer, Jennifer Quigley-Harris.

job of including a more diverse group at the council’s table. “You’ve given us a clear diagnosis,” she said. An adaptation of Packer’s thesis appeared in the June 2014 issue of *Journal of Critical Thought and Praxis*, which focused on food systems and social justice.

Packer was also a part of a team of Brown students and researchers to launch the Providence Foodshed Justice Mapping website, which presents a multifaceted look at the city’s food system. Nearly 300 student researchers were involved in building pvdfoodshedjusticemapping.org. The site contains a wealth of statistics, graphics, and audio that bring the city’s food landscape to life.

team determined that the state is too reliant on the federal government for financial support and would be disproportionately affected should the federal government alter its current funding practice. The team researched financial and structural alternatives for the state to consider. Should any or all of these options be implemented by the state legislature, Rhode Island may benefit from hundreds of millions of dollars in locally generated revenue.

RECOMMENDATIONS:

- *Reduce dependence* on the federal government.

- *Increase state self-reliance* by creating new revenue streams for transportation and infrastructure projects. The team considered increases in the state gas tax and sales taxes, and an impermeable surface fee.
- *Maximize current available funding* and new, projected revenue by implementing changes in both the political and bureaucratic structure.
- *Consider changes to transportation governance* including creating a secretary of transportation or increasing the power of the Rhode Island Statewide Planning Council. □

Talking Points

Noah Krieger '93 Memorial Lecture October 29, 2013

Last fall, former **New York City Police Commissioner Raymond Kelly** came to campus to deliver the annual Noah Krieger '93 Memorial Lecture. Kelly's talk, "**Proactive Policing in America's Largest City**," included remarks about the controversial "stop-and-frisk" policy instituted in New York City under his leadership. Shortly after Kelly was introduced, protesters disrupted the lecture by chanting slogans and shouting. The protesters included Brown students and members of Direct Action for Right and Equality, a social, economic, and political justice organization for people of color. The lecture was cancelled after it became clear that the protestors would continue to prevent Kelly from speaking.

The incident made headlines and immediately became a catalyst for a broad, campus-wide conversation about ideas on free speech, inclusion, and diversity, starting with a community forum called by Brown President Christina Paxson

The Taubman Center's endowed lectures brought well-known policy experts to campus to speak about issues ranging from public safety and congressional gridlock to the state of Latino politics in Rhode Island.

the following evening. The president subsequently charged a campus committee chaired by Professor of Africana Studies Anthony Bogues to "make recommendations regarding how Brown can maintain an inclusive and supportive environment for all of its members while upholding our commitment to the free exchange of ideas." Specifically, she asked the committee, in an email to the Brown community, to chart a course for Brown to "move forward as a leader in cultivating an open environment in which community members from all backgrounds and intellectual viewpoints feel welcome."

After an investigation of the events and interviews with students, faculty, and staff, the committee made a number of recommendations around racial ethnic diversity in hiring, strengthening the university's office of institutional diversity, and expanding relationships with community organizations. Ultimately, students, faculty, and Brown's administration came away from the event and its aftermath with a renewed commitment to free speech and the exchange of ideas, as well as a greater focus on issues around diversity and inclusion.



Senator Olympia Snowe speaks with public policy students before delivering the spring 2014 Krieger Lecture.



Providence Mayor Angel Taveras and Stefanie Chambers, professor of political science at Trinity College.

"Rhode Island is very special. We have one of the **most diverse Latino communities in the country.**"

— PABLO RODRIGUEZ

Anton/Lippitt Conference on Urban Affairs November 13, 2013

This year's conference was titled "**Latino Mayors: Politics and Policy in the City**." Providence Mayor **Angel Taveras** delivered the keynote address for the event, which featured a panel of influential Latinos in Rhode Island politics. Taveras, who noted that as a child he lived in Providence public housing with his Dominican-born parents, said his rise from the projects to Harvard University, Georgetown Law School, and Providence City Hall "is not a Latino story; it's really an American story." He also spoke about the challenges of taking charge of the city as it faced a \$110-million budget deficit that threatened to send the city into bankruptcy. Taveras noted that today the city is on more stable ground, spending less than it did in 2010.

Taveras's keynote was followed by "**The State of Latino Politics in Rhode Island's Cities**," a panel discussion with four key players in Latino politics. **Pablo Rodriguez**, president of Latino Public Radio, spoke about the founding of the Rhode Island Latino Political Action Committee (RILPAC). Rodriguez noted that the Latino electorate in Rhode Island is the nation's most diverse, including more than a dozen ethnicities, with Puerto Ricans and Dominicans comprising the largest groups and Mexicans making up just 8 percent. RILPAC fosters cooperation amongst the varied Latino electorate, unlike other areas of the country where one ethnicity may dominate the political conversation, said Rodriguez.

Tony Affigne '76 '92, a professor of political science at Providence College and a past vice president of RILPAC, emphasized that despite the gains made in politics, Latinos suffer disproportionately from poverty, educational gaps, and poor relations with law enforcement. **Doris De Los Santos**, past president of the Rhode Island Latino Civic Fund and

RILPAC, added that "education is at the crux of all the problems that we face" and that given that the Latino population is on track to rise to 50 percent nationally by 2020, educational disparities are a national policy problem. Central Falls mayor **James Dioisa**, who was born in that city and became its first Latino mayor in 2012 at the age of 27, emphasized that the City of Central Falls, with a 60-percent Latino population, presents "an opportunity to rebuild," tackle quality-of-life issues, and engage young people in the political process. Central Falls' school board is more diverse than ever, and its city council includes five women as well as members of Guatemalan, Salvadoran, and Columbian descent, said Dioisa. All of the panelists agreed that as a growing proportion of the population, Latinos will play a key role in statewide politics, particularly in the 2014 race for governor.

The Anton/Lippitt Conference honors public policy professor and Taubman Center Director Emeritus Thomas J. Anton and community leader Frederick Lippitt, and commemorates their work on policy issues in Providence.

Noah Krieger '93 Memorial Lecture February 10, 2014

Speaking to a packed auditorium, former Maine **Senator Olympia Snowe** offered a way forward out of legislative gridlock in her talk, "**Bridging the Divide: What Hyper-Partisanship Means for 2014... And How We Can Fix Washington**." Speaking with the authority of more than three decades spent serving in the two branches of Congress, Snowe said she had concluded that the environment on the Hill had become so polarized that only sustained pressure from the American electorate could break Congress out of its cycle of "dysfunction and gridlock." >>

That realization, said Snowe, led to her decision to leave the Senate in 2012. Snowe, long known as a centrist Republican who brokered a long slate of bipartisan legislation during her career, found her more moderate views — once embraced by a majority in Congress — marginalized in recent years as compromise became the exception rather than the rule. Many of Congress' core tasks, including budgeting and appropriations, have stalled, she said.

"I came to the cold stark reality that the U.S. Senate and the U.S. House of Representatives would not be witnessing a diminishment of polarization and partisanship," she said of her decision to leave Congress. Change from within was impossible; the fight for common ground had to be taken outside of Congress, she said.

