What good is history anyway?

We've spent much of our centennial year celebrating our history. But as we prepare to face our second century—as we set a course for our future—we find ourselves asking,
Last month, we celebrated the centennial of our founding—100 years of policy education here at the University of Michigan. Joining us on campus were hundreds of members of the extended Ford School community, including students, faculty, staff, friends, and nearly 150 alumni who returned to Ann Arbor with their families to mark the occasion.

The graduates who joined us—from the late 1940s to 2014—reminded me of the long time horizon involved in the work we do. Policy is a terrific profession for those who want to make a difference in our world, but not necessarily for those who require instant gratification. It can take a decade, or a generation, for the impact of our choices, contributions, and investments to unfold.

When the U.S. chose to support the Marshall Plan, helping to rebuild Europe in the wake of WWII, it was hard to anticipate the outcome. But that choice not only helped to reinvigorate the European economy, speeding healing from a devastating conflict, it also helped to enhance America’s relationships abroad.

One hundred years since our founding, I look back at the simple choice that launched our program. Jesse S. Reeves, chairman of U-M’s political science department, encouraged the university to launch a training program for aspiring public servants. It was the nation’s first such program, and a risky endeavor for the University, but U-M followed his advice and maintained its commitment to the program.

Because of that choice, that leadership, thousands of Ford School alumni are at work in the world now, supporting organizations that will shape and enhance our future. Today’s students will join them soon, and will continue the work for another forty, perhaps fifty years.

In 2064, those students may return to the University of Michigan to toast our sesquicentennial—and I hope that they do. Whether they make it back to celebrate or not, I have no doubt that they will illuminate and improve a future we cannot yet picture. At the Ford School, we couldn’t be more proud of that legacy.

Sincerely,

SUZAN M. COLLINS
Joan and Sanford Weill Dean of Public Policy

“Thousands of Ford School alumni are at work in the world now, supporting organizations that will shape and enhance our future.”

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The Power of Policy

Caring for children’s health

In 1997, when the Children’s Health Insurance Program (CHIP) was enacted with bipartisan support during President Clinton’s second term, one in every four low-income children went without health insurance—severely limiting their access to immunizations, preventive care, medical treatment, hospital services, lab work, x-rays, and more. According to a recent evaluation of the CHIP program by Mathematica, the percentage of low-income children without access to health insurance had fallen to 13 percent by 2012 and children enrolled in CHIP “had better access to care, fewer unmet needs, and greater financial protection than uninsured children.”

Suggested by DR. MATTHEW DAVIS

Stemming inflation

Years ago, it wasn’t unusual for countries around the world to suffer terrible inflation—with the price of food and fuel doubling annually or worse. That kind of inflation takes its toll in ways we can’t always measure—on economic growth and development, on inequality, on national stability, and more. Many think that in the 1930s high inflation was a key factor in the collapse of democracy in Weimar Germany. Increased independence of central banks from political pressures, with an improved understanding of how to keep inflation in check through monetary policy, now protect hundreds of millions of people from the debilitating effects of high inflation.

Suggested by SUSAN M. COLLINS

Improving international relations

In 1947, when George C. Marshall called on the U.S. to assist with the post-war reconstruction of Europe, he argued that without the return of normal economic health in the nations devastated by WWII, there could be “no political stability and no assured peace.” Not only did the Marshall Plan help to ease the suffering of Europeans and reboot the European economy, it legitimized the concept of U.S. foreign aid programs, which have dramatically improved America’s relationships with the international community.

Suggested by BOB AXELROD
Public policy is a principled guide to action, designed to lead to the greater good. As we celebrate our centennial as America’s first graduate-level training program in public administration, we take a moment to reflect on the powerful role policy has played in society.

Decisions made today may not bear fruit for a decade or a generation, but with investments of time, resources, and resolve, today’s public policy students and alumni—agents of change carrying a flame into a future we cannot yet picture—will usher in new solutions.

**Tackling elderly poverty**

In 1959, five years before Lyndon Johnson delivered his Great Society speech at the University of Michigan and launched his ambitious War on Poverty, more than one-third of those aged sixty-five or older lived in poverty. New policies like the introduction of Medicare, the expansion of Social Security benefits, and the establishment of the Supplemental Security Income program have done much to reduce poverty among the elderly. By 2010, the poverty rate among the elderly had fallen to just 9 percent.

