Leadership rooted in service
In our rapidly changing world, tomorrow seems hard to predict—let alone the political, economic, and social landscapes we’ll face decades from now. But at the Ford School, we take seriously the responsibility of preparing the next generation of public policy leaders. And that requires us to look to the future and anticipate what skills, values, and knowledge students will need to forge successful careers—to solve our world’s increasingly complex problems.

We’ve spent much of the past several years building the school’s financial strength for the future, joining the University-wide Victors for Michigan campaign. We’ve worked to secure resources to support the most promising students, grow our faculty expertise in key policy areas, and expand our ability to engage with and impact public policy.

Thanks to our outstanding alumni and to many other visionary friends who believe in the work of our students, faculty, and alumni, we’ve knocked our campaign goal out of the park. I’m filled with gratitude for the generosity so many have shown, and filled with optimism about what that generosity will enable us to do.

In this issue, you’ll find stories of gifts and initiatives that will have impact for decades. Through the Weiser Diplomacy Center, the Program for Practical Policy Engagement, the Kohn Professorship for Social Policy and Social Justice, and more, the Ford School has more avenues than ever to engage in the issues facing our world and craft viable policy solutions.

And so yes, we’ll continue to grow and adapt to the changing times. But our alumni will find—now and in the years to come—so much that is familiar and essential about the Ford School.

In my first year as dean I shepherded a community-wide process to define and declare the school’s mission and values. A wide range of community members gave input, from first-year undergraduates to alumni from 50+ years back. Here’s what we came up with:

OUR MISSION
The Ford School at the University of Michigan is a community dedicated to the public good. We inspire and prepare diverse leaders grounded in service, conduct transformational research, and collaborate on evidence-based policymaking to take on our communities’ and our world’s most pressing challenges.

OUR VALUES
We value community, integrity, respect, service, inclusion, diversity, and equity. We aspire for our work to be excellent, relevant, rigorous, collaborative, engaged, and impactful.

We build—from a proud tradition of excellence and community—for the next fifty years of public policy leadership. I’m proud and grateful to be building alongside each of you.

Sincerely,

MICHAEL S. BARR
Joan and Sanford Weill Dean of Public Policy
Frank Murphy Collegiate Professor of Public Policy
Roy F. and Jean Humphrey Proffitt Professor of Law
BUILDING FOR THE NEXT FIFTY YEARS

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As the University of Michigan’s Victors for Michigan campaign comes to a close, we’re reflecting with gratitude, excitement, and optimism. Thanks to the generosity and vision of our alumni and friends, we’re poised to grow our impact in the world.

We’re deeply grateful to each and every person who invested in our mission and in our students...
Dean Susan M. Collins launched the campaign in fall 2014 as we celebrated the centennial of the school’s founding.

We thank our campaign co-chairs—tireless and generous volunteers and champions for the school: the Ford School’s advisory committee chair Jim Hudak (MPP ’71), and Jim Hackett, now CEO of Ford Motor Company.

Michael S. Barr led the last two years of the campaign.

Invested in our mission and in our students . . .

Number of alumni gifts: 2,875

Number of gifts: 4,318

Number of unique donors: 1,620

We’re deeply grateful to each and every person who invested in our mission and in our students . . .
“I want to serve the public interest. Whether it be working toward a safer, more transparent healthcare system or developing programs to improve access, I want to become a leader who puts people first and gives back to the communities that have given me so much.”

**Bilal Baydoun** (MPP ’17)
**Gerald R. Ford Presidential Fellow**

“I hope to take the skills and experiences I’ve gained at the Ford School to work with disadvantaged communities to make sure that they have equal access to opportunity.”

**Lindsey Barrett** (MPP ’19)
**Bohnett Foundation Leadership and Public Service Fellow**

“I truly believe that through international and intergovernmental cooperation, it is possible to effect change and improve lives. With the skills and knowledge I have been developing at Michigan, I am confident that I will be well-equipped to contribute to such efforts.”

**Jonathan Poser** (MPP ’19)
**Weiser Family Fund for Student International Policy Engagement Intern**

“I pledge to further the spirit of public service here at the Ford School, and to take that value with me throughout my professional life.”

**Anna Zinkel** (MPP ’19)
**Bohnett Foundation Leadership and Public Service Fellow**

... Now meet the problem-solvers, leaders, and advocates
“Being part of the inaugural trip Global Engagement Seminar to Costa Rica with the Ford School was one of the most impactful parts of my undergraduate experience. The Costa Rica class was a truly incredible way for me to gain international experience.”

**Alli Berry** (BA ’19)

**Weiser Global Engagement Fund Seminar Student**

“Working on Capitol Hill was something I did not think I would have the opportunity to ever do: I could never afford to spend a summer as an unpaid intern, and had few connections to Congress to leverage into finding job opportunities. Working for Senator Peters was a truly life-changing professional experience.”

**Jackson Voss** (MPP ’18)

**Margaret Ann (Ranny) Riecker Michigan Delegation Fellow**

“I am gaining the analytical tools and policy foundations necessary for work in higher education policy research, analysis, and advocacy. My ultimate goal is to remain in Detroit to expand opportunities and success in higher education for the students I taught in the classroom.”

**Dana Fenster** (MPP/MA ’20)

**Margaret E. Weston Endowment for Education Policy Intern**

who will carry the torch forward for the next fifty years.

Fellows supported

- **2010:** 24
- **2018:** 57

Interns supported

- **2010:** 41
- **2018:** 55

Endowment

- **2010:** $23,623,811
- **2018:** $45,573,682
PHILIP POWER, class of 1960, served on the University of Michigan Board of Regents from 1987 to 1999. Power, his parents, and his wife KATHY have supported the U-M Museum of Art, U-M Student Publications, the University Musical Society and the Center for the Education of Women. Lead gifts from the Powers had built the Power Center for the Performing Arts in 1971. But when, as a regent, Phil Power went out to advocate for the Ford School, he encountered some pushback.

“I went to Lansing,” Power recalls, “and I suggested they might benefit from the public policy work being done at Ford. They said, ‘What? The University has no interest in the State! They’re national and international. They don’t care about Michigan.’ I came back, sat with the dean at Ford and said, ‘I just came from Lansing. They think the University is not interested in the region. Let’s work on this.’ The result, a few years on, would be the Ford School’s Program in Practical Policy Engagement, nicknamed “P3E,” funded by a $1.5 million gift from the Power Foundation.

Soon after that conversation in Lansing, Power met ELISABETH GERBER, professor of political science and public policy. “Liz was smart, engaging, creative, the best kind of person to collaborate with,” Power says. “I asked her, ‘What would happen if we made education experiential for Ford students, made it humane and practical, the academy going out and meeting the culture?’ I felt we had a responsibility, as a public university, to our state and to students who were residents of that state.”

“Phil’s ambition to transform the way we educate students was completely infectious,” Gerber says. “I couldn’t not say yes. The moment he started talking about it I knew I had a partner in crime.”

Gerber notes the Ford School’s longstanding commitment to the importance of applied learning. After all, the Ford School requires a substantive policy internship for all MPP students. And since the late ’90s, students have been regularly offered an elective “Applied Policy Seminar” (APS)—a course that puts students to work on a semester-long commissioned assignment for a public sector or non-profit client.

Gerber led an expansion of the APS in 2010 and is at the vanguard nationally of professors who practice “engaged learning,” coursework in which students bring classroom skills and knowledge into formal partnerships with external public and private organizations that drive policy.

