

A. Alfred Taubman Center for Public Policy and American Institutions

ANNUAL REPORT 2011-2012



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

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

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



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The Taubman Center's twenty-ninth year ends with pomp and circumstance.

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This May, we celebrated the graduation of thirty-two Public Policy and American Institutions concentrators.

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More than thirty-five policy experts and scholars, including U.S. Secretary of Transportation Ray LaHood, came to campus to inspire our students.

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A Historic March

A MULTITUDE OF ADJECTIVES could describe Brown's commencement weekend — historic, joyous, hopeful, solemn. This year, momentous would top my list — momentous for Brown as Ruth Simmons's eleventh and last commencement as President — momentous for me because I was privileged to accompany civil rights icon Congressman John Lewis in the commencement procession and stand with him as he received his honorary degree.

In introducing Lewis, President Simmons called him an "American hero" who "led the nation and the world with an example of courage and integrity rarely seen" and praised his "indomitable commitment to nonviolence." His Doctor of Laws degree conferred, Lewis said that the roots of his commitment sprang from a simple impulse: "I only tried to help. I only tried to do some good."

Congressman Lewis's words echoed those of Ray LaHood, who delivered this year's Noah Krieger '93 Memorial Lecture. LaHood, the U.S. Secretary of Transportation, recounted the humble start of his public service career. A self-described academic underachiever from the working class, LaHood revealed that his passion to serve was ignited by coming of age in the Kennedy era and teaching junior high school civics, one of his first jobs. Back then, he said, "No one would have believed I would be a Cabinet member." No matter what direction your career takes, he said, your guiding light should be service: "Lead a life of purpose and compassion ... lead a life dedicated to setting aside differences and finding common ground."

Taubman Center students share that strong urge to serve the common good and affect change. Among this year's graduates, we highlight the contributions of Jennifer Popp, a policy student who helped coach a novice Providence charter school debate team to varsity accolades. We also share the story of Chris Soto MPA '11, who just months after his own graduation, launched a college access program that has helped six high school students realize their college dream this fall.

Brown's 244th commencement capped a busy twenty-ninth year for the Taubman Center. As we enter the new academic year, we welcome Lecturer Andrew Pennock and



Congressman John Lewis (left) with Taubman Center Director Marion Orr at the Brown Commencement in May.

Post-doctoral Research Associate Rebecca Loya. Pennock, who earned his Ph.D. from the University of North Carolina at Chapel Hill, will teach statistics, policy analysis, and program evaluation. Loya earned a Ph.D. in Social Policy from Brandeis University. Her research interests are wealth and income inequalities across gender and race.

We are pleased to welcome two affiliates to the Taubman faculty. Hilary Silver, Professor of Sociology and Urban Studies, is now officially Professor of Public Policy as well. Christina Paxson, who is Brown's nineteenth president, has joined the Taubman faculty as Professor of Economics and Public Policy. Paxson comes to us from Princeton, where she was dean of the Woodrow Wilson School of International and Public Affairs. She participated in her first Brown commencement this year and is already keenly interested in the work we do at the Taubman Center.

After a joyous, hopeful, solemn, and particularly momentous commencement, we at the Taubman Center are looking forward to a momentous new academic year.

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

This year, the Taubman Center celebrated the graduation of thirty-two Public Policy and American Institutions concentrators. Many of these talented students have already landed jobs related to their degrees.

SENIOR HONORS AND AWARDS

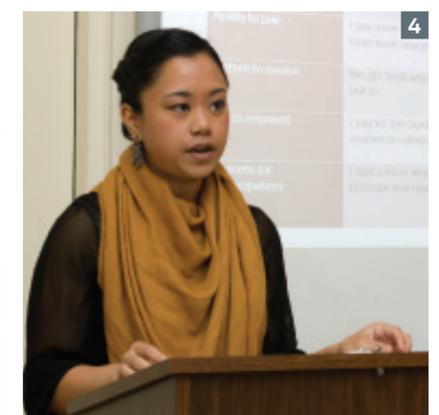
TWO PPAI CONCENTRATORS graduated with honors after completing their theses and presenting them to peers and faculty in May. **Irene Nemesio** presented "Towards Just Transportation Systems in the San Francisco Bay Area," and **Julia Kantor** presented "The Power of Information Disclosure: The Lasting Effects of the Toxics Release Inventory."

Kantor, who graduated magna cum laude and Phi Beta Kappa, was awarded the **Krieger Prize for Academic Excellence**. Previously, she was awarded a Brown Undergraduate Teaching and Research Award (UTRA) to work at the University's Social Cognitive Science Research Center. Kantor was also a copy chief for the *Brown Daily Herald's* arts and culture magazine, *Post*.

Elizabeth Duthinh was awarded the **Frederick Lippitt Prize for Outstanding Public Service**. Duthinh received a Happy and John Hazen White, Sr. Internship and a Gay and Lesbian Leadership Institute's Victory Congressional Internship to work in Representative David Cicilline's Washington, D.C. office during the summer of 2011. She continued to work in Cicilline's Rhode Island office in fall 2011. Duthinh also interned with Pride at Work (AFL-CIO) with a Hanoian Labor Relations grant from Brown's CareerLAB and at the Education Voters Institute through the Center for Progressive Leadership New Leaders Program.



1) Patricia Chou shows off her one-of-a-kind graduation cap.
 2) Julia Kantor (left) and Elizabeth Duthinh, senior award winners.
 3) Front row, L-R: Julia Dahlin, Elizabeth Duthinh, and Jason Hardy at the Taubman Center graduation ceremony.
 4) Irene Nemesio delivers her honors thesis in the Taubman seminar room.



The Happy and John Hazen White, Sr. endowment funds up to ten summer internships that afford Taubman undergraduates the opportunity to gain experience in the policy arena. The Licht Internship is an academic-year internship endowed by the family of the late Governor Licht '38. This internship sends a public policy student to work in the Governor of Rhode Island's policy office.

Intro to Public Policy Five students reflect on their summer 2011 White internship experiences.



Irene Nemesio PPAI '12
FAVORITE PPAI COURSE: Crisis Management with Minh Luong
DREAM JOB: Lawyer
INTERNEED AT: Public Advocates Inc., a San Francisco-based nonprofit law firm

and advocacy organization that focuses on issues including education, affordable housing, climate justice, and civil rights.

"At Public Advocates, I was surrounded by incredibly intelligent, talented, and hardworking people, each dedicated to fighting the root causes of discrimination and poverty in their community. The staff welcomed me as part of their team, which proved to be the most meaningful aspect of my internship. The mentorship, advice, and encouragement at Public Advocates instilled a new confidence in me and fueled my desire to attend law school."



Jonathan Smallwood PPAI '12
FAVORITE PPAI COURSE: Nonprofit Organizations with Bill Allen
DREAM JOB: Managing a nonprofit devoted to improving college readiness in public education

INTERNEED AT: Action Center for Educational Services and Scholarship (ACCESS), a nonprofit that provides college financial aid, advising, and scholarships to students at Boston-area public schools.

"I was charged with interviewing ACCESS alumni as a part of the organization's social media initiative. Hearing the firsthand stories of individuals whose outlook on the possibility of attending college, and life in general, had been positively transformed by the services provided by ACCESS, was a powerful experience. Their stories of hope deepened my passion for improving educational opportu-

nities for underserved students and solidified my desire to make an impact on these issues in my career."



Julia Kantor PPAI '12
FAVORITE PPAI COURSE: Good Government with Ross Cheit
DREAM JOB: Constitutional lawyer
INTERNEED AT: Center for American Progress, a progressive think tank in

Washington, D.C.

"What struck me most about my experience was the amount of genuine energy and passion the entire staff—from senior fellows to interns—brought to work every day. I worked with many senior fellows on a range of projects relating to government efficiency—from budgetary reform to infrastructure policy to transparency initiatives. Although at times I felt over my head as I researched policy areas with which I was not that familiar, one of the most valuable things I learned was to throw myself into these projects, work quickly, and learn as I go. In the process, I found how rewarding work can be in an environment in which everyone is investing themselves so fully in work that they truly believe will make a difference."



Kaley Curtis PPAI '12
FAVORITE PPAI COURSE: Policy Analysis and Program Evaluation with Kevin Gee
DREAM JOB: International educator or education policy analyst

INTERNEED AT: Rhode Island Kids Count, a Providence-based children's policy and advocacy nonprofit.