*Suggested by Sheldon Danziger*

**Clearing the smoke**

In 1964, when the U.S. Surgeon General’s office released the first report on the health consequences of smoking, 42 percent of American adults smoked. In the years that followed, numerous reports, policies, court cases, and acts would follow. Warning labels were added to cigarettes in 1966, public service announcements advertised smoking’s health risks in 1967, cigarette ads were banned from TV and radio in 1970, the Surgeon General reported on the health risks of secondhand smoke in 1972. The list goes on. Today, half of U.S. states have adopted comprehensive smoke-free laws, and the number of American adults who smoke has fallen to 18 percent.

*Suggested by Paul Courant*

**More examples:** fordschool.umich.edu/power-of-policy

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1959: 34%  
2014: 9%
What good is history, anyway?

With public service in our DNA, what we’d really like to do is to peer into the future, to see and shape what’s coming around the bend. So we asked ourselves, ‘Can a deeper understanding of the past help to shape and inform the future?’

The myth of ‘western origins’ in the human rights debate

Challenging assumptions, shifting the conversation

Years ago, Susan Waltz attended a small conference at Princeton University. The premise? That the Universal Declaration of Human Rights was an American invention.

“It ruffled a few of my feathers,” says Waltz. “The idea that the Declaration is simply an extension of western political concepts has huge political implications,” she explains. “If that’s the case, why should any other nation adhere to it?”

So Waltz spent more than five years reading as much as she could about the construction of the Universal Declaration of Human Rights. The 900-page transcript of the negotiations that went on for two-and-a-half months? “I turned every single page,” she says.

Interestingly, says Waltz, it was a female delegate from Iraq who proposed the declaration’s gender equality norm. Not only did that not come from the west, she says, but Eleanor Roosevelt opposed it as unnecessary. And it was the Syrian representative who pushed the idea that the United Nations should have the power to come in and investigate when human rights were being grossly abused. Facts like these help to shift the conversation with contemporary leaders, and to protect the legitimacy of the legal framework by which people are working to secure human rights all around the world.
The mismatch between libertarian values and draconian drug laws
Revealing gaps, weaknesses, and blind spots

DAVID THACHER has spent a considerable amount of time doing ethnographic case studies. He’s conducted qualitative interviews and he’s written extensive observations while riding along in police cars, hanging out on corners to watch enforcement activities, and attending court hearings when these cases come up for review. But lately, Thacher is more interested in the past, than the present.

“You get something additional out of the history,” he says, “it’s not just a point-in-time description of our current approach to a problem, it’s an exploration of how that approach evolved.” That kind of temporal or historical view, he says, reveals, “gaps, weaknesses, and other blind spots that accumulated over time—things you don’t see just by looking at the present.”

Thacher has done a number of deep dives into history over the years, including early efforts to police common property like America’s first public parks and libraries. Most recently, he’s looking at the evolution of American drug laws to discover, “How did the country that, on paper, is one of the most libertarian countries in the world end up with some of the most draconian laws regulating what substances we can put in our body?”

To answer this question, Thacher has turned to America’s very first drug law: the regulation of opium dens in San Francisco in the late 1800s. Initially, says Thacher, it was perfectly legal to buy and sell opium in the U.S., and to use it at home or in public opium dens. “People quite explicitly said they weren’t sure it was legitimate to tell anyone they couldn’t,” he says.

But something about the behavior, or the Chinese entrepreneurs who ran the dens, didn’t sit well with local leaders, who realized they could shut down the dens where opium was smoked by building on and expanding public nuisance doctrine. “The trouble,” says Thacher, “is that the dens weren’t actually nuisances.” Opiates produced a sedentary effect. Den clients didn’t brawl, shout, or take to the streets; they reclined on palettes, quietly, for hours at a time.

“By reconstructing the rationale for the original den laws, as well as the shift to more direct prohibition afterwards, you start to see how shaky those rationales really were,” says Thacher. “The hope is to identify weaknesses in the way we think about drug regulation that can help society and the courts as we rethink the way we approach it in the years ahead.”