"We've miniaturized our ambitions and our legislative capacity for achieving great things for this country." — SENATOR OLYMPIA SNOWE

Snowe spoke about her work to promote bipartisanship. She has written a book about fostering bipartisanship and formed her own political action committee — Olympia's List — which will support primary candidates who pledge bipartisanship, she said. As a senior fellow at the Bipartisan Policy Center, Snowe co-chairs a commission that recently released recommendations for political reform around primaries, redistricting, and campaign finance.

Snowe urged the audience to get involved, noting that Congressional inaction on critical issues like the national debt and the viability of social safety net programs including Social Security and Medicare would have serious consequences for millennials. She praised three Brown undergraduates — Sam Gilman, Andrew Kaplan, and Alyssa Garrett — who lead Common Sense Action, a policy advocacy organization committed to bipartisan solutions for issues affecting millennials (read more about Common Sense Action on page 8). Snowe ended her talk with a generous question-and-answer period, fielding questions from students and the community long after the formal lecture ended.

The Noah Krieger '93 Memorial Lecture was established to bring speakers in the field of politics and public policy to campus. Noah, who was interested in political science, public policy, and economics, died shortly after graduating from Brown.

LUNCH AND LEARN

The Taubman Center's luncheon lecture series gives students and faculty the opportunity to connect with the latest policy research and practices.

SEPTEMBER 26, 2013 **Carol Irwin**, associate professor of health sport sciences, University of Memphis: **"Swimming and Drowning Disparities: Policy Implications for Communities"**

OCTOBER 15, 2013 **John Simmons**, executive director, Rhode Island Public Expenditure Council: **"Rhode Island's 2013 Economic Development Reforms"**

OCTOBER 30, 2013 **Timothy Edgar**, visiting fellow, Watson Institute and adjunct professor of law, Georgetown University Law Center: **"Big Transparency for the NSA: How Good Government Can Help the Intelligence Community Regain Trust and Get Ahead of the Leakers"**

NOVEMBER 5, 2013 **Anna Aizer**, associate professor of economics and public policy, Brown University: **"The Long-Term Impact of Welfare Receipt in Childhood"**

NOVEMBER 19, 2013 **Thomas Shapiro**, director, Institute on Assets and Social at The Heller School for Social Policy, Brandeis University: **"Racial Wealth Analysis, Public Discourse, and Narrative Development"**

FEBRUARY 27, 2014 **Ross Cheit** (see "Many Hands," right).

MARCH 19, 2014 **Marc Dunkelman**, senior fellow, Clinton Foundation; visiting fellow, Taubman Center: **"The Hidden Transformation of American Community"**

APRIL 14, 2014 **Ebonya Washington '95**, professor of economics, Yale University: **"The Politics of Tax Evasion"**

APRIL 24, 2014 **David Blanding**, Taubman Center postdoctoral research associate, Brown University: **"The Voting Rights Act: A Tale of Two Tenses"**



Panel Discussion with Author Ross Cheit

April 1, 2014

Faculty, students, and community gathered on campus for a discussion of Taubman professor Ross Cheit's new book, *The Witch-Hunt Narrative: Politics, Psychology, and the Sexual Abuse of Children*. Cheit gave an overview of the book, which empirically challenges the view that a series of high-profile child abuse cases in the 1980s and early 1990s were hoaxes and shows how a narrative based on thin evidence became a theory with real social force, and how that theory stood at odds with the reality of child sexual abuse.

Sharon Krause, chair of Brown's political science department, moderated the discussion. Brown professor of political science and urban studies **James Morone** provided historical context, reviewing the social and political conditions that bred the Salem witch trials, which spawned the term "witch hunt." Morone also praised Cheit's book as a stellar example of Brown's identity as a university-college. "It reflects the university because it's a big argument about the zeitgeist, the way we talk and think," he said, adding "This is not just great

scholarship, it's great teaching. Finding both in a book of this power is something you rarely, if ever, find." Smith College professor of sociology **Nancy Whittier** spoke about the social context of this modern-day witch-hunt narrative, asking, "What does it say about academia and about journalism that this wrong theory was so uncritically accepted?" **Jennifer Freyd**, a professor of psychology at the University of Oregon, spoke about the book's links to betrayal trauma theory. Alluding to the controversial nature of the book, Freyd praised Cheit's determination in examining the evidence on a series of highly complex cases. "Ross has been so brave and so persistent," she said. "His bravery is an incredible inspiration."

"It's the sheer power of the research that makes this book so remarkable. The evidence speaks." —JAMES MORONE

Many Hands *Ross Cheit recognizes the many Brown students who helped him research his book.*

In February, Ross Cheit gave a lecture at the Taubman Center titled "The Amazing True Story of How 81 Brown Undergraduates Helped Give 'Extreme Research' Its Name." His talk focused on the central role that student research assistants played in helping him obtain, comb through, and analyze thousands of pages of court records and transcripts related to his book. The challenge was not volume alone. Often just obtaining readable documents required extraordinary perseverance, said Cheit. Crucial records were stored using outmoded software, typed on crumbling onion skin paper, or were stored in hard-to-find locations.

Cheit shared a number of anecdotes that illustrated his researchers' dedication. **Carey Jaros '00**, one of his first research assistants, persuaded two retired court reporters to grant access to files that they had kept in their own possession. **Morriah Horani '02** lugged several thousand dimes into the Bronx Supreme Court to photocopy stacks of records from another case, he said.

Another Brown student who worked closely with Cheit during her undergraduate years, **Arthi Krishnaswami '00** (right), designed the book. Her innovative graphics provide a visual representation of how crucial court cases in the

book differed in significant ways. The book could not have been completed without the skill, dedication, and untold hours that Brown undergraduates contributed, said Cheit. Though they may span 15 years and have gone on to a range of careers (many have since studied law), they all have one thing in common: They are forever part of what Ross Cheit fondly terms, "Team Cheit."



What Voters Think

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. The Center conducts several polls of registered voters each year, with at least one poll focusing on the city of Providence.

Early Look at the 2014 Governor's Race • October 9, 2013

This statewide poll found that among voters who are likely to vote in the Democratic primary for governor of Rhode Island, 42 percent would choose State Treasurer Gina Raimondo and 33.6 percent would choose Providence Mayor Angel Taveras. Nearly a quarter of likely Democratic primary voters remained undecided. Raimondo led regardless of party affiliation or gender. In a matchup between Taveras and Cranston Mayor Allan Fung, 41.5 percent of Rhode Island voters say they would vote for Taveras, 32.9 percent for Fung, and 25.6 percent were undecided. In a potential race between Raimondo and Fung, it was a statistical tie with 26.5 percent undecided. Taveras' approval rating was 63.9 percent, and Raimondo scored an approval rating of 54.2 percent.