"I spent the majority of my time helping to develop presentations and policy briefs. Many of these materials come

SUMMER '12 WHITE INTERNS

Kimberly Fayette PPAI '14 | Rhode Island for Community and Justice, Providence, Rhode Island

Caroline Kelley PPAI '13 | Institute for Social and Economics Research and Policy at Columbia University, New York City

Esther Kim PPAI '13 | House Policy Office, Rhode Island General Assembly, Providence, Rhode Island

Michael Robinson PPAI '14 | City of Wildwood, New Jersey

Amy Senia PPAI '14 | Los Angeles County District Attorney, Central Complaint Division

Jesse Shapiro PPAI '13 | Research assistant for Professor Ross Cheit, Brown University

out every year, and it was interesting to see what materials were simply updated from last year and which were substantially changed to reflect changes in the community. I did a lot of policy research and learned about the network of policy organizations that support each other through their research. The most enjoyable part of the internship was getting to go to meetings: Board of Regents sessions and a group that discussed the experience of foster children in public schools. I learned that I not only want to do policy work, but I also want to stay involved on a more grassroots level in the program planning and implementation process."



Elizabeth Duthinh PPAI '12
FAVORITE PPAI COURSE: The Criminal Justice System with Ross Cheit
DREAM JOB: Changes all the time! Right now, federal Indian law lawyer
INTERNEED AT: Communications office of Representative David Cicilline, Washington, D.C.

"The first time I lobbied a member of Congress I was sixteen and on my own, lobbying on behalf of LGBT students' safety. My representative's staff cut me off and dismissed the issue. From then on, I dreamed of being on the other side of that table. Thanks to the White Internship and the Victory Congressional Internship Program, I got to see the inner workings of the Democratic Party's messaging machine. My favorite part of the internship was taking constituents on tours of the Capitol and encouraging them to feel ownership of their government."

Kristina Acevedo (right) at the State House with Policy Director Brian Daniels.



LICHT INTERNSHIP '12

Kristina Acevedo PPAI '12 tells us about her work in the Governor's policy office.

"Everyone in the office welcomed me with open arms. I met several Brown alums working in the policy office and in other departments. I came full of questions about life after Brown and how they navigated their own careers. I learned about Rhode Island's education policies and attended Board of Regents meetings and Rhode Island Department of Education working sessions.

“It's been mind-blowing, watching what I've learned in my classes come to life.”

I love how many of the skills I have learned in my classes, from researching to memo writing, have helped me complete assignments with confidence. It has been mind-blowing, watching what I have learned in my classes come to life. My internship has reaffirmed my passion for working in education policy. I am not sure whether I'll end up in city or state government or in the nonprofit sector, but I am sure that this is the career I want to pursue."

Taking Flight

A number of public policy seniors lined up jobs even before final exams ended. We asked two of them to tell us what inspired their career choices.



Ian Gray at Brown.

Ian Gray
 Researcher, National Headquarters for Obama 2012, Chicago, Illinois

NOT MANY NEW GRADS have had face time with Barack Obama. Ian Gray met the President way back in 2004 when Gray was fourteen and Obama, then an Illinois state senator, was raising funds for his U.S. Senate race. Gray's parents had to do a little arm-twisting to get their teenage son to come along to that fundraiser, an intimate meet-and-greet hosted by upstairs neighbors.

But ultimately, Obama made such an impression on the teenager that he volunteered for another fundraiser at his high school that year, and in the fall of 2006 he landed a coveted slot as a Democratic Senate page to Senators Obama and Durbin of Illinois. The page experience gave Gray a ringside view of the legislative process, fueling his passion for politics and lawmaking. Undaunted by a rejection for a White House internship in the summer of 2009, Gray applied again in 2010 and won a spot in the office of his choosing — the White House Office of Legislative Affairs. It was the summer of the debt ceiling crisis, and he monitored press coverage, tracked votes, and wrote policy memos. White House staffers, Gray notes, work long hours and rely on interns to do substantive work.

"There's more work at the White House than can ever be done," said Gray. "You really feel like you're serving your country. That's a powerful feeling."

Gray said that he applied for every one of his public service jobs online, and his post at campaign headquarters was no different. He was happy to head back to his home-

town to work for the Obama campaign. And after that? Campaign jobs are often a springboard to positions at the White House. A tempting opportunity should it occur, Gray admitted, but he's already thinking about his own political career — and how he might chart a path to being a legislator in Illinois or perhaps serve in the Chicago public school system.

"I'd like to go to law school as soon as I can," he said, "I want to get started working in my own community."

Jennifer Popp
 High school English teacher, Teach for America, New Orleans, Louisiana

SECRETARY OF THE SENIOR CLASS in charge of orchestrating Senior Week. Junior year abroad at the London School of Economics. Student marshal at Brown Commencement. Popp's slate of accomplishments rival that of most Ivy League graduates. The achievement she's proudest of during her time at Brown: coaching a high school debate team. Through the Swearer Center, Popp and fellow student David Scofield were recruited by the Rhode Island Urban Debate League to help coach a new debate team at Paul Cuffee High School, a two-year-old charter school located on the south side of Providence. In the course of just one academic year, several Cuffee debaters progressed from novice level to varsity award winners.

Popp's experience at Cuffee, along with a summer 2011 internship at Blackstone Valley Prep, a Rhode Island charter school, cemented her plans to apply for Teach for



Jennifer Popp (right) with the 2011-2012 Paul Cuffee High School debate team. Front row, L-R: Margarita Gonzales, Sylvianne Quezada. Row 2, L-R: Heidi Silverio, Maryssabel Polanco, Giandra Rivas, Naphtali Louis, Jennifer Popp. Row 3, L-R: David Scofield (Brown student coach), Rick Richards (volunteer debate coach), Aaron Woodward (debate coach and Cuffee teacher).

America. At Blackstone Valley Prep, she worked with founder and principal Seth Andrew '00 (PPAI/Education) and met other Teach for America graduates. There, a seemingly mundane task — calling the parents of students who didn't show up for summer school — was a pathway to learning the dynamics of parental engagement.

Popp credits her high school English teacher with inspiring her to choose to teach English over other subjects. Her teacher devised a two-year-long theme, "How We Are

to Live," to link reading assignments, teach critical thinking, and explore how ideas and actions can impact the world. Popp wants to use literature to teach and inspire her students in the same way.

Popp is excited that she got her first-choice placement. "New Orleans is seventy-five percent charter school. It's a city with lots of enthusiasm for education reform," she said. Eventually, she plans to transition to education policy, but only after she's mastered the art of teaching.

Public policy, education, law, politics, finance — the class of 2012 is already making its mark.

Sean Burns is an investment banking analyst at Piper Jaffray in New York City.

Kaley Curtis is teaching English in South Korea through the Fulbright English Teaching Assistantship Program.

Katie Goddard is pursuing a Master of Arts in Teaching (specializing in history/social science and English) at Stanford University in Palo Alto, California.

Margot Grinberg is an analyst with Barclays Capital in New York City.

Rachel Hunter is an analyst with Morgan Stanley in New York City.

Ray Jackson is a law student at George Washington University Law School in Washington, D.C.

Sarah Julian is a corporate legal assistant at Cravath, Swaine, and Moore in New York City.

Julia Kantor is a paralegal at Spiegel and McDiarmid in Washington, D.C.

Rebecca Mazonson is pursuing a master's in education at the Harvard Graduate School of Education in Cambridge, Massachusetts.

Aaron Nam is an associate consultant at Bain and Company in Los Angeles, California.

Shannon Parker is a Princeton in Asia Fellow teaching international law and government to Chinese college students in Beijing.

Jasleen Salwan is pursuing a medical degree at Mount Sinai School of Medicine in New York City.

Nicholas Sherefkin is a technical research assistant at MDRC in New York City.

Susan Yue is a teaching resident at E.L. Haynes public charter school in Washington, D.C. She is also a Truman-Albright Fellow.

In May 2012, a diverse and talented group of students graduated with master's degrees from the Taubman Center for Public Policy — nineteen in Public Policy and eight in Public Affairs. Here are a few highlights from the academic year.

L-R: Georgia state legislator Chip Rogers looks on as Erica Brown MPP '13 and Kelly Rogers MPP '12 lead a discussion group.



Leading the Leaders

Taubman master's students provided key research and led policy discussions at a recent state legislators' conference.

BROWN UNIVERSITY HOSTED THE State Legislative Leadership Foundation (SLLF) Annual Leadership Forum, titled "Restoring the People's Trust in Government," from May 10 to 12, 2012. The Taubman Center was involved in several aspects of the conference. **Marion Orr**, director of the Center, worked with SLLF director Thomas Little to shape the theme for this year's conference. Orr also moderated one of the panel discussions, "Faith in State Government: Little Better than Washington — So What?"