Power gives an example of real-world engagement from his early work with Gerber. “Liz recruited the head of Ann Arbor Water Services,” he recalls. “Students studied water rates and learned what they meant for citizens
and for the infrastructure.” In early 2015, Power and Gerber agreed to go forward with a prototype engaged learning course that included outside mentors. The Power Foundation funded release time for Gerber. Twenty-five students enrolled. Power and Gerber recruited as mentors Paul Hillel, former Michigan speaker of the house and senior vice president of DTE Energy, and later, Larry Good, chair, co-founder and senior fellow at Corporation for a Skilled Workforce in Ann Arbor, a leading job training policy and practice organization.

Power went next to U-M’s provost, to the dean of the College of Literature, Science, and the Arts, and to the associate provost for programs. All agreed that Power’s and Gerber’s concept was what U-M—and the Ford School in particular—should be doing. Gerber taught the course again, with more students.

Soon, Power was asking Michael Barr, Joan and Sanford Weill Dean of the Ford School, “What would you need to make engaged learning a regular part of the Ford School?” Barr said, “Money.” As Power tells it, “I said, ‘Tell me, write to me.’ And he did. The hope now was to meld academic learning with real world experience, thereby making relevant student learning and helping nudge academic culture to make Michigan a better place.

That got Kathy and me excited! The foundation decided to fund it, and now we are on our way to building within the university an academic community and a constituency for engaged learning: an idea whose time has come!”

Power says the vision for P3E was built into his DNA. Power spent much of his career running HomeTown Communications Network, Inc. in Livonia, Michigan, a group of 64 community newspapers across the Upper Midwest. “I was interested in what helps a community be better,” he says, sounding very much like the man with a passion for engaged learning.

By 2005, Power saw internet news threatening small-town papers, so he sold HomeTown to the Gannett Company and started a “think-and-do tank” called the Center for Michigan. The center’s mission is to improve life in Michigan by involving ordinary citizens in state and local policy issues. The center publishes Bridge, an online news source (circulation of 1.6 million and three years as Michigan’s best newspaper, per the Michigan Press Association) dedicated to such issues and once again helping communities be better.

“Phil and Kathy are so inspiring,” Liz Gerber says. “They care deeply about Michigan, the university and our future. They have demonstrated this through Bridge, the Center for Michigan, and all their university support. Their gift to the Program in Practical Policy Engagement will help us initiate and cultivate more long-term external partnerships with local government and nonprofits. If the school is thoughtful about and truly engaged in these partnerships, they will ripple out, to the benefit of all. This investment in the future of the state really caps all that the Powers have done.”

“When I was a regent,” Power recalls, “every year I sent 3,000 letters to the people who ran the State of Michigan, telling what the university was doing. In my last letter before leaving office I concluded that, when the history of the twentieth century was written, it would say that public universities were one of the biggest, most significant contributions that the United States had made. Think how valuable a university can be to a state and its citizens if that university gets engaged. Throughout my career I have seen this, and I continue to believe it.”

As a student, Phil Power (left) served as editorial director of The Michigan Daily, alongside editor-turned-lawmaker Tom Hayden (right). The two reunited just off campus for a book signing at Power’s office in 1988.

**SPOTLIGHT**

Policy pitch highlights students’ niche

Nine returning MPP students reflected on their summer internships by sharing their experience and policy impact in the inaugural Policy Pitch Competition. Guest judges for the competition included former U-M Regent Phil Power and VP for Communications Kallie Michaels.
Hal’s wife Carol draws a line from 1940s Europe to the United States now. “While the situation here is less extreme, many people in the U.S. today are denied the right to live without prejudice and restrictions. We say all people are created equal here, but some have no voice in society. They have been denied their rights or their ability to have successful lives.”

Alarmed by this state of affairs, the Kohns sought the best way to address the denial of social justice in the United States. “It was beyond our ability as individuals,” says Carol. “So, we looked for an organization with that infrastructure and passion to do meaningful research and create programs that would have an impact.”

The Kohns chose U-M’s Gerald R. Ford School for Public Policy as that organization. A significant gift from the Kohn Charitable Trust will establish a new professorship of social justice and social policy at Ford. The gift will support a faculty member who, through scholarly and applied research, is giving a voice to the disadvantaged in society.

A new professorship: giving voice to the voiceless

By David Pratt

“Hey lost their voices, they lost control of their lives, they lost their home,” Hal Kohn says of his grandparents. “They fled from Germany to Amsterdam, but Hitler invaded the Netherlands and they were deported to Sobibór and murdered upon arrival.”

Halmann Kohn, born in 1871 in Lülsfeld, Germany, a small town between Frankfurt and Nuremberg, and Amalie Schwab, born two years later in Rimpar, 20 miles to the west, would not have seemed disadvantaged. As a young man, Hermann became successful in the sale of hand tools and machinery in nearby Gerolzhofen. He married Amalie in 1900, and they had two children, a daughter, Rosl, in 1901, and a son, Karl, in 1907.

In 1927, Rosl married Ludwig Löwenthal, whose political views were unpopular with the National Socialists then gaining power in Germany. The Löwenthals fled to Amsterdam in 1933. Thereafter, conditions in Germany deteriorated. In 1936, Hermann arranged for Karl to emigrate to the United States. His parents hoped to follow.

According to Beit Hatfutsot, the Museum of the Jewish People, on November 9, 1938, known to history as Kristallnacht, Jewish homes in Gerolzhofen were broken into and searched. Personal property was destroyed, anti-Semitic slogans were painted on houses and tombstones were overturned in the Jewish cemetery. A week later, the town’s Jewish males were shipped to Dachau. Hermann Kohn managed to avoid this fate; he and Amalie soon followed their daughter to Amsterdam. In May 1940, however, Hitler invaded the Netherlands. In the spring of 1943, the Kohns and the Löwenthals were arrested. The Löwenthals were sent to Theresienstadt in Czechoslovakia and the Kohns via Westerbork to Sobibór in eastern Poland, where they died within days. Hermann was 73. Amalie was 70.
In America, Karl Kohn married another refugee, Martha Sternberg, in 1937 and settled in the Washington Heights neighborhood of New York City. Like his father, Karl took up the hardware business. “We were fortunate,” Hal says today of himself and his two sisters. (Rosi Löwenthal survived the Shoah, though her husband and son did not.) “My parents made us their number one priority.” Part of Hal Kohn’s good fortune was being able to attend the University of Michigan, in the early 1960s. “It was an interesting time to be on campus,” he recalls, “civil rights and Vietnam galvanized our attention. America was really grappling with its history. Because of my grandparents, I believed these were meaningful questions. It was a formative period of my life. I was proud of U-M’s tradition of social justice, and I have remained so.”

Hal Kohn received his PhD in Chemistry from the Pennsylvania State University in 1971. Following postdoctoral study at Columbia University and a faculty appointment at the University of Houston, he came to the University of North Carolina at Chapel Hill in 1999. Two themes defined his research career: elaboration of the mechanism of action of clinical agents, that is, the exact biochemical interaction by which a drug substance produces its pharmacological effect; and the discovery and evaluation of new therapeutic agents. Hal retired in 2015. His and Carol’s quest for an institution to support in the pursuit of social justice intensified.

In 2017, they contacted the University of Michigan to discuss their vision. They learned about Poverty Solutions, an interdisciplinary program launched by U-M President Mark Schlissel and housed at the Ford School, under the direction of Associate Professor Luke Shafer. The initiative seeks to address poverty through partnerships with community groups and policy leaders. “We knew immediately that we wanted to give to the Ford School,” Hal says. “Ford and President Schlissel are committed to the values of Poverty Solutions. We were struck by the School’s partnerships with the state and the city of Detroit. The Ford School is having a major impact, addressing social justice and giving a voice to people at the margins of society. Creating a professorship at Ford will empower a researcher to explore boldly, at liberty to follow their vision. We want to engage and keep the best at Michigan.”