Fewer City Voters Pessimistic About the Local Economy • November 21, 2013

This poll found that while most Providence voters remain pessimistic about the local economy, the percentage of voters who thought the city is on the "right track" has risen more than 10 percentage points — 48.8 percent compared to 38.4 percent — in the last year. A larger minority of voters rated the local economy excellent or good: 26.3 percent compared to 16.5 percent a year ago. Providence Mayor Angel Taveras' approval ratings are virtually unchanged over the past year, with 59.1 percent of city voters rating his performance excellent or good compared to 60 percent last year. Voters reported much greater satisfaction with upkeep of city roads — 60.3 percent are satisfied or very satisfied — from just 31.6 percent reporting satisfaction a year ago.

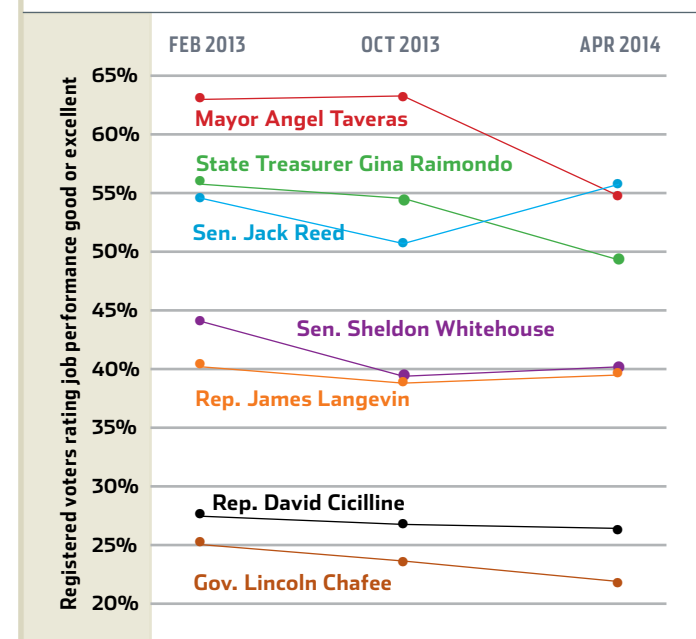
Raimondo and Taveras in a Dead Heat in Gubernatorial Primary • April 10, 2014

This statewide poll of likely and somewhat likely Democratic primary voters found that State Treasurer Gina Raimondo (29.4 percent) and Providence Mayor Angel Taveras (25.8 percent) were in a statistical tie for the Democratic gubernatorial nomination. However, one-third of likely Democratic voters are undecided five months before the

Democratic primary. The survey shows that Taveras has a lead among voters with union membership but finds no significant preference among women voters between the two top Democratic candidates. Among likely and somewhat likely Republican primary voters, Cranston Mayor Allan Fung (31.4 percent) and Ken Block (36 percent) are in a statistical dead heat, with 38.5 percent of Republican primary voters undecided. Rhode Island voters were asked whether they supported making it legal to possess small amounts of marijuana for personal use. Nearly half (47.6 percent) support this idea, about the same level of support as in national polls on the subject. The survey shows that 39.3 percent of Rhode Island voters oppose legalization and 9.3 percent are undecided on the issue.

APPROVAL NUMBERS

Every Taubman Center poll tracks the approval ratings of a number of state and local politicians. Below is a sampling of job performance ratings for better-known local politicians.



New and Noteworthy

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

Adjunct lecturer **Bill Allen** participated in the panel "Competencies and Assessment of Social Innovators" at Brown's Ashoka U Exchange in February 2014.



Adjunct lecturer **Richard Arenberg** has had opinion columns related to Senate rules reform published in publications including the *Washington Post*, the *New York Times*, *Politico*, the *Hill*, the *Providence Journal*, and *Constitution Daily*. In August 2013, he participated in the roundtable "Causes and Consequences of Ideological Polarization and Hyper-partisanship in American Politics" at the American Political Science Association Annual Meeting in Washington, D.C. In September 2013, Arenberg spoke about filibuster reform in the U.S. Senate as part of the Lyceum Speaker Series at Winona State University in Winona, Minnesota.

Postdoctoral research associate **David Blanding** presented two papers at the January 2014 Southern Political Science Association Conference in New Orleans: "Classical Liberalism in the Courts? The Impact of Mood on School Desegregation Decisions" and "The Impact of the Voting Rights Act Coverage Formula on Black Office Holding." In March 2014, he presented "Voting Rights Act: A Tale of Two Tenses" at the National Conference of Black Political Scientists in Wilmington, Delaware. He presented the same paper at the Taubman Center in April. Blanding has accepted a tenure-track position as Assistant Professor of American Politics and Jurisprudence at McDaniel College in Westminster, Maryland.



Professor **Ross Cheit's** book, *The Witch-Hunt Narrative: Politics, Psychology, and the Sexual Abuse of Children*, was published by Oxford University Press in April 2014 and was subsequently reviewed in the *New York Times* and the *Providence Journal*. Cheit spoke about the book at Brown (see page 21), UC Berkeley School of Law, the University of California-Davis' Psychology Department, Harvard Law School, Columbia University's Sociology Department, and the Penn School of Social Policy and Practice. In April 2014, *Roger Williams University Law Review* published Cheit's paper (co-authored with Andrea Matthews PPAI '11) "Revisiting the Jordan, Minnesota, Cases." Cheit delivered "The Problems with Being a Locavore" at the Niman Ranch Sustainable Agriculture Education Sessions at Brown in May 2014. Cheit helped organize and teach the Grad-

uate Student Workshop at the May 2014 Law and Society Association Meeting in Minneapolis. He also participated in an authors' roundtable, "Speaking of Sex Offenders: Contrasting Policies, Practices, and Narratives," at the meeting.



Lecturer **Valerie Cooley** presented "Beyond the Capstone: Integrating Professional Competencies from Orientation to Graduation" at the American Society for Public Administration's June 2013 Teaching Public Administration Conference in San Francisco. Cooley received the Engaged Scholars Presidential Faculty Fellowship award from Rhode Island Campus Compact to incorporate engaged scholarship opportunities in her introduction to public policy course. "Teaching Policy Analysis through the Movies," a paper she co-authored with Taubman lecturer Andrew Pennock, was presented by Pennock at the April 2014 Association for Public Policy Analysis and Management Spring Conference in Washington, D.C. Cooley was also recognized by the Alpha Epsilon chapter of Kappa Alpha Theta at Brown for "outstanding leadership as a member of the Brown community" and for being a "positive influence on the lives of so many students."

Lecturer **Erik Godwin** was invited to speak at the United States Air Force Air War College in Montgomery, Alabama in December 2013. He spoke about how interest groups and government entities strategically use information to influence U.S. policy. He was also invited by the U.S. Office of Personnel Management to give two presentations



A Focus on Families

The new Family Impact Seminars will connect Rhode Island policymakers to research around family-centric public policy.