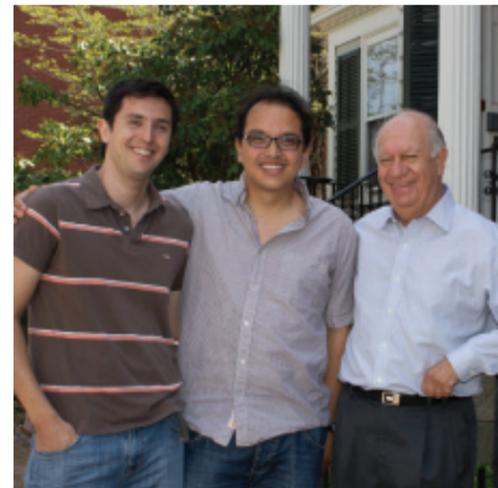
One key component of this year's conference was a case study of the Rhode Island legislature's passage of comprehensive state pension reform. **Ryan Mulcahey MPP '12**, **Alexi Pfeffer-Gillett MPP '13**, and **Keeley Smith MPP '13** interviewed many of the major players in the pension reform effort for a report distributed to conference attendees. A panel featuring key Rhode Island government officials — State Treasurer Gina Raimondo, Governor Lincoln Chafee, Speaker of the Rhode Island House Gordon Fox, and Senate Majority Leader M. Teresa Paiva-Weed — revealed the intense negotiations, numbers crunching, cooperation, and compromise that were essential to crafting and passing the bill. Taubman master's students also led discussion groups in which the visiting legislators discussed how to develop strategies to deal with policy problems in their home states.

PRESIDENTIAL VISIT

Chilean President Ricardo Lagos talks policy at the Taubman Center.

RICARDO LAGOS, PRESIDENT OF Chile from 2000 to 2006, sat down with Taubman students and faculty to discuss the evolution of trade, education, housing, and health care policies in Chile. Lagos spoke about the challenges of creating policy that keeps pace with Chile's rapid economic and socioeconomic growth. The former president's visit was organized by **Santiago Tellez MPP '13** and **Enzo Napoli MPP '13**. After leaving office, Lagos founded Fundación Democracia y Desarrollo (Foundation for Democracy and Development), of which he is the president. He has also been a professor-at-large with the Watson Institute at Brown for the past five years.

L-R: Enzo Napoli and Santiago Tellez at the Taubman Center with President Ricardo Lagos.



FIRST-YEAR AWARDS

Each year the Taubman Center awards scholarships to two outstanding first-year master's students.



Erica Brown MPP '13
A. Alfred Taubman Scholar

POLICY INTEREST: How education can alleviate poverty in the developing world.

SUMMER 2012: Working with Innovations for Poverty Action in Uganda to help design an intervention focused on women's empowerment with the aim of improving health outcomes for women and children.

ON HER RESUME: Since 2010, Brown has been a program coordinator at Rhode Islanders Sponsoring Education (RISE), which provides scholarships and mentoring to children of incarcerated parents. Her research projects at Brown have included working with the Training School (Rhode Island's youth correctional institution) to design a communications campaign for virtual learning opportunities for youth.



Alexi Pfeffer-Gillett MPP '13
Darrell West Scholar

POLICY INTEREST: Education, particularly charter school reform, high-stakes standardized testing, and postsecondary education financing.

SUMMER 2012: 1) Research intern for the Annenberg Institute for School Reform. 2) Research project on the school-to-prison pipeline, working with the ACLU, the Rhode Island Public Defender's Office, the Rhode Island Family Court, and other state agencies and nonprofits.

ON HIS RESUME: Pfeffer-Gillett is a volunteer mentor and teacher for a ninth-grade civics class at Paul Cuffee High School in South Providence through Generation Citizen. He also contributed research to a case study of Rhode Island pension reform that was presented at the State Legislative Leaders Foundation conference (see page 8).



L-R: Alan Glazer, Allison Segal, Christopher Collins.

Long-Distance Assist

Three students create a plan for training a new generation of leaders in poverty-stricken Kentucky.

A SEPTEMBER 2011 PRESENTATION by **Eric Schnurer '80**, president of the Washington D.C.-based Drum Major Institute (DMI), led to collaboration between **Alison Segal MPP '12**, **Christopher Collins MPP '12**, **Alan Glazer MPA '12**, and the Institute. Schnurer visited the Taubman Center to discuss his work at DMI, a think tank that seeks to end poverty and promote opportunity.

Several master's students contacted Schnurer after the lecture to inquire about donating their time to DMI initiatives. Schnurer teamed Glazer, Segal, and Collins with a workforce development project in one of the poorest areas of Kentucky. The DMI leader had already met with local and federal agencies in Kentucky to identify what the region lacked above all: a critical mass of local leaders and entrepreneurs who are prepared to tackle the economic, social, and infrastructure problems that have kept the area mired in poverty for decades.

Months of long-distance consultation with Schnurer and Kentucky officials culminated with the team presenting their policy paper for DMI, "Workforce Leadership Development in Appalachian Kentucky," to peers and faculty at the Taubman Center. The Taubman team designed two programs to solve the shortage of leadership in the region. The first is a crash course for emerging civic leaders that includes instruction in mentoring, civic engagement, budgeting, ethics, government processes, grant writing, and project management. The second program would educate existing business owners on improving efficiency, cash flow planning, and advanced marketing. The students' recommendations are currently under review by Schnurer and their community partners in Kentucky.

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

“The Woonasquatucket River: The Catalyst for Economic Revitalization in Olneyville”

TEAM: Filiz Alsac, Richard Noh, Xia Sheng, Jennifer Yan, Silu Yang

CLIENT: Rhode Island Economic Development Corporation (RIEDC), an agency that helps businesses expand in and relocate to the state.

BRIEF: This team used the National Trust for Historic Preservation's Main Street Program as a model for economic revitalization in Olneyville, an economically depressed Providence neighborhood. The team found that past projects failed to focus on the broad scale development that the Main Street Program advocates. The team chose the

Woonasquatucket River, which runs through Olneyville, as the centerpiece of their strategy for several reasons. The river links a number of Providence neighborhoods, and as an American Heritage River it is eligible for federal funds. Revitalizing and redesigning the riverscape would not only have environmental benefits, but it would also draw visitors and new businesses to the area.

RECOMMENDATIONS:

- **Establish a formal institutional partnership**, including area nonprofits, universities, and government to be overseen by RIEDC.
- **Create a marketing campaign** to raise public awareness of the river revitalization program and dispel fears about safety in the area.



The Olneyville team on a field trip in the area. L-R: Professor Patrick McGuigan, Xia Sheng, Providence city council member Sabina Matos, Richard Noh.

- **Redesign the streetscape** and hold river cleanups.
- **Use the river for events** that will draw visitors, such as river skating, canoeing, and biking.
- **Help artists and start-ups relocate** to Olneyville by partnering with a start-up accelerator program such as BetaSpring.
- **Help businesses with licensing and other set-up processes**, streamline regulations and policies, and provide business owners with training in business finance.

“Social Impact Bonds”

TEAM: Christopher Collins, Ryan Mulcahey, Alison Segal, Mai Tran

CLIENTS: Social Venture Partners Rhode Island, a non-profit that promotes social entrepreneurship by providing social, intellectual, and financial capital, and Social Finance, Inc., a Boston-based organization that creates financing instruments for social entrepreneurs.

BRIEF: Social impact bonds, investment-grade bonds that finance initiatives with a social mission, have not been used in Rhode Island. The team studied how these bonds could finance programs that reduce prisoner recidivism in the state. They studied feasibility and implementation issues and sought to identify the best nonprofits to receive funding. The team focused on Open Doors and Amos

The Project Goal team with their client. Front, L-R: Matthew Doyle, Viktoria Barokha of Project Goal. Back, L-R: Ray Amirmotazedi, Nate Walton.



Mai Tran and Christopher Collins present “Social Impact Bonds.”

House, Providence-based nonprofits that serve the ex-offender population.

RECOMMENDATIONS:

- **Build awareness and support** of how social impact bonds can function as a financing tool in Rhode Island through conferences, public awareness campaigns, coalition-building, and lobbying.
- **Keep more rigorous data** related to efficacy in preventing prisoner recidivism.
- **Explore partnering with nonprofits** outside of Rhode Island that have a track record of providing effective services in prison recidivism.
- **Study how these bonds work in Massachusetts.**
- **Consider other social issues** that could be addressed with social impact bonds.

“An Evaluation of Project Goal: Strategies for Sustainable Expansion”

TEAM: Ray Amirmotazedi, Matthew Doyle, Nate Walton

CLIENT: Project Goal, a local nonprofit that seeks to improve academic outcomes and reduce crime rates for at-risk youth through after-school soccer programs in Providence, Pawtucket, and Central Falls.

BRIEF: This team evaluated growth opportunities for their client. Their research focused on how Project Goal could improve its marketing and exposure, better use its facilities, and improve their financial management.

RECOMMENDATIONS:

- **Build awareness** by marketing Project Goal's mission and successes and by creating new partnerships and maximizing current relationships. The team identified several potential new partners for their client.
- **Create a strategic plan for Project Goal's facilities.**

The Knowledge Economy team. Front, L-R : Janet Raymond of the Greater Providence Chamber of Commerce, Brian Picone, Christine M.B. Smith of the Rhode Island Science and Technology Advisory Council. **Back, L-R:** Shawn Quinn, Kayleigh Pratt, Fara Klein, Kelly Rogers.