“At the time, my grandparents’ passing was noted only by their names on a ledger. That always stuck with me. But now, they will no longer be silent. Their voices and the voices of many others will be heard. We will benefit from that wisdom and experience, through the efforts of those at the Ford School. It gives us tremendous happiness.”

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The elder Kohns’ voices are already being heard in a very twenty-first century way. They have made their social media debut. “We were scrolling through Ford’s Facebook page,” Carol says, “and Hermann’s and Amalie’s pictures came up. It meant so much to us that they were there for everyone to see.”

Hal sums up with an amusing and telling analogy from the discipline in which he made his career. “I see the world through the lens of chemistry,” he says. “So, I was struck by the name Poverty Solutions. In a solution, different compounds dissolve, then interact and are transformed. The Ford School puts people together—especially in partnerships across the state—and they interact, and the outcome is the betterment of society, giving all people a voice and a path.”

Campaign co-chair and visiting committee chair Jim Hudak (MPP ’71) has also endowed a new professorship at the Ford School. The James B. Hudak Professorship of Health Policy will enable the Ford School to build our strength in a critical policy area. Look for more on Jim and on the new professorship in the next edition of S&H.

SPOTLIGHT
Local leaders’ lessons

Four female local government leaders from Michigan Municipal League 16/50 Project, which supports women in municipal leadership in the state, spent the lunch hour with master’s students, sharing their work experiences and career journeys. In a mini-simulation, students tackled a scenario the municipal executives faced in their work, giving them a chance to apply the skills they learn in class to solve a real-life problem.
As a young lawyer in his first job out of law school, John Ciorciari made a choice that would alter the trajectory of his professional career. He had been the editor-in-chief of the Harvard International Law Journal and specialized in international financial transactions at a big law firm. Then Ciorciari heard about a center in Cambodia that was compiling evidence to promote justice for Khmer Rouge atrocities. He offered to help.

By the time Ciorciari came back to the law firm six months later he had caught a bug — both figuratively and literally. “It was such an eye-opening and exciting experience to go out in the field,” Ciorciari says. Even contracting typhoid was not enough to dissuade him. He continues to work pro bono as a senior legal advisor to the Documentation Center of Cambodia and has written a book and numerous articles on the processes of accountability, justice, and reconciliation in the country. The experience would inspire him to pursue a doctorate in international relations at Oxford to better understand the many different political constraints in a process like Cambodia’s. It also led him to work for the U.S.

“If we want our research to impact diplomatic practice, we have to be answering questions that people on the front lines of foreign policy care about.”

John Ciorciari
Treasury Department’s Office of International Affairs, where he focused on the economic development angle in post-conflict countries.

“Those experiences made me more excited about not just the practice of foreign policy but the study of it,” Ciorciari said. “Having had exposure to the everyday experience of working in that sphere very much informs the kind of questions I am interested in researching, the way I study and the way I write up research findings.”

Now, as the director of the new Weiser Diplomacy Center, Ciorciari wants to enable students at U-M and the Ford School to become similarly engaged.

The initiative, made possible by a $10 million gift from University of Michigan Regent Ron and Mrs. Eileen Weiser, will provide training to students for careers in international affairs, help generate contacts with the foreign policy community, inform academic research, and reach the broader public bringing high-profile speakers and events to campus.

“One thing the Weisers want to accomplish, which I support wholeheartedly, is to give our students the encouragement and support to go out and learn about questions that they find inspiring and important,” Ciorciari says. Opportunities to get outside their home countries to engage with and learn from partners in other societies will allow students to build expertise early on in their careers.

While many of the programs that focus on diplomacy in the United States are clustered around Washington D.C., being located at the University of Michigan confers distinct advantages, says former ambassador Melvyn Levitsky, who is a professor of international policy and practice at the Ford School and senior advisor to the Weiser Diplomacy Center.

(continued on p. 14)
A key asset is the university’s breadth and depth in relevant academic areas: one of the richest programs for area studies in the country, as well as outstanding social science, and language studies. “We have a terrific menu to draw from because of the broad university strength,” Levitsky says.

“We want to bring those sets of expertise together and find useful applications of academic knowledge to foreign policy,” Ciorciari says. To do so, the Weiser Diplomacy Center will emphasize the processes involved in international affairs. While academic researchers might ask why opium production has been so resilient in Afghanistan, for example, a policymaker has to figure out how to make the best dent on the problem with limited resources and without sacrificing other priorities.

“It is a very different analytic process,” Ciorciari says. Policymakers have to identify the other stakeholders and their interests and reflect on how to frame the problem and set the agenda in relevant institutions and develop policies that can be implemented effectively.

To bring this approach to the forefront, new professors of practice in international diplomacy and visiting diplomats will draw from their experiences to illustrate how diplomatic process and contextual factors relate to policy outcomes. Skill-building workshops and simulations will complement the practical focus.

In turn, Ciorciari believes that the close contact with experts in the field will also inform academic research. “If we want our research to impact diplomatic practice, we have to be answering questions that people on the front lines of foreign policy care about,” he says.

The hope is also that the diplomatic hub can eventually benefit the international affairs community more broadly. To that end, the center will engage regional actors with interests in U.S. foreign policy. “We want to position ourselves to address issues where we have comparative advantages,” Ciorciari says. Events tackling trade, migration, and climate change, for instance, will involve partners in the University of Toronto and the National Autonomous University of Mexico, as well as participants from the auto industry or the Great Lakes Commission.

“Having a center for diplomacy in the Midwest gives you a much different perspective,” Levitsky says. “It isn’t all about DC politics.” Ciorciari agrees, saying:

“Our country and our government — and as part of that our foreign policy — are strongest when we draw from this rich, vast, and diverse country.”

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**SPOTLIGHT**

Honoring those who served

The Ford School honored Veterans Day by considering policy implications on military service and caring for veterans. A screening of the award-winning film *Almost Sunrise*, which chronicles two Iraq veterans’ 2,700-mile walk across the U.S., and a policy panel titled “The U.S. at ‘endless war’” gave the community the opportunity to learn and reflect on the challenges facing active and retired military.

Bravely marching on

After receiving U-M’s prestigious Wallenberg Medal, representatives from March for Our Lives and B.R.A.V.E. Youth Leaders came to the Ford School to talk about their activist leadership and how they’ve worked together across their differences, finding common ground in their advocacy.
“It’s the polar opposite of affirmative action, which boosts applicants who have faced adversity. It’s unconscionable for a handful of elite colleges to amass enormous tax-advantaged endowments and use them to perpetuate privilege in this way.”


“The United States is still less protectionist than it has been throughout most of its history or than most nations are today.”


“State-level climate policies will undoubtedly play an important role in creating a market for renewable energy… (however) some of these other state-level policies that facilitate getting renewable energy projects built—even in places where talking about climate change may be untenable.”


“We have forgotten all the basic lessons of the causes and consequences of the financial crisis.”


“A crucial part of the arsenal for shaping the future of gene editing is hiding in plain sight: the patent system.”


“I think Americans are often very concerned when they see leaders with authoritarian tendencies telling their supporters things that are false over and over again and attacking other sources of information. And if that worries you when you see it abroad, it should worry you when you see it here too.”

Kennedy, Wilson, and Ford School deans talk shop

It’s been 40 years since the founding of APPAM, the Association of Public Policy, Analysis, & Management. At the APPAM fall conference, Ford School dean MICHAEL S. BARR joined DOUG ELMENDORF, the dean of Harvard Kennedy School, and CECILIA ROUSE, dean at Princeton’s Woodrow Wilson School of Public and International Affairs on the opening lunch panel. The topic: the past, present, and future of policy education. Mathematica Policy Research vice president MATT STAGNER, president of APPAM, moderated.

Here are just a few edited highlights from the wide-ranging conversation.