The Taubman Center was selected as the host institution for the Rhode Island site of the Policy Institute for Family Impact Seminars. Lecturer **Valerie Cooley** was named its director, with Taubman professors **Kenneth Wong** and **Marion Orr** as co-directors. A national network with sites in 26 states, the Policy Institute for Family Impact Seminars aims to strengthen family policy by connecting state policymakers with research knowledge and researchers with policy knowledge. The Institute provides nonpartisan, solution-oriented research and a family impact and racial equity lens on issues being debated in state legislatures. Cooley has recently begun working to develop the infrastructure for an advisory council of legislators to identify timely issues of concern to state policymakers. Rhode Island legislators will be invited to the inaugural seminar in 2015.

to federal managers at the Eastern Management Development Center in Shepherdstown, West Virginia, in April 2014. His presentation, “NGO’s Influence on the Budget,” outlined how interest groups influence the federal budget process at multiple levels. His other presentation, “Unintended Consequences in Budget Formulation,” stressed how carelessly selecting budgetary measures can generate suboptimal policy outcomes. In May 2014, *Political Research Quarterly* published “Presidential Defense: Decisions and Strategies to Preserve the Status Quo,” a paper Godwin co-authored (with Nathan Ilderton, University of Central Florida). See page 11 for local government research projects headed by Godwin.

Adjunct lecturer **Stephen Gresham**, who is executive vice president at Fidelity Investments, presented “Global Graying: The Impact of an Aging Population” to other senior executives at Fidelity Investments in September 2013. Fidelity subsequently launched an initiative in support of aging investors and family engagement called “The Family Conversation.”



Adjunct lecturer **Alan Harlam** presented “Re-centering Higher Education” at the February 2014 Ashoka U Exchange, which was held at Brown this year. The Swearer Center’s Social Innovation Fellowship program, which was founded by Harlam in 2007, received a Cordes Innovation Award at the Ashoka U Exchange.

Postdoctoral research associate **Rebecca Loya** conducted a collaborative needs assessment focused on transportation, law enforcement, and social services for people with disabilities who have been sexually assaulted in the greater Boston region. Funded by a federal grant from the Office on Violence Against Women, the study was commissioned by the Boston Area Rape Crisis Center, Massachusetts Bay Transportation Authority, Transit Police Department, and the Boston Center for Independent Living. In September 2013, Loya was invited to present “The Economic Impact of Sexual Trauma: Implications for Social Policy and Social Change” at the Advancing the Economic Security of Survivors of Domestic and Sexual Violence conference in Northampton, Massachusetts. In May 2014, she participated in the panel “Policy: Framing Opportunities and Outcomes” at the Women and Economic Security Conference: Changing Policy and Practice at the University of Michigan in Ann Arbor, Michigan. Currently she is conducting research with the Institute on Assets and Social Policy at Brandeis University and teaching public policy courses at the Boston University School of Social Work.



Professor **Susan Moffitt** presented “Managing Complexity through Diverse Expertise: Public Participation in FDA Public Advisory Committees” at the August 2013 American Political Science Association Annual Meeting in Chicago,

A Fellowship at Another Ivy

Taubman professor Susan Moffitt has won a prestigious fellowship to pursue her research at Harvard University.

The Radcliffe Institute for Advanced Study at Harvard University has selected **Susan Moffitt** to be a Radcliffe Institute fellow for the 2014–2015 academic year. Moffitt will spend the year examining how links between state administrative capacity and the professions of teaching and nursing affect the delivery of public services to support maternal and child health and the education of students with special needs. She will join scholars, scientists, and artists from around the world in the program, which has an acceptance rate of just four percent. Fellows have access to Harvard’s libraries, the stimulation of other fellows, and the help of undergraduates that work for the Radcliffe Research Partners program.

Illinois. In November 2013, she presented “Making Policy Public: The Impact of Advisory Committees’ Diverse Expertise on Drug Safety” at the Association for Public Policy Analysis and Management Annual Meeting in Washington, D.C. In April 2014, Moffitt presented “Making Policy Public: Participatory Bureaucracy in American Pharmaceutical Regulation” at the Midwest Political Science Association Annual Meeting in Chicago.



Professor **Marion Orr** delivered the keynote address for the Joint Legislative Black History Month Heritage Celebration at the Rhode Island State House in February 2014. In March 2014, he served as moderator for a Providence mayoral debate hosted by the Rhode Island Black Business Association. Orr co-edited (with Brown professors Tony Affigne and Evelyn Hu-Dehart) *Latino Politics En Ciencia Política: The Search for Latino Identity and Racial Consciousness* (New York University Press, April 2014). The book uses evidence from the Latino National Survey, the largest-ever political survey addressed exclusively to Latino and Hispanic respondents. In April 2014, Orr presented “Political Transition in Providence: The Election of Mayor Angel Taveras” at the Midwest Political Science Association in Chicago.

Lecturer **Andrew Pennock**’s paper “The Political Economy of Domestic Labor Mobility: Specific Factors, Landowners, and Education” was published in the March 2014 issue of *Economics and Politics*. Pennock presented “Teaching Policy Analysis through the Movies” (co-authored with Taubman lecturer Valerie Cooley) at the April 2014 Association for Public Policy Analysis and Management Spring Conference in Washington, D.C. He was also awarded a 2013 Teaching with Technology Award for use of technology in two courses: Statistics; and Comparative Policies: Analyzing Policy Making Around the Globe. The award is co-sponsored by Brown’s Dean of the College, the Sheridan Center for Teaching and Learning, and CIS Academic Technology.



A view of “The Meeting Room,” Queen Anne Square, Newport. Photo by Alexander Nesbitt.

Adjunct lecturer **David Preston**’s communications firm resolved a controversy regarding the Newport Restoration Foundation’s (NRF) plans for an art installation in Newport’s Queen Anne Square park. The installation, designed by Maya Lin, honors NRF founder Doris Duke, and opponents to the project had complained that the project was inconsistent with her vision as a preservationist. Preston’s firm countered a local campaign to halt the installation by keeping stakeholders and the public informed of what the project entailed. The controversy over the \$3.5 million project first surfaced in 2011 when plans for the memorial were unveiled. “The Meeting Room” is a series of three seating areas set on stone foundations that form outdoor rooms representing the scale and materials used in Newport’s historical buildings and reflecting an aspect of life in the city.



Professor **Wendy Schiller**’s paper “U.S. Senate Elections before the 17th Amendment: Political Party Cohesion and Conflict 1871–1913” (co-authored with Charles Stewart, MIT, and Benjamin Xiong, Brown) was published in the July 2013 issue of *Journal of Politics*.