Using case studies of similar organizations, the team presented findings on how facilities impact learning outcomes; opportunities and challenges of joint-use facilities; alternative options for procuring facilities; and recommendations for Project Goal's current facilities.

- **Create a strategic financial management model;** reduce expenditures unrelated to its central mission; look for growth opportunities that support Project Goal's awareness campaign and strategic plan for facilities.

“Edible Neighborhoods: Food Security and Urban Agriculture in Three Providence Communities”

TEAM: Mark Bouchard, Lauren Hoegen Dijkhof, Robert Newton, Michelle Rosenberg

CLIENT: Southside Community Land Trust, a South Providence-based nonprofit that runs urban agriculture programs focused on sustainable urban food production in low-income, high-density neighborhoods.

BRIEF: This team sought to identify ways for their client to expand and contribute to food security in Olneyville, the West End, and upper South Providence. The team studied food security in the target area as well as current urban food production capacity. They also looked at Providence land use policy and how it affects urban agriculture.

RECOMMENDATIONS:

- **Pursue a food hub model** in order to use land strategically, rather than pursuing solely land-intensive projects.
- **Continue the organization's current growth rate** of two community gardens per year. Focusing on their target neighborhoods will allow Southside to have a positive



Robert Newton presents for the Edible Neighborhoods team.

impact not just on food security, but also on social capital, health outcomes, and community engagement.

“The Knowledge Economy Initiative”

TEAM: Fara Klein, Brian Picone, Shawn Quinn, Kayleigh Pratt, Kelly Rogers

CLIENT: Greater Providence Chamber of Commerce, creator (with the Providence Foundation) of the Providence-RI Knowledge Economy Initiative, a program to cultivate knowledge-based businesses and jobs.

BRIEF: This team developed a plan to promote the knowledge economy, or science and technology-based businesses, in Providence. The group concluded that their client should focus on four key economic indicators from the Chamber's 2011 benchmarking report: entrepreneurial climate, venture capital, industry research and development, and Federal Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) Assistance Programs.

RECOMMENDATIONS:

- **Institute a 100 percent business corporations tax exemption** during the first year of a qualifying new knowledge sector business and a 50 percent exemption for that business during years two and three.
- **Require a one-to-one private match on investments** made by the Slater Technology Fund, a state-backed venture capital fund for entrepreneurs and nascent technology ventures in Rhode Island.
- **Organize SBIR/STTR services** through Brown University.
- **Create a matchmaking service** modeled on Connecticut's Partner with a Professor Program to help new small businesses obtain the resources to get up and running.
- **Award tuition reimbursement** to area college students who remain in Providence to work in professions related to research and development.

Policy and budget analysts, program managers, and educators — many graduates from the class of 2012 have landed jobs in their chosen fields.

Filiz Alzac MPP is a planning expert with the Ministry of Development in Ankara, Turkey. She works on social and economic development policy for the least-developed regions of Turkey.



Mark Bouchard MPP is Manager of Computer-aided Telephone Interviewing Operations at the Quinnipiac University Polling Institute, Hamden, Connecticut.

Christopher Collins MPP is an analyst with the Office of Management and Budget for New York City. He is part of a team that manages the New York City Department of Education budget.

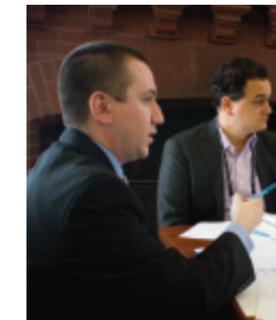
Matthew Doyle MPP is Manager of Student Affairs at SportsCorps in New York City. He recruits college students to start and maintain SportsCorps clubs, which use sport as a means to engage the community and help at-risk youth cultivate life skills.

Lauren Hoegen Dijkof MPP is a university lecturer at the Intensive English Language Institute and Institute of International Education at Far East University in South Korea.

Fara Klein MPP is a research analyst at the American Legislative Exchange Council in Washington, D.C. She works with the tax and fiscal policy task force and focuses on pension and budget reform.

Wai Yew Loke MPP is Deputy Commander of the Tanglin Police Division of the Singapore Police Force. The Singapore police work closely with other government agencies in shaping and implementing national policies.

Ryan Mulcahey MPP is a legislative correspondent for Senator Jack Reed in Washington, D.C. He is responsible for constituent communications related to energy, environment, transportation, and appropriations issues.



Brian Picone MPP is Manager of Communications and Member Relations at the National Association of Foreign Trade Zones in Washington D.C. He works on Congressional outreach, tracks trade policy and regulatory developments, and is the editor of Zones Report, a publication for member organizations.



Kayleigh Pratt (left) and Kelly Rogers.

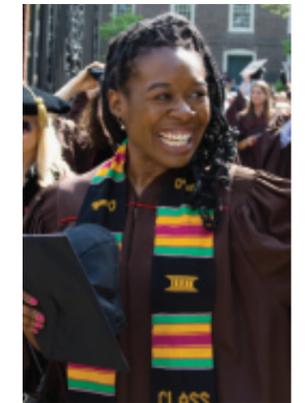
Kayleigh Pratt MPP has been a fiscal analyst for the Rhode Island Senate Fiscal Office since January 2012.

Kelly Rogers MPP is a policy analyst on economic development issues at the Rhode Island Public Expenditure Council (RIPEC) in Providence. RIPEC is a non-governmental research organization that supports effective and equitable government.



Michelle Rosenberg MPP is Program Associate for Development at the Asian University for the Women Support Foundation in Cambridge, Massachusetts, which raises the funds for the Asian University for Women

(AUW) in Bangladesh. AUW provides educational opportunities for women with leadership potential in developing Asia.



Laura Thomas MPA was a summer fellow for Education Pioneers, a nonprofit that seeks to train top-notch talent for leadership and management positions in education.

Nate Walton MPP was part of the national leadership team of Young Americans for the Women Support Foundation in Romney, the young professional coalition of Governor Mitt Romney's presidential campaign.

The Taubman Center continues to attract a wide range of top policy experts, from scholars to politicians, to deliver its endowed lectures to the Brown community. The lectures are free and open to the public. This year's speakers focused on current issues in public health, constitutional law, gender equality in politics, and elder abuse.

It Still Takes a Candidate: Why Women Don't Run for Office | OCTOBER 31, 2011

Jennifer L. Lawless, Director of the Women and Politics Institute and Associate Professor of Government at American University, presented her research on why so few women run for office. Lawless cited two sobering statistics: the U.S. ranks ninety-first in the world for the proportion of women who hold elected office, and our Congress is more than 80 percent male. Her research, based on surveys of men and women who had the professional qualifications that typify successful political candidates, revealed that electability and gender bias are not the problems. When qualified women do run, they have the same chance of winning elections as their male counterparts.

Lawless concluded that three factors are responsible for women's failure to enter the political arena. First, women tend to prioritize family over ambitions to serve. Second, despite equal qualifications, women often assess themselves as less qualified for office than men do. Third, women lag in recruitment. They are less likely to be recruited by those in power (mostly men), and when they are asked to run, they are less likely to say yes than equally qualified men.

Lawless was Assistant Professor of Political Science and Public Policy at Brown from 2003 to 2009.

Anton/Lippitt Conference on Urban Affairs
OCTOBER 27, 2011

"The Knowledge District: The Role of Universities and Medical Facilities in Urban Development" explored the significant role that universities play as employers and neighbors within urban settings. In her opening remarks,



Alex Morse '11 returned to the Brown campus to speak about his successful campaign for mayor of Holyoke, Massachusetts.

Brown University President Ruth Simmons spoke about achieving one of her goals during her eleven-year tenure as president: building the resources to make the university a powerhouse in medical and biological research. Brown needed lab space to attract top faculty and graduate students, and in 2003 university planners focused on Providence's Jewelry District as the nexus for the new facilities. This commercial area has since been rebranded the "Knowledge District," where proximity facilitates collaboration between researchers, entrepreneurs, and hospitals. All of the panelists emphasized that universities cannot act alone — they must partner with local government, businesses, and community leaders to achieve results that benefit both the university and the communities they inhabit. Gentrification is out; preserving local culture and values is in. Five panelists presented at the conference:

Marilyn Higgins, Vice President of Community Engagement and Economic Development at Syracuse University, spoke about Syracuse's \$70 million investment in the "Salt District," one of the poorest urban areas in the U.S.

VIDEO OF SELECT LECTURES AT WWW.BROWN.EDU/TAUBMAN-CENTER

“What you're learning in the classroom is applicable. My time at Brown helped shape the way I think about urban issues.” —ALEX MORSE

Andrew Frank, Special Advisor to the President on Economic Development at Johns Hopkins University, gave an overview of Johns Hopkins' project to create a biotech park in East Baltimore — an 88-acre expanse of 2,000 blighted homes — without driving out local residents.