Reflections on the identity, mission, and role of public policy schools today:

DOUG ELMENDORF: One challenge is that the confidence of American people in their national government is now at roughly its lowest point in the 50 or so years, lower than it was ever 15 years ago. And this phenomenon is not limited to the United States. I think it matters especially for schools like ours because if people have less confidence in governments, they’ve got less confidence in universities—and in the people that we send into the public square. We should make sure we’re focusing on the well-being of our fellow citizens, make sure we are teaching a broad set of skills for effective governance, and drawing into our schools a wide range of voices.

CECILIA ROUSE: You could take our three schools and all of the schools that (APPAM) represents and we all really do different things. There’s not one school of public policy or even public administration. (The field) is about making the world a better place, and there are so many ways to do that. If we’re going to make the world a better place, we have to be able to operate it and administer it, whether that is in a government, whether that’s a corporation, whether it’s not-for-profit. You have to be able to implement ideas and bring them to scale and make them happen, in addition to identifying the strategic direction. We’re training students to understand that it’s not about their own personal reward and benefit, but they’re truly trying to generate public good and public service.

MICHAEL BARR: I think that we’re going to need to see a broadening that brings to bear not just knowledge from the science and politics and economics, but also anthropology and history, also psychology, science. That multidisciplinary approach has really been at the core of the way we have been positioning ourselves, because the kinds of problems the world require bringing all those forces together. Also, it’s about interdisciplinary work aimed at problems in the world: engaged learning opportunities for our students so that they’re able to work with real world clients and engaged research opportunities for our faculty, so they’re working in a mutually beneficial way with partners in the nonprofit sector, the government sector, and business to solve problems.

Reflections on policy education in a divided, polarized world:

MB: We’re living in a time when the country seems to be ripping itself apart and where we’ve lost the ability to communicate to people who are different from us in some way. I think that we have an opportunity as deans of policy schools to help make a difference. I think that we can help demonstrate that you can have a diverse and open and inclusive environment that really brings people from all walks of life together, communicating across difference. How do you generate a generous sense of belonging in a community, encompassing people with lots of different viewpoints and lots of different backgrounds in a way that makes each person feel genuinely respected and valued?

CR: We have done a better job of diversifying the students who are coming to campus, but we haven’t yet gone the next step, which is helping them talk to one another, live next to one another. Most of us live in very segregated neighborhoods. Most of our social lives are very segregated by socioeconomic class, by religion, by race, by whatever you want to name it. So then how do we expect students to have the skills once they’re on campus to navigate those differences? At Princeton, the college has been working very hard to do that and I believe that that is part of what we all have to do.

DE: At the Kennedy School, roughly half of our students come from outside the United States. So the polarization, the divides that we wrestle with, in and out of class are not just what we see in the U.S.; a lot of divides around the world come home to us. So we wrestle with trying to provide places for people to talk and people we think are alike, as well as trying to build more conversation with people who are not like you in some way. I think we need to keep at it, every day, all the time, because it’s not easy. We need to help ourselves, our faculty, and our students get better at that.

“I think that we have an opportunity as deans of policy schools to help make a difference.” — MICHAEL BARR
“This is a critical opportunity for Michigan to catch up. Michigan has lagged behind the rest of the states in terms of access to the ballot.”


“I worry about a haste to pivot from terrorism to other security challenges. I worry about that because I think that we stand to lose on setbacks on the counterterrorism front. We can do more than one thing at once as a nation.”


“The more the country can assert a sort of common sense of community and willingness to talk to one another, we can overcome some of the hyper-partisanship or hyperpolarization.”


“You do not have a fair shot at prosperity in the twenty-first century if you do not have access to the internet.”


“I raised the question with my class: how many times in your lives have you been asked by a political leader to make an express sacrifice for the broader good—with the idea that the benefits would be long term? And there wasn’t much (in reply) in the way of illustration and example. I am hard-pressed to answer that question myself.”

Barry Rabe, J. Ira and Nicki Harris Family Professor of Public Policy. “Can We Price Carbon?,” October 1, 2018.
How did your interest in public policy begin, and how did it grow?

Brendan Nyhan: I have always been interested in public policy. After college, I helped start a fact-checking website called Spinsanity where we debunked false and misleading claims about topics ranging from the 9/11 terrorist attacks to the war in Iraq. In graduate school, I began to study political misperceptions—why people so often believed claims about politics and public policy that are false or unsupported by the best available evidence. During my time as a postdoc at Michigan, I turned my focus to misperceptions about health care reform and vaccines.

Why, in fact, do people believe misperceptions?

People tend to be biased toward information that reinforces their point of view or partisan affiliation and biased against information that contradicts their preconceptions. In recent years, we have seen elites and media outlets become more aggressive in exploiting those tendencies to spread rumors and false claims. That’s why we have to study where people’s information comes from in the first place.
What have you discovered?

It turns out that “echo chambers” are rare—most people actually have a relatively balanced information diet. For instance, in the period just before the 2016 election, only 10 percent of the public consumed approximately 60 percent of the “fake news.” That group is relatively small but it’s also highly politically active, however. As a result, it could have a disproportionate effect on our political system. I also worry that people who consume this kind of toxic content are likely to feel more negatively toward the opposing party and to further spread the misinformation they encounter.

What is next for you in your research?

I’m excited to contribute to the science of information that is currently emerging. Digital tools allow us to monitor people’s news consumption minute-by-minute, which could change how we understand the flow of information in our democracy.

It seems that, at the Ford School, you have found a great home for investigating these issues.

I am especially excited about the leadership of the Ford School. Michael Barr, Liz Gerber, and Paula Lantz are doing incredible things. We are well positioned to take advantage of Michigan’s strengths and become an even more important force in Ann Arbor and nationally. This is a great institution.
A research study that centered around a large maize-and-blue-striped envelope caught the attention of more than just the students it sought to target. The work launched a larger initiative at the University of Michigan and is being lauded as transformational by economists and educators on Twitter, with other universities taking note.

It all started in the fall of 2015 with the HAIL (High Achieving Involved Leader) Scholarship pilot led by the Ford School’s SUSAN DYNAWSKI and her colleagues, including former Education Policy Initiative Postdoctoral Fellow KATHERINE MICHELMORE (now on faculty at Syracuse), Ford School alumnus C.J. LIBASSI (MPP ‘15), now with the College Board, and PhD student STEPHANIE OWEN.

The problem they hoped to address was simple: high-achieving students from disadvantaged backgrounds tend not to apply at all, or to apply to non-selective universities instead of highly selective ones like U-M. Over 40 percent of low-income students apply to non-selective universities, compared to 10 percent of their high-income counterparts. University of Michigan administrators had repeatedly tried to close the persistent gap between low- and high-income student enrollments, but had not been as successful as they’d hoped.

The disparity in application rates could have been due to a range of factors, but Dynarski and her colleagues were concerned about one in particular.

They doubted that low-income students had equal, early access to information—such as admission rates and costs—that would allow them to make an informed decision about where to apply. In other words, they theorized that Michigan’s low-income students believed, incorrectly, that highly selective universities like U-M were too expensive or too rigorous for them.

“What we heard from doing focus groups with some of the HAIL scholars is that many did not even consider applying to U-M because they didn’t think they could get in, or that they couldn’t pay for it,” says Michelmore. “What they may not have realized, is that even though U-M might have a high cost of attendance relative to other public schools in the state, U-M offers generous financial aid packages for low-income students.”

“Students typically find out about financial aid far too late for it to affect their application choices,” Dynarski explains. “Our unconditional, early commitment of four years of free tuition and fees assured students and their families that University of Michigan is within their reach.”
Dynarski and her team believed that a targeted intervention could increase applications from low-income students, and enrollments as well. So they designed a large-scale pilot, the HAIL Scholars Program.