Professor **Hilary Silver**’s article “Mixing Policies: Expectations and Achievements” was published in the July 2013 issue of *Cityscape: A Journal of Policy Development and Research*. Silver presented “Lessons from Mixed Housing Programs: Implications for Obama’s Choice Neighborhoods Initiative” at the Center for Urban Research and Education at Rutgers University-Camden, New Jersey, in October 2013. She organized “The Return of Urban Crisis: Fiscal Alternatives to Bankruptcy,” a conference held at Brown in November 2013. Silver was a visiting fellow at Jawaharlal Nehru University Institute for Advanced Study (JNIAS), New Delhi, India, from December 2013 to January 2014. In January 2014, she presented “Caste and Exclusion around the World” at the International Workshop on “Addressing Multiple Exclusions” at Banaras Hindu University, Varanasi, India, and “Mechanisms of Social Exclusion” at JNIAS. In May 2014, she was a visiting professor at L’École des Hautes Études en Sciences Sociales, Paris, where she presented “Vers l’inclusion sociale? La ségrégation résidentielle et les politiques de mixité sociale dans les villes américaines” and “The Role of Non-profit Associations in Service Delivery to the Homeless: A Voluntarist Regime of Attachments?” Silver coau-



thored, (with Petra Böhnke, University of Hamburg) “Social Exclusion,” an entry in the *Encyclopedia of Quality of Life and Well-Being Research* (Springer, 2014). Silver’s article “Social Inclusion and Affirmative Action: Conceptual and Policy Distinctions” was published in *Inequality and Affirmative Action: Situating Nepal in Global Debates* (Himal Books). Silver’s editorial “The Centrality of Public Space” was published in *City and Community* in April 2014. She coauthored (with Peter Messeri, Columbia University) “Concentrated Poverty, Racial/Ethnic Diversity and Neighbourhood Social Capital in New York City,” a chapter in *Social Capital and Economics: Social Values, Power, and Social Identity*, which was published by Routledge in May 2014.



Professor **John Tyler** and assistant professor of education **John Papay** have been awarded a four-year research grant from the Bill and Melinda Gates Foundation. The grant funds a three-year project to study how teacher evaluation can be used to improve instructional practice. The research team is currently using detailed evaluation data to pair teachers who struggle in specific areas of practice with colleagues who have demonstrated success in those areas. The team will evaluate the effectiveness of this program on teacher practice and student achievement.

Professor **Kenneth Wong**’s research on school governance, innovative management, and accountability reform has continued to make contributions in the public policy community. His research on improving complex school systems received the attention of U.S. Secretary of Interior Sally Jewell and U.S. Secretary of Education Arne Duncan, who jointly appointed him to serve as an advisor on the federal effort to improve American Indian education, especially tribally controlled, high-poverty schools in Indian reservations across several states. His research has contributed to a “Blueprint for Reform,” a plan to transform the federal Bureau of Indian Education from primarily a regulatory agency into a multi-functional, agile organization that supports school improvement in tribal communities. The White House announced “Blueprint” in June 2014 when President Obama visited the Standing Rock Sioux Tribe of North and South Dakota. In Providence, Wong is leading a multidisciplinary research team to conduct an independent evaluation on Providence Talks, an innovative program that has been awarded a \$5 million grant from the Bloomberg Philanthropies to bridge the “word gap” in young children who grow up in low-income homes. Research has shown that by the time a child in a low-income household turns four, they will have heard 30 million fewer words than their peers in middle- and high-income households. The research team’s findings on the initial implementation process of Providence Talks have shaped the design and will influence the program’s full-scale implementation in the next two years.



Good Policy

UNDERGRADUATE PROGRAM

Matthew Riven '87 is chief of finance and administration of the Vermont Judiciary in Montpelier, Vermont.

Gregory Baldwin '90, president of VolunteerMatch.org in San Francisco, reports that in 2013, volunteermatch.org had more than 10 million users and helped the nonprofit sector source nearly a billion dollars worth of volunteer services.

Eric Golden '90, chief executive and founder of Imagility, has sold Equipois, a technology startup that designs and manufactures exoskeletal arms that reduce injuries and increase productivity in industrial, military, and medical applications. Imagility, based in Santa Monica, California, designs and manufactures products for entertainment, industrial, military, and medical markets.

Deborah Ahrens '94 has recently been promoted to a tenured position as associate professor of law at Seattle University School of Law.

Erica (Forssen) Wines '94 is director of human resources for Genzyme's U.S. multiple sclerosis commercial team in Cambridge, Massachusetts.

Kevin Currid '96 was promoted to assistant regional director, U.S. Securities and Exchange Commission, Municipal Securities/Public Pensions Unit, Division of

Enforcement, Boston Regional Office.

Alex Harris '98 is senior program officer for education at the Harold K.L. Castle Foundation in Kailua, Hawaii. He focuses on reducing the K-12 achievement gap through stronger instructional leadership in public education. He reports, "I spent the past three years helping get Hawaii's Race to the Top work back on track, an effort that U.S. Secretary of Education Arne Duncan upheld as an example of effective education reform during recent public remarks. As evidence, he cited our progress as the one of the top states to increase fourth- and eighth-grade math and reading performance on the recent National Educational Advancement Programs exam."

Robert Letzler '99 is a senior economist with the Govern-

ment Accountability Office in Washington, D.C. He reports that a chance connection with Heather Klemick '99 at his tenth reunion led to his participation as an expert on a team that wrote "A Policy Framework for a 21st Century Grid." He worked for Jason Bordoff '94, Chioke Harris '08, Amy Salzman '80, and Neal Kemkar '01 on the project.

NEW BOOKS *By PPAI Alumni*



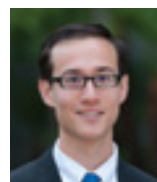
Orgies of Feeling: Melodrama and the Politics of Freedom
Duke University Press
By **Elisabeth Anker '97**, assistant professor of American studies and political science, George Washington University, Washington, D.C.



Rethinking Private Authority: Agents and Entrepreneurs in Global Environmental Governance
Princeton University Press
By **Jessica Green '98**, assistant professor of political science, Case Western Reserve University, Cleveland, Ohio

POLICY PROJECTS

Measuring Environmental Health Hazards



Julian Leichty '06, special assistant, California Office of Environmental Health Hazard Assessment, Sacramento, California, was part of a team that released a first-in-the-nation environmental health screening tool. The tool, created in collaboration with the California Environmental Protection Agency, is designed to help decision-makers' resources and programs to improve the environmental health of Californians living in areas of the state disproportionately burdened by sources of pollution. It employs a science-based method for evaluating pollution burden in a community while accounting for a community's vulnerability to pollution's adverse effects. Leichty's office drafted an extensive report explaining how the tool works.

ment Accountability Office in Washington, D.C. He reports that a chance connection with Heather Klemick '99 at his tenth reunion led to his participation as an expert on a team that wrote "A Policy Framework for a 21st Century Grid." He worked for Jason Bordoff '94, Chioke Harris '08, Amy Salzman '80, and Neal Kemkar '01 on the project.

Seth Andrew '00 transitioned from the role of superintendent at Democracy Prep Public Schools to superintendent in residence and senior advisor to U.S. Secretary of Education Arne Duncan in the Office of Education Technology. He is also working to expand the reach of AlumniRevolution.org, a college success and advocacy platform for first-generation college students that he founded. Andrew is focusing on growing the site's school network in Harlem, New York; Camden, New Jersey; and Washington, D.C.