Henry Louis Taylor, Jr., Director of the Center for Urban Studies at the University at Buffalo, warned that when universities become more entrepreneurial and business-oriented, they may lose their way on social issues.

Joann Weeks, Associate Director of the Netter Center for Community Partnerships at the University of Pennsylvania, shared how the Netter Center is a vital community resource in West Philadelphia, the poorest city in the U.S.

Steve Dubb, Research Director of the Democracy Collaborative at the University of Maryland, emphasized that universities and hospitals will have increasing economic importance as government spending declines.

The Anton/Lippitt Conference is held in honor of Public Policy Professor and Taubman Center Director Emeritus Thomas J. Anton and community leader Frederick Lippitt.

Alex Morse | FEBRUARY 14, 2012

Alex Morse '11 returned to campus just six weeks after his inauguration as mayor of his hometown city, Holyoke, Massachusetts. Morse won the election with a 53 percent margin over the incumbent mayor. Morse said he combined classic shoe leather campaigning, spending months knocking on doors to meet constituents, with social media and a campaign video, "I Am Holyoke," that went viral just two days before the election. A fluent Spanish speaker who spent his junior year in the Dominican Republic, Morse connected well with the Latino community, which makes up nearly half of Holyoke's population.

Morse also shared how he prepared for his mayoral run during his time at Brown. His coursework included case studies on core urban issues, and he interned in the office of Providence Mayor David Cicilline.

"That's the great thing about Brown," Morse said. "You have access to people in city and state government. What

you're learning in the classroom is applicable. My time at Brown helped shape the way I think about urban issues. Whether they are economic development, education, or public safety, they all have to be addressed together. You can't solve one without the other." Morse said. "I always felt lucky that I had my experience growing up in Holyoke to bring into the classroom at Brown and what I learned in the classroom to bring back to the city of Holyoke."



Social Determinants of Health: Law and Public Policy | FEBRUARY 28, MARCH 13, APRIL 11, 2012

The Taubman Center partnered with Brown's Public Health Program, the Warren Alpert Medical School, and Roger Williams University Law School for this three-part seminar series, which explored how social factors such as income, education, occupation, race, and geography impact health. **Dannie Ritchie**, Clinical Assistant Professor of Family Medicine and leader of the Transcultural Community Health Initiative at Brown, and **Liz Tobin Tyler**, Director of Public Service and Community Partnerships and Lecturer in Public Interest Law at Roger Williams University School of Law, organized the seminar series.

Moderated by Rhode Island Department of Health director **Michael Fine**, the first seminar provided an overview of this emerging field. The panel included **Eric Loucks**, Assistant Professor of Epidemiology at Brown, **Lauren Smith**,

Medical Director of the Massachusetts Department of Health, and **Dolores Acevedo-Garcia**, Professor of Human Development and Social Policy at Brandeis University.

The second seminar, moderated by Liz Tobin Tyler, focused on how legislation can address health disparities. The panel included **Ellen Lawton**, a Boston-based lawyer and consultant whose practice focuses on aligning health, legal, and public health communities on behalf of vulnerable populations, **Sara Rosenbaum**, Professor of Health Policy at George Washington University, and **Megan Sandel**, Associate Professor of Pediatrics at the Boston University School of Medicine.

The final seminar focused on designing cross-sector policies to improve health outcomes. **Patricia Nolan**, Executive Director of the Rhode Island Public Health Institute, moderated. The panel included **Ralph Fuccillo**, President of the DentaQuest Foundation and Co-chair of the Region One Health Equity Council, **Lindsay Rosenfeld**, Research Scientist at Brandeis University's Heller School for Social Policy and Management, and Dannie Ritchie.

Noah Krieger '93 Memorial Lecture

FEBRUARY 29, 2012

U.S. Secretary of Transportation **Ray LaHood** delivered the Krieger Memorial Lecture, which was both a retrospective of his career — a life of public service — and a call to Brown

students to find their own personal route to serving the public good. The seven-term Republican Congressman from Illinois recalled how he had just retired from elected office when President-elect Barack Obama called with what LaHood termed an opportunity to work for “one of the most transformational figures in the history of politics.”

Secretary LaHood urged students to find their own path to serve the public good. “Lead a life of purpose and compassion,” he said. “Lead a life dedicated to setting aside differences and finding common ground.” LaHood, who plans to retire at the end of 2012, recalled that his route to high office started humbly when he was a high school teacher in Peoria, Illinois. He fielded questions from students, whose queries ran the gamut from the underfunding of the National Highway Trust Fund to the viability of electric vehicles. Taubman students and faculty had the opportunity to speak one-on-one with Secretary LaHood at a reception prior to the lecture.

The Noah Krieger '93 Memorial Lecture, endowed by the parents of Noah Krieger, brings a speaker with outstanding public service achievements to Brown each year.

Meiklejohn Lecture | MARCH 1, 2012

This year's Meiklejohn Lecture was co-sponsored by Brown's Janus Forum, a student-run organization that promotes debate on political, social, and economic issues.

Andrew Koppelman, Professor of Law and Professor of Political Science, and **Martin Redish**, Professor of Law and Public Policy, both of Northwestern University, presented opposing arguments to answer the question “Does the First Amendment Protect Commercial Speech?”

Redish argued that commercial speech should be protected as much as political speech and that censoring commercial speech harms capitalism. Restricting commercial speech, he noted, would hamper citizens' ability to make choices on the basis of free and open debate, which places the government in an overly paternalistic role. Redish asserted that statements made by commercial entities are no different than those made by consumer advocates, protestors, or journalists.

In his rebuttal, Professor Koppelman argued that regulation of commercial speech results in greater consumer protection, transparency and, ultimately, more efficient markets. Modern capitalism, he said, depends on high levels of trust among strangers. Without such trust, it is impossible for a large-scale economy to operate efficiently. Government restraint of misleading commercial speech gives consumers the confidence to buy unfamiliar products because it fosters trust in commercial representations.

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

As America Ages Conference | JUNE 1, 2012

“Charting the Course for the Future of Aging Advocacy, Outreach, and Policy in Southern New England,” presented strategies for public and private agencies to collaborate on aging issues. Speakers included **Mark Lachs, M.D.**, the first director of the Cornell Center for Aging Research and Clinical Care and author of *Treat Me Not My Age*; **Catherine Taylor**, Director of Elderly Affairs in Rhode Island; **Elizabeth Loewy**, Chief of the Elder Abuse Unit under New York County District Attorney Cyrus R. Vance, Jr.; **Tony Silbert**, Innovation Partners International and author of *Healing Conversations Now*; and **James Nyberg**, Director of LeadingAge RI, a membership organization for nonprofits that provide services to the aged. Speaker topics included innovations for aging in place, elder abuse (including financial abuse), and Alzheimer's disease in women.

VIDEO OF SELECT LECTURES AT WWW.BROWN.EDU/TAUBMAN-CENTER

TAUBMAN LUNCHEON LECTURE SERIES

SEPTEMBER 27, 2011 **Eric Schnurer '80**, President, Drum Major Institute: “**The Drum Major Institute and the Legacy of Dr. Martin Luther King, Jr.**”

SEPTEMBER 30, 2011 **Donald A. Ritchie**, U.S. Senate Historian: “**Civility and Partisanship in Congress: A Historical Perspective**”

OCTOBER 11, 2011 **Tyson King-Meadows**, Associate Professor of Political Science at the University of Maryland, Baltimore County: “**Minority Voting Rights and the Gamble on LBJ's Presidential Leadership Style**”

OCTOBER 14, 2011 **Ari Matusiak '99**, Executive Director, White House Business Council

OCTOBER 25, 2011 **Cherisse Gulosino**, Visiting Scholar, Loyola University New Orleans, and **Elif Sisli Ciamarra**, Assistant Professor of Finance, Brandeis International Business School: “**Founders and Financially Affiliated Directors on Charter School Boards and Their Impact on Financial Performance and Academic Achievement**”