In 2016, the first year of the HAIL Scholarship pilot, 1,057 high school seniors who qualified for free- or reduced-price meals, and who had distinguished themselves by high grades and ACT/SAT scores, received a package from the university. It was designed to be noticed: “The large, heavy, glossy, maize and blue package made its connection to University of Michigan clear,” according to the researchers. Inside, U-M committed to full coverage of tuition and fees for four years if the student applied to and was accepted by U-M’s Ann Arbor campus. Their parents and their principals were sent letters, as well.

The application rate among targeted high school seniors exploded. Overall, 67 percent of targeted students applied, compared to 26 percent of the control group (students who also qualified for financial aid, but did not receive targeted mailings).

Perhaps more astonishingly, the HAIL Scholarship served as an equalizer across race, urbanicity, and region. It lifted application rates for groups least likely to apply, so application rates from whites and students of color, as well as urban, suburban, and rural students, roughly matched across the board.

University administrators were delighted, and the early successes led to the establishment of the Go Blue Guarantee, a major new financial aid program.

But Dynarski and her colleagues were reluctant to tout the results until they’d finished their evaluation and, in particular, answered a key question: had the HAIL Scholarship initiative simply diverted students who would otherwise have applied to schools as (or more) selective than Michigan?

The results, published in an NBER working paper in December, 2018—subsequently named “research that shaped our world in 2018” by Quartz—are a policy analyst’s dream: a creative, low-cost intervention that yielded incredibly impressive results.

There was no diversion. “If it weren’t for HAIL, many of these students would not have gone to college at all or would have attended community colleges,” said Michelmore.

“Getting students to go to U-M, where retention rates are very high, meant they were more likely to stay in college.”

“Professor Dynarski’s HAIL Scholars project is a great example of what can happen when faculty apply their research skills and creativity to a challenge confronting the university—in this case, how to economically diversify the student body,” said U-M President **MARK SCHLISSEL**.

“The program will have a dramatic impact on access to top-notch higher education. It’s likely to be replicated by universities all over the country,” said **MICHAEL S. BARR**, Joan and Sanford Weill Dean of Public Policy.

Dynarski and her colleagues welcome that possibility, writing that they would “welcome collaborations with scholars, college administrators, and policy actors who wish to test this approach in their own backyards.”

Dynarski’s success is just the latest accomplishment in a career marked by rigorous, policy-relevant research projects designed to ensure that all students have an opportunity to succeed.

“As a first-generation college-going student, I personally benefitted from access to higher education and can truly say it transformed my life,” said Dynarski. “Finding that this method is remarkably effective, we can build on it to continue lowering the barriers to higher education.”

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**The more, the MERI-er**

A new partnership between the University of Michigan, Michigan State University, the Michigan Department of Education, and the Center for Educational Performance and Information will facilitate research projects in education, make data accessible, and improve education for Michigan’s students. The Michigan Education Research Institute (MERI) launched in November. The Ford School’s Brian Jacob and Susan Dynarski, co-directors of the Education Policy Initiative (EPI), will take the lead on one of the major parts of the collaboration: the Michigan Education Data Center (MEDC). MEDC is a new clearinghouse for base research files and for all research applications coming to the State of Michigan. The data center is expected to dramatically improve access to Michigan’s K-16 education data—enhancing the ability of researchers and policymakers to solve education policy challenges.
Rusty Hills’ passion for politics started in eighth grade, when he was assigned the role of speechwriter in a mock 1968 presidential election. Today he’s paying the favor forward to scores of Fordies in Political Campaign Strategy & Tactics (PubPol 423).

A complement to his role of lecturer at the Ford School, Hills’ career has spanned decades with the Michigan Republican Party and state government. He served ten years in the Executive Office with Governor John Engler, and was elected twice (unanimously) as state party chairman for the Michigan Republican State Committee. While there, he oversaw the state’s efforts to elect candidates running for office, ranging from George W. Bush for President to county commissioners. Most recently, he served as the campaign manager for Bill Schuette’s first run for attorney general in 2010, and then as his senior advisor in the Michigan Department of Attorney General, where his primary responsibility was to supply a “dose of common sense,” to the complex, sometimes intractable, issues that come to a branch of government that is the “People’s Lawyer” for all Michigan citizens.

Hills notes that his experiences, particularly in campaigns, present learning opportunities for his class. “I like to tell the students there’s an old adage that you learn more from losing an election than winning. And if there’s any truth to that they’re learning from the smartest professor at the University of Michigan.”

This is just one of the many sayings Hills repeats over the course of a semester as the class explores how to win an election—and lessons from losing campaigns as well. Hills gladly shares his mistakes so students don’t repeat them. To further demystify the campaign process, he also brings in an elected official each semester so that the feat of winning is no longer “so daunting for students.”

“There is no policy without victory” is another mantra of Hills—he even bolds it in the syllabus. He stresses to students it’s not about winning, it’s about doing something once you’ve won. With policy goals in mind, fundraising becomes an easier ask, for example, and the long hours have purpose.

Relying on more than his own experience, Hills draws on past events that offer lessons today. The fall 2018
In “Screen Arts & Cultures—Producing Voter Engagement,” a new course designed and taught by John Chamberlin and Edie Goldenberg, students produced public service announcements encouraging their fellow Wolverines to vote in the 2018 midterm election. The PSAs were just one part of a massive, nonpartisan effort to increase student voting—an effort led in large part by Goldenberg. Early indicators suggested tremendous success: campus precincts saw a whopping 223% increase in voters compared to 2014.

semester brought a name from the history books to class: Hugh Sloan, who served as the treasurer for the Committee for the Re-Election of the President Richard Nixon in 1972 and who had resigned and testified at the first sign of wrongdoing. Sloan’s wife famously told Carl Bernstein, “This is an honest house.” That’s another lesson Hills hopes students take away: that they should aim to take pride in the integrity and positive impact of their own careers in politics.

“Some people go through life wondering if they’ve made a difference. People in public policy don’t have that problem,” Hills tells students. “It’s well worth your time and effort.”

He himself has had the chance to make an impact, having seen and experienced a bit of everything in his time working in politics: wins, losses, redistricting, last-minute budget deals, and constant change to how elections are run and won.

“This is something that Ford Students will all have to grapple with,” Hills says of the rapid pace of change, and what those new elements, like social media, can mean for campaign strategy.

As an example, Hills shared his experience of being in the spin room during the 1996 vice presidential debate in Tampa. Surrogates gathering in a room to defend their candidate is now obsolete because Twitter offers “real time measurements of who’s winning and who’s losing.”

In his career, Hills witnessed the social media army-of-one start in the broom closet, and now grow to a team that impacts every aspect of the campaign.

He posits that the Republican Party should learn from President George H.W. Bush, who recently passed away. “He led a life of public service, he put the country first.” The GOP, Hills adds, would do well to remember the code by which George H.W. Bush lived: “Tell the truth. Don’t blame people. Be strong. Do your best. Try hard. Forgive. Stay the course.” Such advice may not guarantee a win in every election; but it provides a noble blueprint to follow.

As for what role he will play in 2020, he’s unsure. But there’s no doubt in his mind that his career in politics has been “the thrill of a lifetime.”

Ford School leaders and the 2018 elections

Ford School students and alumni participated actively in the democratic process. While not every race was a winner, these Fordies did us proud!