Butch Trusty '02 is vice president of network impact at The Cities for Education Entrepreneurship Trust, a nonprofit that works with a network of city-based nonprofits and foundations to improve public education in cities across the country. Trusty will be developing core programming and services and providing consulting to network members.

Diana Jeffery '04 is area senior manager of performance improvement at the Ritz-Carlton in Chevy Chase, Maryland.

Vanessa Wellbery '05 is government affairs and

POLICY PROJECTS

Taking Racial Bias Cases to the Supreme Court



Allison Elgart '00, legal director, Equal Justice Society (EJS), Oakland, California, recently led a legal team that submitted two amicus briefs to the U.S. Supreme Court that discussed social science research on diversity and bias. In *Fisher v. University of Texas at Austin*, EJS (in partnership with Wilson Sonsini Goodrich and Rosati and Haas Diversity Research Center at University of California, Berkeley) wrote an amicus brief on behalf of 13 of the nation's leading social scientists to offer a deeper understanding of how a diverse educational environment benefits all students and society as a whole. In *Mount Holly v. Mt. Holly Gardens Citizens in Action, Inc.*, EJS and Wilson Sonsini Goodrich filed a brief on behalf of 23 sociologists, social and organizational scientists, and legal scholars. The research in the brief demonstrates that housing discrimination continues today, in part because implicit and unconscious biases play a role in a wide range of housing-related decisions. EJS's goal is to fully restore the constitutional protections of the Fourteenth Amendment and the Equal Protection Clause to address contemporary forms of racism. The society's legal strategy aims to broaden conceptions of discrimination to include unconscious and structural bias by using cognitive science, structural analysis, and real-life experience.

community outreach consultant with Hyacinth's Place, a Washington, D.C.-based nonprofit that provides permanent supportive housing for homeless women with a mental health diagnosis.

Michael Ruderman '07 recently graduated from the Stanford Graduate School of Business and is marketing manager at Personal Capital, a venture capital-backed financial tech start-up in San Francisco.

Cara Farber '08 is a STEP trainer associate at UChicago Impact in Chicago, Illinois. STEP is a literacy assessment that gives teachers and school and network leaders data about students' reading development. Farber works with charter schools across the country to support their use of this data to improve reading instruction in grades pre-K through three. >>

POLICY PROJECTS

Protecting Affordable Housing in the Capital City



Brian Rajan Nagendra '03, associate vice president, impact investing and real estate finance at Washington, D.C.-based City First Enterprises (CFE), is leading an initiative that so far has created and preserved fifty units in Washington, D.C., as permanently affordable housing. Nagendra focuses on underwriting, structuring, and deal development for CFE's community development and real estate investments. CFE acts as a nonprofit bank holding company and an incubator of social finance solutions that promotes social justice by increasing economic access and expanding opportunity for low-wealth communities. CFE is an incubator for large-scale community-development solutions. CFE has financed over 5,000 units of affordable housing, 7,000 school seats, and 3,400 jobs. CFE is supported by a White House Social Innovation Fund.

Cash McCracken '08, a foreign service officer for the U.S. Department of State, recently completed a one-year tour in the State Department's Bureau of Intelligence and Research. In May, he began a two-year assignment on the State Department's Somalia Desk.

Aartik Sarma '08 is a resident in the department of internal medicine, Massachusetts General Hospital, Boston, Massachusetts.

Zachary Townsend '08 is co-founder of San Francisco-based Standard Treasury, a technology startup that builds systems to make a more open banking system. After an initial round of fundraising through Y Combinator, a startup incubator, Standard Treasury has attracted millions in investment funding to continue its development.

Sarah Gentile '09 is a full-time MBA student at Harvard Business School.

Paris Hays '10, development and acquisition manager at Hanergy America Solar Solutions in San Francisco, recently managed the acquisition of a 1050 kilowatt solar power plant in Gainesville, Florida, that provides renewable energy to about 250 homes.

Perie Koyama '11 is a student at Georgetown Law School, Washington, D.C.

Alexandra Stine '11 graduated from Carnegie Mellon University's H. John Heinz III College with a master of management in public policy and management with highest distinction in May 2013. She is a healthcare policy analyst at McLean, Virginia-based LMI Consulting, a nonprofit that provides management consultation to the federal government. Stine provides management support for the implementation of the federal healthcare exchanges run by the federal government's Department of Health and Human Services.

POLICY PROJECTS

Launching Social Venture Partners in Connecticut



Karen R. Brown '90, vice president of programs, Fairfield County Community Foundation, Norwalk, Connecticut recently helped launch the first Social Venture Partners (SVP)

chapter in Connecticut. SVP is a group of entrepreneurs and business people who are committed to supporting local nonprofits via a venture philanthropy model. SVP CT offers funding and pro bono management assistance to nonprofit organizations that have an earned revenue component aligned with their mission. SVP CT's engagement with these nonprofits aims to help them grow their earned revenue. The Connecticut chapter has been accepted into the SVP International network. In April, Brown returned to campus for the SEED Conference, which brings together social entrepreneurs from across the country. She was part of a panel that addressed fundraising for social entrepreneurship. The conference was sponsored by Social Enterprise Greenhouse of Providence.

POLICY PROJECTS

Empowering Providence High School Students



Zack Mezera '13, cofounder of Providence Student Union (PSU), was recently promoted from organizer to executive director of this youth-led organization, which builds student power to ensure Providence high school students have a fair say in improving their education. Mezera and the PSU staff support youth as they develop leadership skills and push for student-led systemic change. This spring, PSU successfully completed a two-year campaign to ban high-stakes testing as a graduation requirement. The Rhode Island General Assembly approved a three-year ban on requiring seniors to pass the New England Common Assessment Program exam to graduate. In May, the Rhode Island Foundation awarded PSU an advocacy best practice award for its campaign to expand bus passes for Providence youth. Once fully implemented, the transportation plan will provide free transportation to an additional 1,800 Providence students. In June, PSU was also recognized for its advocacy work by the Red Bandana Fund, which honors exemplars of social justice in Rhode Island.

Emily Carroll '13 is a teacher development coordinator at Success Academy Charter Schools in New York City. She is part of a team that manages a master's and certification program that supports teachers in getting teaching certification and master's degrees while they are teaching full time.

Nawal Traish '13 has joined classmate Brittany Davis '13 at Children's Rights, a New York City-based organization that monitors child welfare and foster care policy and initiates class-action lawsuits on behalf of children who have been mistreated in state care. Traish and Davis are paralegals.

MASTER'S PROGRAM

Ashley Denault MPP '07 is policy and communications manager at the Spark Policy Institute in Denver, Colorado. Spark partners with communities, policymakers, and advocates to find solutions to complex policy problems in human services, health, behavioral health, natural resources, agriculture, housing, juvenile justice, criminal justice, education, early childhood, and diversity.

Brian LeFebvre MPA '07 is a commander in the U.S. Coast Guard in Charleston, South Carolina. Recently he served as the senior Coast Guard representative to the 2014 Cooper River Bridge Run Unified Command in Charleston, South Carolina.