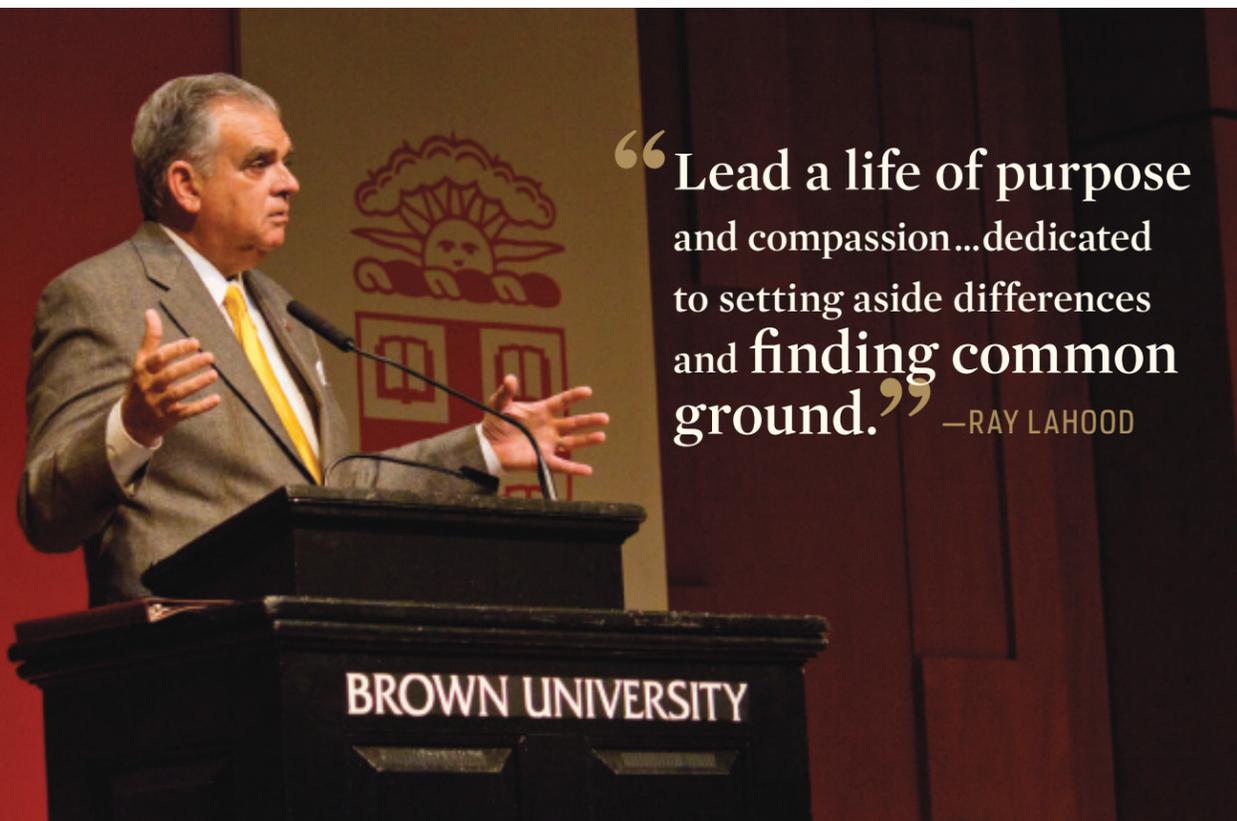
NOVEMBER 15, 2011 **Richard Woodbury**, Economist and Program Administrator, National Bureau of Economic Research: “**Reflections on the Demographics, Economics, and Politics of State Pension Reform**”

FEBRUARY 7, 2012 **Vladislav Kravtsov**, Post-doctoral Research Associate in Public Policy, Brown University: “**International Policy Transfer and HIV/AIDS Crisis in Russia and South Africa, 2000-2010**”

MARCH 20, 2012 **James Jennings**, Professor of Urban and Environmental Policy and Planning, Tufts University: “**Spatial Inequality in Boston: Implications for Linking Schools and Neighborhoods**”

APRIL 10, 2012 **Shana Judge**, Post-doctoral Research Associate in Public Policy, Brown University: “**Legal, Social, and Policy Implications of Prostitution Crime in North Carolina and Beyond**”

APRIL 24, 2012 **Malika Saada Saar '92**, Executive Director, Human Rights Project for Girls; Co-founder, Rebecca Project: “**Bad Girls: A Public Policy and Human Rights Conversation on Child Sex Trafficking in the U.S.**”



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 including controversial topics. Opinion surveys are valuable, says Taubman Research Administrator Jack Combs, because they shed light on policy issues and provoke debate. Poll numbers also give legislators an unvarnished view of how their constituency rates their performance. The Center conducts three to five polls of registered voters each year with at least one poll focusing on the city of Providence.

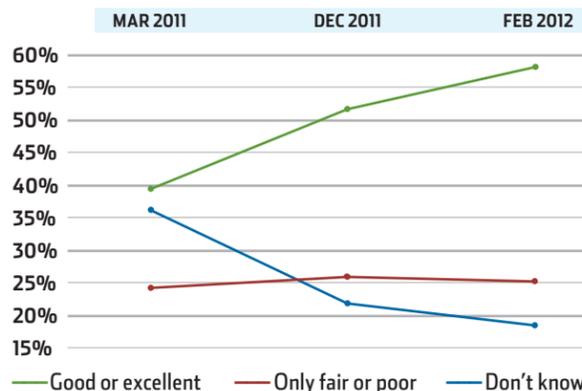
The Knowledge District | SEPTEMBER 2011

This city poll found that 86 percent of registered voters in Providence believed the city's economy was not recovering well from the economic recession. In conjunction with the Anton/Lippitt Conference on Urban Affairs (see page 14), the survey asked questions about the area dubbed the "Knowledge District." Many state and city leaders expect the development of the district to attract high-wage, high-skilled jobs in life sciences, health care, and research. The survey showed that nearly 68 percent of registered voters in the city were unfamiliar with the Knowledge District. However, when told about the plan, the same number believed that the development of the district would help improve the city's economy.

Pension Reform | DECEMBER 2011

This statewide poll found strong support for the recently enacted pension reform bill introduced by Governor Lincoln Chafee and State Treasurer Gina Raimondo. A large majority of registered voters (72 percent) was paying attention to the issue, and nearly 90 percent felt that pension

Approval numbers: State Treasurer Gina Raimondo



reform is important to the future economic well-being of the state. After introduction of the bill, Raimondo enjoyed a significant bump up in her approval ratings while Chafee's rating sank. The poll also found that 85 percent of Rhode Island voters supported a newly enacted law on voter identification, a number consistent with national polls.

Contraception and the Affordable Care Act

FEBRUARY 2012

This statewide poll found the majority of voters in Rhode Island supported the Obama administration's revised policy for providing contraceptive services to employees of religious organizations under the Affordable Health Care Act. The new policy requires a woman's insurance company to offer contraceptive care directly to a subscriber if her religious employer objects to providing these services as part of its health plan. An overwhelming majority of Rhode Islanders rated the national economy not so good or poor. A strong majority of voters disapproved of Governor Chafee's proposals to balance the state budget through revenue streams including higher driver's license fees and an increase in the meal tax.

Interpreting Raimondo's Numbers

State Treasurer Gina Raimondo became more familiar to Rhode Island voters as her pension reform initiative hit the headlines. The number of those polled who said they didn't know enough to rate her performance plummeted from 36.2 percent to 17.4 percent. Many voters liked what they heard about Raimondo. In eleven months, her approval ratings soared from 39.5 percent to 57.7 percent, a gain of almost 20 points while the number who disapproved of her performance stayed about the same.

Significant publications, presentations, and professional accomplishments from Taubman Center faculty.



In September 2011, adjunct lecturer **Bill Allen** presented opening remarks and moderated a panel on "The Power of Social Innovation" at the seventy-fifth anniversary celebration of the Graduate School of Social Work at Boston College.

In October 2011, the U.S. Senate Historical Office published "**Richard A. Arenberg: Staff to Senators Paul Tsongas, George Mitchell and Carl Levin: Oral History Interviews**" conducted by Senate Historian Donald Ritchie. The transcripts and recordings are also posted on the U.S. Senate website. In November 2011, Bowdoin College published "The George J. Mitchell Oral History Project," which includes an interview of Arenberg by Brian Williams. Adjunct lecturer Arenberg's opinion piece titled "An Effective Senate Needs Filibusters" was published in the June 13, 2012 edition of the *Boston Globe*. Arenberg was also featured as an expert on Senate rules on Louise Schiavone's "Press Pool," on Sirius/XM radio, and on National Public Radio's "The Diane Rehm Show."



In fall 2011, adjunct professor **Geri Augusto** held two live conversations between her Science and Technology Policy in the Global South class and classes abroad. Her class engaged with students at State University of Bahia-UNEB in

Brazil on the theme of natural disasters. Augusto's class also discussed national systems of innovation with students at Tsinghua University in China. Augusto presented "Race and Inequality in Latin America" to visiting Latin American students as part of the Watson Institute's leadership development program with Spain's Fundación Botín. Augusto gave the keynote speech at the Society for the Study of Nanoscience and Emerging Technologies Conference in November 2011. Her address was titled "Low-Tech Rebels, Shape-Shifting and Ancestor-Plants: What If Converging Technologies Had a Globalized Imagination?" Augusto wrote the introduction to Iraneide Soares Silva's *Affirmative Action, Professional Education and the World of Work*, published by Editora Appris in December 2011. In March 2012, she taught classes on public policy and on the history of black resistance in Salvador da Bahia, Brazil. The classes took place at

Kwetu, a new leadership institute supported by the Kellogg Foundation.

In June 2012, professor **Ross Cheit** delivered an address about the politics of child abuse at the fifteenth annual Eappen Memorial Lecture at Boston Children's Hospital in June 2012.