Ammara Ansari (MPP ’19), finance director for Matt Koleszar for State Representative (Michigan) and Megan Kathleen Cavanagh for Michigan Supreme Court

Erin Bozek-Jarvis (BA ’16), campaign manager for Gretchen Driskell for Congress (Michigan)

Rowan Conybeare (BA ’18), campaign manager for Christopher Taylor for Mayor (Ann Arbor) and finance director for Megan Kathleen Cavanagh for Michigan Supreme Court

Stephanie Gray Chang (MPP/MSW ’14), elected to the Michigan Senate (1st District)

John Cherry (MPP ’09), elected to Michigan House of Representatives (49th District)

Isaac Epstein (MPP ’14), campaign manager for David Watters for State Senate (New Hampshire)

Rajiv Joseph (MPP ’19), deputy field organizer for Gretchen Whitmer for Governor (Michigan)

Bridget Mary Hathaway (BA ’09), elected Judge for Michigan 3rd Circuit Court

Sophia Kittler (MPP/MBA ’14), created and managed the campaign for San Francisco’s Proposition D, the Marijuana Business Tax Increase

Max Lerner (BA ’16), field director for Ben McAdams for Congress (Utah)

Mahima Mahadevan (MPP ’11), worked for Rashida Tlaib for Congress (Michigan)

Jason Morgan (MPA ’19), re-elected to the Washtenaw County Board of Commissioners (8th District), and now serving as chair

Connor Paul Priest (BA ’18), field director for Matt Morgan for Congress (Michigan)

Joe Shea (MPP ’17), Southern California field director for Gavin Newsom for Governor

Dana Sherry (MPP ’14), political director for Gretchen Whitmer for Governor (Michigan)

And our good friends…

Debbie Dingell, member of the Ford School Committee, re-elected to Congress (Michigan)

Gretchen Whitmer, former Towsley Foundation Policymaker in Residence, elected governor of Michigan

DID WE MISS YOU?

Drop a line to fspp-editor@umich.edu and we’ll add your name to the online edition.
Elisabeth Gerber on Detroiters’ perceptions and priorities

To help produce more welcome, meaningful, effective investments in and around Detroit, U-M’s Detroit Metropolitan Area Communities Study (DMACS) aims to gather and disseminate “timely, relevant intel on Detroit public opinion.” Professor Elisabeth Gerber is a research lead with the project. DMACS researchers survey Detroit residents three times a year about issues ranging from the economy to transportation to the built environment. Recent surveys have assessed the impact of investments, residential mobility, policy priorities, and perceptions of crime.

Among the key findings, the survey found that 40 percent of Detroiters believe that people who recently moved to Detroit are the ones benefiting most from investments in Downtown and Midtown Detroit. Improving public education was named as the top priority for residents, with seven in ten respondents ranking that goal among their top three options.

›› Read survey results at umdetroitsurvey.org.

Robert Hampshire on ride/bike/scooter share options to improve traffic congestion

With the growing ubiquity of ride-hailing services, passengers have come to expect door-to-door service. The good news? That eliminates a key challenge of mass transit systems: how to move passengers through the first or last mile of a trip. But ride-hailing has also led to a rise in congestion as more cars are on the road to service these passengers. Meanwhile, other services like dockless bikeshare and scooters are diversifying options to create a multimodal option—ride, bike, share. Robert Hampshire and colleagues tested if a multimodal system is feasible and would alleviate congestion.

Using New York City taxi cab and bikeshare data from 2015, the researchers designated major hubs around Manhattan during peak hours that customers would get to using bikeshare. Their model showed that more than 80 percent of trips could conveniently be assigned to a carpool—dropping taxi use by 40 percent. The results suggest that multimodal connections between ride-hailing and dockless bikeshare and possibly scooters reduce trip times and lessen congestion.

›› Read “Multimodal Connections between Bikesharing and Ride-Hailing: An Empirical Study in New York City” in the proceedings of the 2018 IEEE International Conference on Intelligent Transportation Systems.
Stephanie Leiser and Sarah Mills on perception versus reality in local government budgets

Local government officials’ assessments of their own fiscal health is often at odds with—and worse than—what their financial statements indicate, according to work done by Stephanie Leiser and Sarah Mills. The researchers note that this could be because state-compiled financial data doesn’t capture some of local leaders’ most stressful concerns, such as long-term spending pressure and external factors that impact revenue, such as local economic conditions. Are local officials being overly worried? Leiser and Mills can’t say for sure. Either way, they write, it’s important to understand how and why local officials size up their fiscal health as they do, because those assessments are being used for day-to-day governing decisions.

The researchers used data from the Center for Local, State, and Urban Policy’s Michigan Public Policy Survey to measure how local officials assess their fiscal health. Leiser and Mills recommend that the state supplement traditional financial measures with subjective self-assessments to try to capture a more holistic picture of overall fiscal health.


SPOTLIGHT
Champions of the West

Just before the 2017–2018 college basketball season started, Coach John Beilein, the father of a Ford School alumnus, agreed to visit the school to talk with students about leadership, teamwork, ethics, and more. The date was set: April 5, after March Madness would end. Few predicted that the coach and his team would be busy right up to the glorious Final Four finish. A packed room enjoyed a rousing and inspiring community conversation, hosted by English professor Anne Curzan. This year’s Wolverines are off to a 22–2 start.

Brain trust

Faculty from the Ford School and around the University joined an expert roundtable with Senator Gary Peters (D-MI) in October. Peters called on faculty to provide insight into some of the rapidly-moving emerging technologies that intersect with the policy issues facing the Senate committees he sits on, including Armed Services and Commerce, Science & Transportation. Representing the Ford School were ROBERT AXELROD, MICHAEL BARR, BRENDAN NYHAN, and SHOBITA PARTHASARATHY.

» Read more about these “faculty findings,” and many others, at fordschool.umich.edu/faculty-publications.
In August, JOHN Z. AYANIAN published a policy-focused article with colleagues in the *New England Journal of Medicine* titled “Mitigating the risks of Medicaid work requirements.”

MICHAEL S. BARR teamed up with Howell E. Jackson and Margaret E. Tahyar to release the second edition of their textbook *Financial Regulation: Law and Policy*. The book covers the financial sector, including the financial crisis, technological changes, ideology, and other factors.

Barr also presented at a September event hosted by Brookings, “Responding to the Global Financial Crisis: What we did and why we did it,” held to mark the 10th anniversary of the financial crisis.

SUSAN M. COLLINS has been elected to a second three-year term (2019–21) as a director of the Federal Reserve Bank of Chicago. She also recently joined the executive committee of the board of directors of the Peterson Institute for International Economics. Collins was appointed by U-M Provost Martin Philbert to serve on a blue-ribbon panel charged with exploring “the intersection of faculty members’ political ideology and their responsibilities to students.”

ALAN DEARDORFF continues his travels. He’s recently presented papers at Oxford University; University College Dublin; at a conference in Cartagena, Colombia; and at the Korea Institute for International Economic Policy in Sejong, South Korea.

Deardorff delivered the keynote speech at the Seoul International Forum on Trade Remedies in Seoul, South Korea.

KATHRYN DOMINGUEZ was named to the Advisory Scientific Committee of the European Systemic Risk Board, which oversees the financial systems of the European Union.

REN FARLEY’S “Racial gaps in Detroit 50 years after the Kerner Report” was published in the *Russell Sage Foundation Journal of the Social Sciences* in September. He also presented “Demographic characteristics of the Middle Eastern population of metropolitan Detroit” at a Detroit conference on immigration and diversity. Farley and his wife have been training puppies to become service dogs; a recent trainee is now in service at a physical therapy clinic in Columbus.

CATIE HAUSMAN’S article with U-C. Davis economist David Rapson, “Regression discontinuity in time: considerations for empirical applications” was published in the *Annual Review of Resource Economics* in October. Hausman also recorded a podcast on the impact of methane leaks for the University of Pennsylvania’s Kleinman Center for Energy Policy.

PAULA LANTZ and program manager SAMANTHA IOVAN have written a number of articles on their research regarding how social impact bonds are being used to address social welfare and public health. Their work has been published in the *American Journal of Public Health and Behavioral and Social Policy*, and by the Federal Reserve Bank of San Francisco. In November, Lantz presented some of their international comparative work on social impact bonds at a conference on “Public policy and leadership” in Hanoi, Vietnam.