Rebecca Lee MPP '07 has been promoted to director, information group, at the Providence Plan, Providence, Rhode Island.

Jennifer Paolino MPA '07 is associate director for education - President's Commission on White House Fellowships, Washington, D.C.

Jill Walsh MPP '07 has earned her PhD in sociology from Boston University. Her dissertation, "The Highlights Reel and the Real Me: How Adolescents Construct the Facebook Fable," examines the ways that social media has affected adolescent development.

Cara Camacho MPA '08 is director of the National Security Council at the White House, Washington, D.C.

James Huang MPP '08 is a clerk on the Washington, D.C., Circuit of the U.S. Court of Appeals.

POLICY PROJECTS

Making the Case for Non-human Rights



Natalie Prosin MPP '07, executive director, Nonhuman Rights Project (NhRP), Washington, D.C., was part of a team that recently filed lawsuits on behalf of chimpanzees in captivity. In suits filed in three New York county courts, the NhRP argued that chimps should be accorded some basic fundamental legal rights. The NhRP's argument is based on principles of liberty and equality, and the legal team is using the procedural vehicle of a common law writ of habeas corpus, which entitles a third party who believes someone is being held illegally to a court hearing on behalf of the captive. The NhRP claimed that certain chimpanzees are being held illegally and should be released. As the NhRP expected, the petitions for habeas corpus were denied at the trial level in all three cases. These cases are currently making their way through the appeals process. The NhRP works with lawyers and scientists to establish legal rights for some of the most cognitively complex species of animals including great apes, elephants, and cetaceans (marine mammals that include whales and dolphins). The organization is currently developing a case on behalf of captive elephants. The work of NhRP was recently featured in a *New York Times Magazine* cover story. Prosin will appear in an upcoming documentary about the NhRP filmed by the husband-and-wife team of documentarians D.A. Pennebaker and Chris Hegeudus, Academy Award-winning filmmakers who made *The War Room*, about Bill Clinton's first presidential campaign.

Margaret Pletnikoff MPP '08 became grants manager at the New York City Department of Health and Mental Hygiene in Long Island City, New York last summer and was promoted several months later to deputy director of that department.

Theodore Przybyla MPP '08 is project associate at the Rockefeller Brothers Fund in New York City.

Kaitlin Yaremchuk Gastrock MPP '09 has earned a master's of education in human development and psychology at Harvard Graduate School of Education. Gastrock is vice president for regional communications in Teach For America's Boston office.

Andrea Goezinne MPP '10 is business development manager at Paris-based Donicité Fundraising, a new fundraising agency working with nonprofits and non-governmental agencies.

Vilay Senthap MPP '10 has been named to the board of directors for Young Voices of Rhode Island, which supports urban youth as they become education advocates who work to create systemic reform and policy change. Senthap is a supervisory rating services representative at the U.S. Department of Veteran's Affairs in Providence.

Shruti Vijayakumar MPP '10 is air transport specialist for the World Bank. Her work covers a range of develop-

ment-related air transport issues including airline and airport safety and security, airport finance and infrastructure, sustainability, policy, and research.

Chris Soto MPA '11 rebranded the college access organization that he founded in 2011. Formerly called New London College Access Program, the New London, Connecticut, organization is now known as Higher Edge.

Jennifer Boulay MPA '12 presented a student leadership forum titled "Preparing Students to be Effective Leaders in Their Community and Workplace" with Mary Zahm at the Convention for the American Association of Community Colleges in Washington,

POLICY PROJECTS

Building Ties with Local Government in Pakistan

J. Catherine Rollins MPA '11, senior legislative analyst, Massachusetts Municipal Association, recently joined a delegation of ten elected and appointed local officials on a ten-day trip to Pakistan. The trip was the culmination of a four-year project funded by the Bureau for Educational and Cultural Affairs of the U.S. Department of State, which brought 75 Pakistani government officials to the U.S. to meet and work with Massachusetts government officials. The purpose of the project was to deepen the

Below: The American delegation with Pakistani officials from the Press Information Department of the Punjab Province in Lahore. Rollins is seated, third from the right.



Pakistani and U.S. participants' understanding of each other's local governments, culture, and civil society. With the support of the U.S. Embassy in Islamabad, the delegation visited the cities of Islamabad and Lahore. In Islamabad, Rollins participated in a conference of Pakistani officials focused on developing strategies for countering corruption and minimizing bureaucratic entanglements, where she gave a presentation on enhancing civic engagement through constituent-focused communications. The delegation also met with the director general of human rights for the Supreme Court of Pakistan and the governor of Punjab Province.

D.C. Boulay is civic engagement coordinator at Bristol Community College in Fall River, Massachusetts.

Kathryn Cantwell MPA '12 is deputy director of the Hassenfeld Institute for Public Leadership at Bryant University, Smithfield, Rhode Island. Recently she launched the Job One Leadership Initiative, a partnership between the Hassenfeld Institute, Rhode Island PBS, and the *Providence Journal* to bring important election-year

issues into focus for the state's voters. The Job One Leadership Initiative provides multiple resources to the electorate, including a public opinion poll, a series of opinion pieces, interviews, and a voter guide.

Alan Glazer MPA '12 recently served as legal counsel to the team that launched REAL Certification (Responsible Epicurean and Agricultural Leadership), a program of the U.S. Healthful Food Council in Washington, D.C.

REAL aims to be the nationally recognized mark of excellence for food and food service operators committed to holistic nutrition and environmental stewardship, much like LEED certification for construction projects. Glazer is also associate counsel for Triple Five, a multinational company that develops, owns, and manages some of the world's largest tourism and retail complexes.

Tracy Miller MPA '12 is assistant director for

organization and development at Common Cause in Providence, Rhode Island.

Robert Newton MPP '12 is a fellow with Education Pioneers, which seeks to identify, train, connect, and inspire a new generation of leaders dedicated to transforming the education system. Newton is working with the new principal of an underperforming high school in Newark, New Jersey. Newton, who has an undergraduate degree in

architecture, will be utilizing those skills to assist the principal with space planning, and programming.

Alison Segal MPP '12 has been promoted to program manager 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. She co-authored (with Mass Insight Education President Justin Cohen) "The State of the State: New SEA Structures for a New Approach to Turnaround," a chapter in *The State Role in School Turnaround: Emerging Best Practices*. Segal and Cohen presented their work at a School Improvement Grant (SIG) symposium in Arlington, Virginia.

Nate Walton MPP '12 is a principal at Sachem Strategies, a public policy consulting firm. Walton splits his time between Boston and Washington, D.C., advising mid-size defense and technology businesses on federal relations. He also hosts industry events with senior members of Congress. Walton has been recognized as a young leader in foreign policy by Pacific Forum Center for Strategic and International Studies and was invited to participate in meetings of the Council of Security Cooperation in the Asia Pacific held in Beijing, China.

Aaron Hertzberg MPA '13, executive director of the Pawtucket Foundation, has completed a comprehensive river corridor development plan to stimulate investment in the Rhode Island cities of Pawtucket and Central Falls. The plan was featured in *Providence Business News*.