Professor **Kevin Gee** received an Outstanding Professor Award from the Brown University Undergraduate Council of Students in April 2012. Gee organized and chaired a panel at the April 2012 Comparative International Education Society. The session was titled "The Best Bet For Improving Education? The Benefits of School-Based Health and Nutrition Interventions in Sub-Saharan Africa." Gee presented "The Impact of School-Based Malaria Preventive Treatment on Adolescents' Cognitive Growth Rates: Evidence from a Cluster-Randomized Trial in Kenya" at the session. In May 2012, the *International Journal of Educational Research* published a paper co-authored by Gee and Taubman professor Kenneth Wong. Their paper was titled "A cross national examination of inquiry and its relationship to student performance in science: Evidence from the Program for International Student Assessment (PISA) 2006."

Post-doctoral research associate **Shana Judge** presented "The Effect of Parental Involvement Laws on the Timing of Teenagers' Abortions" at the October 2011 North American Forum on Family Planning. She presented "The Correlates of Federal Sex Trafficking Cases" at the Protection Project's Sixth Annual Symposium on Trafficking in Persons in November 2011.



Professor **Susan Moffitt** presented "Deliberate Publicity: Promoting Executive Branch Policy through Public Advice" at the September 2011 American Political Science Association Annual Meeting. She also presented "The Policy Impact of Public Advice: The Effects of Advisory Committee Trans-

parency on Product Safety” at the September 2011 Penn Program on Regulation Conference. The conference was titled “Regulatory Breakdown: The Crisis of Confidence in U.S. Regulation.” Moffit’s paper “The Complications of Controlling Agency Time Discretion: FDA Review Deadlines and Postmarket Drug Safety” (co-authored with Daniel Carpenter, Jacqueline Chattopadhyay, and Clayton Nall) was published in the January 2012 issue of *American Journal of Political Science*. In June 2012, *Medical Care* published “Warnings without Guidance: Patient responses to an FDA warning about Ezetimibe,” a paper co-authored by Moffit and other academic colleagues, including William Shrank (lead author).

In March 2012, professor **Marion Orr** presented “Community Organizing in the American Tradition” at the Community Organizing: Empowering the Citizens? Conference at the University of Lyon, Lyon, France. Orr joined the board of directors of the Leadership Center for the Common Good, a Washington, D.C.-based organization that is devoted to nurturing democratically governed community organizations in low- and moderate-income communities and communities of color. Orr co-authored a chapter (with Rodney Hero), titled “Social Capital,” in *The Oxford Handbook on Urban Politics*, published by Oxford University Press in March 2012. Orr was a member of the committee that helped select Brown’s nineteenth president, Christina Paxson.



Adjunct lecturer **Evan Schnidman** had two opinion pieces published by *Bloomberg News*: “Strong Dollar Advocates Make A Weak Case” (with Daniel J. Nadler) in January 2012 and “Fed Inflation Goal Is More Politics than Policy” in February 2012. In April 2012, *The Hill’s Congress Blog* published his article “The Sound Dollar Act: A Worthwhile Debate In Congress.” Schnidman presented two papers at the April 2012 Midwest Political Science Association Conference. He presented “The Federal Reserve: An Exceptionally Autonomous Bureaucracy” to the Bureaucratic Politics Section and “Pluralism to Technocracy: The Story of the Federal Reserve” to the Politics and History Section of the conference.

Adjunct lecturer **Jennifer Slattery-Bownds** was a member of the Taubman Center’s graduate program capstone redesign committee. She also designed the new concentration tracks for the revamped two-year Master of Public Affairs degree.



She organized the Taubman Center’s June 2012 As America Ages Conference, “From Reactive to Proactive: Designing a Better Aging Experience through Collaboration” (see page 17).



Professor **John Tyler**’s paper “Identifying Effective Classroom Practice Using Student Achievement Data” (co-authored by Tom Kane, Eric Taylor, and Amy Wooten) was published in the summer 2011 issue of *Journal of Human Resources*. “Evaluating Teacher Effectiveness” (co-authored by Tom Kane, Eric Taylor, and Amy Wooten) was published in the summer 2011 edition of *Education Next*. This paper had the most downloads of all *Education Next* papers in 2011. Tyler presented “Does Practice-Based Teacher Evaluation Improve Student Achievement? Estimates from a Student Fixed Effects Approach” at the November 2011 Association of Public Policy Analysis and Management Conference in Washington, D.C.



Professor **Rebecca Weitz-Shapiro** presented “What Wins Votes: Why Some Politicians Opt Out of Clientelism” at the American Association of Political Science Annual Meeting in September 2011. The *American Journal of Political Science* also published this paper in February 2012. Weitz-Shapiro presented “Partisanship, Performance, and Accountability” at Stanford University’s Public Goods Provision and the Efficacy of Governance Conference in May 2012.

Professor **Kenneth Wong**’s research on mayoral accountability in urban education systems has been published in several venues. He contributed a chapter, “Politics of Urban Education” to *Urban Education: A Model for Leadership and Policy*, published by Routledge in September 2011. His article “Redesigning Urban Districts in the USA: Mayoral Accountability and the Diverse Provider Model” was published in the July 2011 issue of *Educational Management, Administration and Leadership*. In August 2011, Wong was invited by the Center for American Progress to give a presentation on his work redesigning the school funding formula in Rhode Island. This report has been widely circulated in the national education policy community. Wong received a grant from the Rhode Island Foundation to assess student achievement in Rhode Island’s charter schools.



NEW FACULTY

Ernest Almonte Adjunct Lecturer in Public Policy

Almonte joined the Taubman Center faculty in spring 2012, teaching Advanced Organizational and Management Strategies, a graduate seminar. He is Chief Visionary Officer of the Almonte Group, which provides government financial and public policy consulting, forensic accounting, expert witness testimony, anti-fraud measures, thought leadership, leadership training, accounting, and tax services. Almonte was Auditor General for the State of Rhode Island from 1994 to 2010. He holds a B.S. in business administration, an M.S. in taxation, and an honorary doctorate of business administration from Bryant University. Almonte is a graduate of the Senior Executives in State and Local Government and Innovations in Governance programs at the Harvard University John F. Kennedy School of Government. In addition to being certified in financial forensics, he is a certified public accountant, a certified government financial manager, a certified information technology professional, and a certified fraud examiner.



Theresa Devine Lecturer in Public Policy

Devine’s primary fields are labor economics, public finance, and econometrics. She teaches Statistics, Social Welfare Policy in the U.S., Economics and Public Policy, and Labor Market Policy. Previously she worked for the City of New York, first as Assistant Deputy to the Public Advocate and then as Senior Economist at the Independent Budget Office. In addition to monitoring the local labor market, Devine covered a range of issues, including analysis of financing plans for major infrastructure in Hudson Yards, congestion pricing, migration of tax filers, and affordable housing. From 1996 to 2000, she was Principal Analyst at the Congressional Budget Office, where she focused primarily on the potential impact on women of proposed Social Security reforms. Devine started her career as a member of the economics department faculty at Pennsylvania State University. She has held fellowships at the University of Chicago, the Census Bureau, and the American Bar Foundation. Devine received her B.A. in economics and English from Boston College and her Ph.D. in economics from Cornell University.



Chris Soto

MPA '11, Founder and Executive Director, New London College Access Program

WHEN CHRIS SOTO ARRIVED at the Taubman Center to begin studying for his master of public affairs degree, he knew he wanted to start a program to improve college access for New London high school students who have the desire to attend college but lack the skills and resources to successfully apply to college and earn a degree.

“What I didn’t know,” Soto said, “is what that program would look like.” Just weeks into his MPA degree at Brown, Soto began to make the connections and hone the skills it would take to envision the venture that would become New London College Access Program (CAP). His first elective, “Urban Politics and School Government” with Kenneth Wong, Taubman affiliate professor and Director of the Urban Education Policy program, immersed him in the field immediately. Soto’s final paper for Wong’s class was a study of New London’s educational landscape. He found that New London has one the country’s highest achievement gaps between high- and low-income students. His paper focused on how colleges there engage with local public schools and how their involvement impacts student achievement. Soto discovered that although each college worked with the local schools on some level, their efforts were largely decentralized and uncoordinated.

At Brown, Soto had taken note of Brown’s robust engagement with Providence schools, including the Urban Education Fellows Program. The program offers Brown Master of Arts in Teaching graduates student loan forgiveness if they dedicate three years of service to Providence schools that serve low-income students. Soto felt that New London’s higher education institutions could do more for the public schools by working more closely with each other and with the local school district.

Armed with the research he had just completed for Wong’s class, Soto approached leaders at the city’s three colleges —



Chris Soto on the Brown campus.

Soto’s intensive, hands-on work with a handful of promising applicants opened his eyes to just how challenging the college application process can be for low-income and first-generation college students.