YUSUF NEGGERS’ paper, “Enfranchising your own? Experimental evidence of bureaucrat diversity and election bias in India” was published in the *American Economic Review* in June. Neggers also received a grant from the National Science Foundation for a proposal titled “Is better access to information effective in improving labor market outcomes? Experimental evidence from India.”


NATASHA PILKAUSKAS’ recent paper, “Beyond the nuclear family: Trends in children living in shared households” was published in Demography. The paper was co-written with PhD student CHRISTINA CROSS.

Former U.S. Representative JOHN J.H. “JOE” SCHWARZ (R-MI) was named to Michigan Governor-elect Gretchen Whitmer’s transition team.

LUKE SHAEFER was appointed by Michigan Governor Rick Snyder to the Commission on Community Action and Economic Opportunity. Shafer was also one of just 22 Michigan faculty to receive this year’s U-M Faculty Recognition Award. The award recognizes Shafer’s research and scholarship on poverty and social welfare, his mentorship of students, and his leadership of the university’s Policy Solutions Initiative.

KEVIN STANGE was named a co-editor of the Journal of Policy Analysis and Management (JPAM) after having served as a guest co-editor for a special JPAM issue focused on higher education policy. He was also awarded a $255,000 grant from the Smith Richardson Foundation for the study “A Major Decision? The Consequences of College Course Taking,” with colleagues Rodney Andrews (UT Dallas), Scott Imberman (Michigan State), and Mike Lovenheim (Cornell).

MEGAN E. TOMPKINS-STANGE is a visiting professor in La Chaire Philanthropie of ESSEC Business School (École Supérieure des Sciences Economiques et Commerciales) this academic year. She recently published an article in Interest Groups and Advocacy, titled “Financing the Education Policy Discourse: Funders as Catalysts in Policy Networks,” and she gave a talk in December to Democrats Abroad in Paris about education policy, philanthropy, and market-based school reform.

CONGRATULATIONS

SHOBITA PARTHASARATHY has been promoted to professor of public policy. Her research focuses on the comparative and international politics and policy related to science and technology. @shobitap

JOY ROHDE has been promoted to associate professor of public policy with tenure. Her research focuses on the history of policy and social science research (post-WWII). @joyrohde

Welcome

BRENDAN NYHAN joins the Ford School as a professor of public policy. Coming to Michigan from Dartmouth College’s Department of Government, his research focuses on political communication, including misperceptions about politics and health care. Nyhan is a contributor to The New York Times, co-founder of democracy watchdog Bright Line Watch, and 2018 Andrew Carnegie Fellow. Nyhan received his PhD in political science from Duke University. @brendannyhan

AMANDA KOWALSKI joins the U-M Department of Economics and the Ford School as the Gail Wilensky Professor of Economics and Public Policy. A health economist, she specializes in bringing together theoretical models and econometric techniques to inform current debates in health policy. Kowalski holds a PhD in economics from MIT and an AB in economics from Harvard.

ROBERT HAMPShIRE joins the Ford School as an associate professor of public policy. In his work, he develops and applies operations research, data science, and systems engineering methodologies to public and private service industries. A queueing theorist, he has worked extensively with both public and private sectors partners worldwide. Hampshire received a PhD in operations research and financial engineering from Princeton University. @roberthampshire
ALAN MILLER (MPP/JD ’74) spent February at the Rockefeller Bellagio Center in Italy, a wonderful experience with eleven other residents from all over the world. He is writing a memoir about his experiences working on protecting the ozone layer and climate change.

STEVEN EDWARDS (MPP ’76) is retired, on permanent summer vacation, and loving life. After nine years in the public sector he went back to school and 11 years later emerged as a board certified anesthesiologist. He recently completed a 30-year career in medicine made much better by an education from the Ford School for the management/leadership parts of the job. Now the real fun begins...travel, reading, seeing old friends, and if lucky, a first-time return to Ann Arbor, whence it all began!

JOHN MUCHA (MPP ’79) was honored by Michigan Lawyers Weekly as a “Leader in the Law” for 2018. Only 30 such awards are bestowed each year.

LISA MARIE HARRIS (MPP ’91) delivered the keynote address at the 2018 Municipal Bond Women’s Forum on October 18 in San Francisco. Following her graduation from IPPS she pursued a career in government finance. She currently serves as director of finance for the San Diego County Water Authority.

SUSAN MCLAUGHLIN (MPP/MBA ’93) recently accepted the role as director for treasury markets in the Markets Group at the Federal Reserve Bank of New York. In her new position Susan oversees monetary policy analysis and operations in the Treasury market; she is also responsible for auctioning off all of the U.S. national debt as a fiscal agent for the Treasury.

ANDREW KLEINE (MPP ’94) wrote City on the Line: How Baltimore Transformed its Budget to Beat the Great Recession and Deliver Outcomes, which was published in September by Rowman & Littlefield. Andrew served as Baltimore’s budget director for 10 years, until the end of 2017. The book, “part memoir, manifesto, and manual,” details his experience implementing outcome budgeting and other management innovations.

LAUREN LARSON (MPP ’98) was recently named director of the Office of State Planning and Budgeting (OSPB) for the state of Colorado. Lauren’s new responsibilities include developing the governor’s budget, doing program evaluation and research, and providing state revenue projections.

BRAD WELTMAN (MPP ’99) left IAB and is headed to Facebook, where he will be the director of policy—privacy engagement.

WALTER BRAUNOHLER (MPP ’02) was promoted into the Senior Foreign Service of the U.S. Department of State this past August. Walter and his family will be heading to the U.S. Embassy in Kiev, Ukraine on assignment in 2020.

JOSH FISCHEL (MPP ’07) and his wife welcomed Cabot Earnest Fischel on March 29. Josh also started a new job last fall, teaching English at Acton-Boxborough Regional High School, a half-hour outside Boston. It is his first time teaching that age group since just before he came to the Ford School, but he enjoys them and his commute, which is now an hour shorter than it was before. He and his wife celebrated their 10th wedding anniversary this year.

In August 2018, PATRICE (HARDUAR) GOPO (MPP/MBA ’07) released her debut book, All the Colors We Will See: Reflections on Barriers, Brokenness, and Finding Our Way—an essay collection about race, immigration, and belonging. Barnes & Noble named the book a Fall 2018 Discover Great New Writers selection and The Charlotte Observer listed it among the best memoirs of the summer.

ANDREAS HATZIGEORGIU (MPP ’08) was appointed CEO of the Stockholm Chamber of Commerce and officially started his role in October 2018.

MARISSA ROLLENS (MPP ’08) was recently promoted to the “02” rank in the U.S. Department of State Foreign Service. Marissa joined the foreign service in 2008 and currently serves as public affairs officer at the U.S. Embassy in Kigali, Rwanda.

JEREMY BOROVITZ (BA ’09) and his wife, Rebecca Blady, welcomed a daughter, Hinda, on July 4, 2018.

HADI HARP (BA ’09) recently expanded his Los Angeles-based law practice with a new office in downtown Detroit. Hadi provides practical legal services to businesses, entrepreneurs, and creatives in the areas of business, real estate, and tax law.

MICHELLE SANDALS (BA ’09) and NATHAN SANDALS (BA ’09) welcomed a baby girl, Madeline Sasha Sandals, on December 6, 2017.

NEIL SARDANA (MPP/MPH ’09) was hired as an organizing representative of the Sierra Club to transition Georgia to clean renewable energy from coal power and invest in green jobs.
MATT JOHNSON (MPP ’10) started a new venture called The Impossible Company. After leaving the Pentagon, Matt started consulting with large organizations and saw first-hand the tragic impact of widespread disengagement in the American workforce. He started a culture change agency to do something about it: www.theimpossiblecompany.com.