Cory King MPP '13 is delivery systems analyst at the Office of the Health Insurance Commissioner, Providence, Rhode Island.

Wonyong Shim MPP '13 is budget analyst at the Division of the Budget, New York State Governor's Office, Albany, New York. He primarily works on budget issues related to New York State employee and retiree fringe benefits.

Keeley Smith MPP '13 is account executive at Los Angeles-based Cerrell Associates, a public affairs firm that offers communications strategy and management to clients engaged in public policy and politics in southern California. The firm has expertise in political campaigns and issues management, energy and the environment, land use, local government, and media relations and crisis management.

POLICY PROJECTS

Managing the Way Forward in Rhode Island Health Care



Matthew Harvey MPP '09, associate director for operations, Executive Office of Health and Human Services (EOHHS), Cranston, Rhode Island, was hired in January by the EOHSS

to find ways to improve the internal business processes and performance of the agency, from personnel and facilities to project management and implementation of key priorities. EOHHS is responsible for managing the departments of health; human services; youth and families; and behavioral health care, developmental disabilities, and hospitals. Harvey's current projects include development of the agency's five-year strategic plan, the design of an office building for the agency, and overseeing the recertification of 120,000 Rhode Island Medicaid beneficiaries. He has spent the last three years working in health care reform, playing key roles in the implementation of the Affordable Care Act in Rhode Island and Massachusetts as a policy and technology leader.

POLICY PROJECTS

Developing the Niger Delta's Oil Responsibly



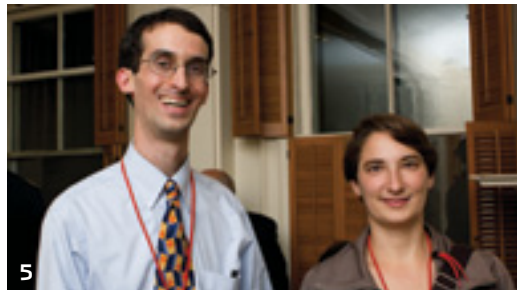
Arsalan Ali Faheem MPP '10, business development manager, DAI, London, recently worked on an innovative economic development program in the Niger Delta. Though it is oil-rich, the region is plagued by high levels of poverty and is recovering from years of violence and militancy. Faheem was part of a team that advised a global oil company seeking to

integrate its supply chain with the economy of southern Nigeria to contribute to social stability. The team's economic opportunity analysis showed the client how its supply chain could facilitate economic growth that benefits impoverished populations. The team also presented a cost-benefit analysis framework outlining the financial, economic, and social impacts of such a change. If adopted, their recommendations would reduce the corporation's operating costs, enable low-income communities to receive a greater share of economic benefits, and indirectly reduce the risk of conflict in the region. Since completing the project, Faheem joined DAI's private sector development practice. This London-based practice provides technical advice to inclusive growth programs working to generate economic opportunities for low-income communities in sub-Saharan Africa and Asia. He is currently focusing on Tanzania and Pakistan.

Commencement 2014

On May 23, 2014, 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 2014.

- 1) Cody Cleland, Aubrey Nicole DePew, Ivy DePew MPA '14, Debbie DePew and Stephen DePew.
- 2) Kyle Lynch MPA '15, Melissa Nicholaus, Xay Khamsyvoravong.
- 3) Chance Craig '14, Taubman Center Director Marion Orr.
- 4) Professor Ross Cheit, Daniel Sack '14.
- 5) Rob Letzler '99, Sarah Remes '99.
- 6) Radhika Sahgal, Arun Sahgal, Gayatri Sahgal MPP '14, Punam Sahgal.
- 7) Sarah Hall MPA '14, Qiyao Zhu MPP '14.
- 8) Adolfo Bailon MPA '14 (bow tie) and family.
- 9) Lauren Baer '89, Ross Cheit, Jim Berson '89.



Class of 2014

Bachelor of Arts Public Policy and American Institutions

Olivia Conetta
Chance Craig
Samantha Enriquez
Kimberly Fayette
Jonathan Hilgart
Hannah Jones
Afia Kwakwa
Jean McCabe
Shruti Nagarajan
Daniel Newmark
Alvina Pillai
Michael Robinson
Daniel Sack
Amy Senia
Jean Witmer

Master of Public Affairs

Adolfo Bailon
Ivy DePew
Sarah Hall
Eleanor Kane
Amber Ma
Samuel Rogers
Graham Sheridan

Master of Public Policy

Chang Liu
Matthew McCabe
Melina Packer
Gayatri Sahgal
Kelsey Sherman
Jonathan Stoll
Weichao Zhang
Qiyao Zhu

TAUBMAN CENTER FACULTY & STAFF

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Associate Professor of
Economics and Public Policy

Bill Allen
Adjunct Lecturer in Public
Policy

Ernest Almonte
Adjunct Lecturer in Public
Policy

Richard Arenberg
Adjunct Lecturer in Public
Policy

Syon Bhanot
Adjunct Lecturer in Public
Policy

David Blanding
Postdoctoral Research
Associate in Public Policy

Elizabeth Burke Bryant
Adjunct Lecturer in Public
Policy

Russell Carey
Senior Vice President for
Corporation Affairs and
Governance; Adjunct
Lecturer in Public Policy

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Professor of Political
Science and Public Policy;
Director of Undergraduate
Studies

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Research Administrator;
Lecturer in Public Policy

Valerie Cooley
Lecturer in Public Policy;
Director of Graduate Studies

Isabel Costa
Center Manager

Ellen Dessloch
Communications Specialist

Theresa Devine
Lecturer in Public Policy

Stephen Gresham
Adjunct Lecturer in Public
Policy

Alan Harlam
Director of Social
Entrepreneurship, Swearer
Center; Adjunct Lecturer in
Public Policy

MJ Kaplan
Adjunct Lecturer in Public
Policy

Richard Kerbel
Adjunct Lecturer in Public
Policy

Rebecca Loya
Postdoctoral Research
Associate in Public Policy

Peter Marino
Adjunct Lecturer in Public
Policy

Patrick J. McGuigan
Adjunct Lecturer in Public
Policy

Susan Moffitt
Mary Tefft and John Hazen
White, Sr. Assistant
Professor of Public Policy
and Political Science

James A. Morone
John Hazen White Professor
of Political Science and
Public Policy

Melissa Nicholaus
Graduate Programs and
Student Affairs Coordinator

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

Christina Paxson
University President;
Professor of Economics and
Public Policy

Andrew Pennock
Lecturer in Public Policy

David Preston
Adjunct Lecturer in Public
Policy

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Policy

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Studies, and Public Policy

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Professional Programs;
Lecturer in Public Policy

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Professor of Cognitive and
Linguistic Sciences and
Public Policy

Patrick Tighe
Adjunct Lecturer in Public
Policy

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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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Department



BROWN UNIVERSITY

A. Alfred Taubman Center for Public Policy
and American Institutions
Brown University
Box 1977
Providence, RI 02912