Connecticut College, Mitchell College, and the Coast Guard Academy — to ask them to form a committee to identify opportunities to engage with neighboring public schools with the aim of closing New London’s substantial student achievement gap. Soto chairs the committee, which also includes key players from the local board of education and New London public schools.

When asked how he got college and public officials to sign on, Soto laughed and said, “A lot of smiles.” Wong said it was much more than that, recalling that Soto stood out among his peers as a particularly effective collaborator with well-developed networking and communication skills. Above all, he credits Soto’s passion and persistence for his success. “I have students who are great communicators, but they shift from topic to topic. Chris was very focused,” Wong said.

Though he grew up in New Jersey, Soto has roots in New London — he graduated from the New London-based Coast Guard Academy and later returned to the Academy to serve a one-year term as a diversity officer charged with recruiting and retaining under-represented students. His intensive, hands-on work with a handful of promising applicants opened his eyes to just how challenging the college application process can be for low-income and first-generation college students. Their personal essays, which are a critical part of the Coast Guard Academy application, were weak. Soto encouraged these applicants to send him drafts of their essays for critique.

Soto’s route to founding New London CAP came about in a Rhode Island, two-degrees-of-separation way. Soto, an accomplished salsa dancer, met a fellow dancer and Brown Ph.D. candidate who, once she knew Soto’s policy interests, said he had to meet her friend Jason Yoon, the director of New Urban Arts, an arts program serving Providence Public high schools. Yoon in turn introduced him to **Simon Moore** (PPAI ’00), a Providence native and the founder and director of College Visions, a Providence-based college access program.

College Visions recruits low-income, first-generation students who have the potential to succeed in college but lack critical skills to navigate the application process. High school students apply to the program in their junior year. Through workshops and one-on-one counseling sessions, students receive guidance on everything from taking their SATs and writing a college essay to choosing the right college. Another critical piece, said Soto, is financial aid. College financing can be a major pitfall for low-income students who may unwittingly saddle themselves with crushing debt. College Visions helps each student find a sustainable aid package, and mentors frequently touch base with their

protégés throughout college, helping them access campus resources such as tutoring and counseling.

Soto interned at College Visions during his year at Brown, and within weeks knew he wanted to replicate Moore’s successful program in New London. Moore was happy to help. Soto, he said, “did a little bit of everything” as an intern and was “extremely generous with his time.” One of Soto’s significant contributions as an intern was to file a freedom of information request that compelled the Providence public school system to release college acceptance and completion rates for their students for the first time. This data, Moore said, is critical to identifying which high schools need the most help with college access.

In October 2011, just months after earning his MPA degree, Soto launched New London CAP with the first class of six students, all of whom have entered college this fall. He recently hired his first employee — an advising director — a step that will help him to heed Moore’s advice to “be more of a director than an advisor.” He’ll be able to spend more time on big-picture issues such as fundraising so that New London CAP can grow. Soto plans to accept twenty-five high school students each fall, a significant growth rate given that the program will continue to mentor students throughout their college years. Moore is confident that given his commitment, passion, and clear vision for New London CAP, Soto will succeed.

“I’ve been really impressed with how he’s publicizing the program and letting the community know what he’s doing, and in that respect he’s far ahead of where College Visions was in its first year,” said Moore.

Soto credits Moore, the Brown community, and the Taubman master’s program with giving him the skill set and preparation to get the program up and running quickly. Alan Harlam, director of social entrepreneurship at the Swearer Center and frequent Taubman collaborator helped him connect with other social entrepreneurs. Moore generously shared his eight years of experience in building College Visions with Soto, who continues to consult with his mentor. Above all, Soto cites the quality of the teaching and courses he experienced during his year at the Taubman Center. “Every class in the Taubman master’s program helped me in this process,” he said.

FACULTY & STAFF

Anna Aizer
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

Geri Augusto
Adjunct Assistant Professor
of 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

Ross E. Cheit
Associate Professor of
Political Science and Public
Policy; Director of
Undergraduate Studies

Rosa M. Cho
Assistant Professor of
Education and Public Policy

Jack D. Combs
Research Administrator;
Adjunct Lecturer in Public
Policy

Valerie Cooley
Lecturer in Public Policy

Isabel Costa
Center Manager

Ellen Dessloch
Communications Specialist

Theresa Devine
Lecturer in Public Policy

Kevin Gee
Lecturer in Public Policy

Stephen Gresham
Adjunct Lecturer in Public
Policy

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

Shana Judge
Post-doctoral Research
Associate in Public Policy

Vladislav Kravtsov
Post-doctoral Research
Associate in Public Policy

Minh Luong
Adjunct Lecturer 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 Political Science and Public
Policy

Melissa Nicholaus
Administrative Coordinator

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

Wendy J. Schiller
Associate Professor of
Political Science and Public
Policy

Evan Schnidman
Adjunct Lecturer in Public
Policy

Jennifer Slattery-Bownds
Assistant Director of
Professional Programs;
Adjunct Lecturer in Public
Policy



Commencement brings Taubman faculty together. Front, L-R : Valerie Cooley, Bill Allen, Elizabeth Burke Bryant, Theresa Devine.

Kathryn Spoehr
Professor of Cognitive and
Linguistic Sciences and Public
Policy

Patrick Tigue
Adjunct Lecturer in Public
Policy

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

Rebecca Weitz-Shapiro
Stanley J. Bernstein Assistant
Professor of Political Science
and Public Policy

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

Faculty Associates

Susan Allen
Biology

Roger Cobb
Political Science

Cynthia Garcia-Coll
Education

Caroline Karp
Environmental Studies

James Morone
Political Science, Urban
Studies

Hilary Silver
Sociology, Urban Studies

Wendy Verhoek-Oftedahl
Community Health

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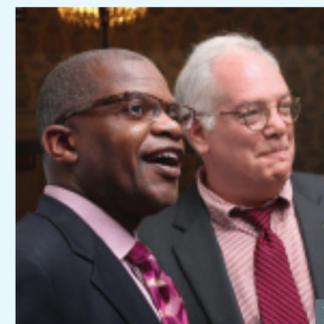
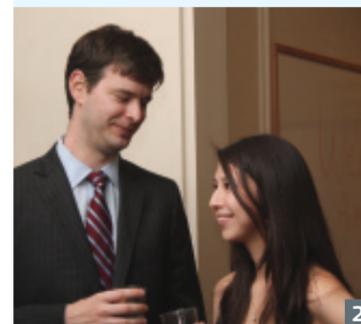
Taubman Center for Public Policy
Brown University
Box 1977
Providence, RI 02912

www.brown.edu/taubman-center
401-863-2201



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- [Contact us at Taubman_Center@brown.edu](mailto:Taubman_Center@brown.edu) — we'd like to hear from you



Save the Date

Taubman Center for Public Policy
Pre-Campus Dance Mixer
Friday, May 24, 2013

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

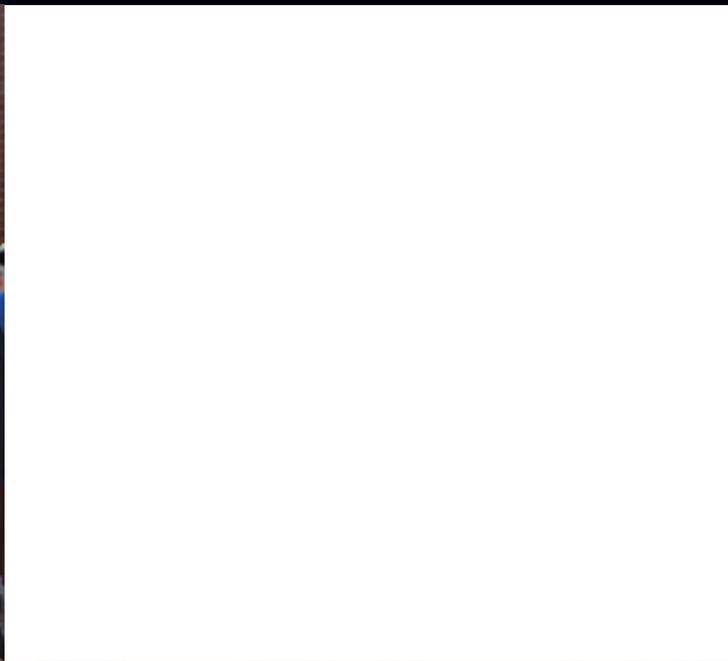


Pre-Campus Dance Alumni Mixer, May 25, 2012

- 1) L-R: Jennifer Slattery-Bownds, Christine Hunsinger MPA '08, Kelly Rogers MPP '12
- 2) L-R: Brad Podray, Ettya Fremon MPP '10
- 3) L-R: Marion Orr, Jim Saletnik MPA '09
- 4) L-R: Joanna Roberts MPP '10, Melissa King MPA '09, Melissa Nicholaus
- 5) L-R: Marion Orr, Sarah Eton Stuart PPAI '87, James Stuart '85



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



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