COLIN LEWIS-BECK (MPP/MA ’10) finished his PhD in statistics at Iowa State University and started a position as a visiting assistant professor of statistics at the University of Iowa.

OLUSHOLA SAMUEL (BA ’10) and Kelley Stokes-Samuel were married in July 2018. They both work at the University of Michigan, where Olushola is an administrator for endocrinology in the health system and Kelley works as a major gifts officer in the Office of Development.

CAROLYN COX (BA ’11) and Ian Gray married in Stanley, VA on September 8, 2018 surrounded by family and friends, including many Fordies. They were introduced by BRIAN WANGLIN (BA ’11) in 2012. Carolyn was also recently promoted to senior program manager at Planned Parenthood Federation of America.

DILARA KADRIYE ÜSKÜP (BA ’11) graduated in 2018 from the University of Chicago with a PhD in political science and a PhD in theology.

CHARLES CLARK (MPP/MBA ’12) became a deputy district ranger for the U.S. Forest Service for the Santa Catalina District of the Coronado National Forest in Tucson, AZ. The leadership position includes collateral duties such as horseback riding and corralling rattlesnakes.

BRENDAN EGAN (MPP ’12), his wife Cori, and their two sons, Charlie and Paul, welcomed Margaret (Maggie) Egan to the world on March 27, 2018 in Memphis, TN. Brendan continues to work as senior director of operations for Relay Graduate School of Education.

RYAN PRETZER (MPP ’12) joined the not-for-profit government consultancy firm LMI in August as the strategic communications lead for its national security programs and operations. Special thanks to MICHAEL YATES (MPP/MBA ’13), who alerted him to the opportunity!

RICK SCOTT (MPA ’12) was recently appointed deputy director in the City of San Jose’s Department of Transportation. In this role, he oversees over 300 staff members responsible for maintenance of the city’s transportation infrastructure.

HAVEN ALLEN (MPP ’13) was honored by Crain’s Business Chicago as part of its 2018 “40 under 40” class.

ANDREW BRACKEN (MPP ’13) married Rachel Johansen on October 13, 2018 in Albuquerque, NM. PAULA OSBORN (MPP/MA ’15), who introduced Andrew and Rachel, and JIMMY SCHNEIDEWIND (MPP/MBA ’15) were in the bridal party.

Y. TINA WEI SMITH (MPP ’13) and her husband Kevin welcomed their second child, Adelina Mei Smith.

MAYA MENLO (BA ’15) graduated from Yale Law School in May and promptly made her way back to “the Mitten.” She was recently admitted to the Michigan bar, and is a Liman Public Interest Fellow at the Washtenaw County Office of the Public Defender. Maya, her partner, and their new rescue dog live in Ypsilanti.

TOMMY HOYT (BA ’16) enrolled in Northwestern Law School’s class of 2021.

ANDREW MOXAM (MPP ’78) passed away on November 9, 2018 in Laurel Maryland, at the age of 66. Born in Flint, Michigan, Andy graduated from the University of Michigan-Flint then earned his master’s degree from the Gerald R. Ford School of Public Policy.

He had a distinguished 40-year career in federal government. He was accepted in the first class of Presidential Management Interns in Washington, D.C., in 1977. He entered the Senior Executive Service in 1990 and served as Comptroller for both the National Oceanic and Atmospheric Administration and the Census Bureau. He also served as Acting Chief Financial Officer in the National Telecommunications and Information Administration. Andy retired in 2016.

He chaired the Alumni Board for the University of Michigan’s Gerald R. Ford School for Public Policy during our very successful fundraising campaign to construct a home for the school, Joan and Sanford Weill Hall. “Andy was a great guy with a wickedly funny sense of humor,” says Jennifer Niggemeier, director of graduate career services and alumni relations. “He stayed connected to the Ford School in many ways, supporting students and helping the school he loved. We’re so grateful to him. He will be missed.”
The Last Word

New educational offerings are coming for current and future Fordies, including a powerful new Master of Public Affairs degree and the opportunity for Master of Public Policy students to declare a concentration. Below, Paula Lantz, the Ford School’s associate dean for academic affairs, talks to State & Hill about the new degree and curriculum changes.

State & Hill: What will be the hallmarks of the new Master of Public Affairs degree?

Lantz: A Master of Public Affairs degree focuses on both policy design and analysis—core strengths of the Ford School—along with public management, leadership, and communication skills; we put that all together in a rigorous, high-level, interactive curriculum for people with at least five years of work experience. Students will further their careers in the public sector, non-profit world, government relations, or the private sector.

What makes this degree different?

It’s shorter than our MPP degree—two semesters of course work, or 33 credits, but very much in the Ford School brand of really thinking rigorously about social problems and how policy can intervene. Our MPP students come in with an average of 4 to 5 years of work experience, and the new MPA requires at least that much. We don’t require a GRE, which appeals to some! And an exciting part of this curriculum is that the students will each do an applied capstone project for a client tailored to their interests. They will have a set of deliverables, like an advocacy plan, a policy analysis, a stakeholder assessment or a program evaluation, that they will provide to their clients in partnership with a faculty mentor.

Beyond the required work experience, what type of student are you hoping to attract?

We’re looking for students from all over the world who are dedicated to public service or to doing policy in the private sector and in the spaces in which really good analytic, communication and leadership skills are going to matter in the design and implementation and delivery of public policy and services. Students who are looking to improve their skills and be part of a strong cohort will be a great fit.

MPP students now have the opportunity to declare a concentration. What are the options?

We’re starting with five policy concentrations in the MPP degree program: public policy analysis methods, public and non-profit management, social policy, international policy, and international economic development. Why would a student declare one of those concentrations?

Students often have a specific passion and their course selection tends to reflect it. This will provide official recognition on their transcript and resume that they have indeed concentrated their studies in a certain area.

How were the five areas selected?

These five concentrations are areas where the Ford School has a deep course offering and faculty expertise. There are lots of other opportunities, too, for students to get expertise in specific areas through the 50 graduate certificate programs on campus. For example, the Ford School is home to the graduate certificate program in science, technology and public policy. In addition, many of our MPP students work towards dual degrees. The concentrations provide yet another way for our students to get depth and official signaling of their specific areas of proficiency.

What else is new and evolving in the curriculum?

We’re always innovating! We’re proud of the Ford School’s leadership in public policy education, and we stay current to attract the best and the brightest students. As part of a recent curriculum review, we’ve made some innovative changes to our pedagogical approach to teaching economics, statistics, program evaluation, and other aspects of applied policy analysis. We remain steadfastly committed to our strategic goals related to diversity, equity, and inclusion. And we’re building new approaches to learning and skill development related to leadership as well as communicating and working across difference in both our curriculum and co-curricular activities.

Learn more about our powerful new Master of Public Affairs degree: fordschool.umich.edu/mpa.
It's been **10 years** since our first BA students graduated.

It's been **20 years** since we were named for President Gerald R. Ford.

And it's been **50 years** since our first masters of public policy students entered the Institute for Public Policy Studies.

We’ll be celebrating this fall!

**The Ford School** and **University of Michigan Homecoming Reunion** will take place on **Friday, October 4** and **Saturday, October 5, 2019**. We’re planning engaging policy panels, a showcase of student work, and of course, football! Get your friends together and make plans to reunite in Ann Arbor this fall.

More events and event details available at [fordschool.umich.edu/events](http://fordschool.umich.edu/events).

**Save the date and join us!**  **October 4-5, 2019**
In January, Sandy and Joan Weill returned to the Ford School. The Weills, generous supporters of the school, met with faculty, staff, and students during their visit.