Fiscal and monetary policy decisions in the wake of recession
Testing the economic theories that guide policymakers

Views about fiscal and monetary policy are influenced by longstanding economic models, notes JOSHUA HAUSMAN. So these models of the economy have very strong implications for policy. One way to test the models is to study historical examples.

“It’s not so much that the historical example directly tells us something about policy today,” says Hausman. “But that the historical example tells us something about how well our model works.”

To investigate the kinds of policies that might be relevant in the aftermath of recession, Hausman has studied specific policies implemented during the Great Depression. He’s looked at the response to Detroit auto industry strikes, at payments to World War I veterans, and at the mysterious economic surge that took place when Roosevelt replaced Hoover in the White House.

One of Hausman’s recent papers focuses on France, a nation that didn’t recover from the Great Depression until the eve of World War II, he explains. With his coauthors, Hausman is trying to understand why.

“New-Keynesian models would predict that the steps France took in the recession would boost output,” he says. “But they had the opposite effect, disrupting French industry and productivity.” The finding, he says, may point to weaknesses in one of the prevailing economic models used by policymakers.
Magnifying the socioeconomic rift between blacks and whites

Illuminating unintended consequences


Rohde’s students are trying to understand how that came to be, and history provides some clues. In this particular class, students are talking about the Great Depression, how it changed the way Americans thought about the role of the federal government. When unemployment increased from 3 percent to 25 percent over a four-year period, Rohde says, communities decided that the problem was too big to be dealt with locally.

But as powerful as the New Deal was in countering poverty, it wasn’t a perfect cure. One student points out that it magnified the socioeconomic rift between blacks and whites by excluding sharecroppers, farm workers, and domestic laborers—many of whom were African Americans—from the social security system.

“History is a critical analytical tool,” says Rohde later. “What you pull from it isn’t just, ‘this is what happened.’ You get a clear sense of what political scientists would call feedback loops and path dependencies. The same quality that makes policy so powerfully effective can produce huge unintended consequences.”

Holding government officials accountable

Empowering former victims and leaving a richer, more robust historical record

As senior legal advisor to the Documentation Center of Cambodia (DC-Cam), JOHN CIORCIARI has seen history’s power through a very particular lens—the aftermath of genocide. Over the past 15 years, Ciocicari and his DC-Cam colleagues have preserved the testimonies of a wide range of groups who lived through the country’s genocidal Khmer Rouge regime—from the victims of atrocities to the perpetrators.

With the first group, a major goal is to acknowledge suffering, Ciocicari says. “When people are left out of history...when their grievances are left out of the record book, that’s a recipe for frustration, even armed conflict, in societies that are recovering from atrocities,” he says. Testimonies empower former victims by giving them official standing and a voice, “whether it’s in a formal proceeding like a courtroom, or an informal one like a magazine or radio show.”

With the latter group, the perpetrators, the goal is to elucidate the crimes that were committed, so they can be shared with those who continue to suffer. This is the work that Ciocicari has been most directly engaged in. A secondary goal, he says, is to learn about why these men and women joined the Khmer Rouge in the first place. “Why they participated, followed orders, or sometimes acted on their own, without orders. And what happened to them afterward.”

The collective record—richer and more robust—“constrains any one group from bending history to serve its objectives,” says Ciocicari.

“If government officials have an expectation that what they’re doing today will become part of the historical record,” he says, “it will almost certainly affect how they operate.”
To solve a vexing problem.
To seize a promising opportunity. To find the best path forward. For centuries, for millennia, we’ve sought the power of prescience. These days, policy analysis—well and thoughtfully done—is among the most powerful tools we have to magnify our foresight.

As early as the year 2000, while he served as Governor of the Federal Reserve, NED GRAMLICH, former dean of the Ford School, began to sound the alarm regarding the subprime mortgage market. It would be seven years before the crisis would come to a head, but Gramlich urged greater oversight of loan products that, while making home ownership more broadly accessible, were also placing some of society’s most vulnerable borrowers at risk.

Although at this early stage it may have been difficult to foresee just how large a risk this issue would eventually pose, Gramlich doggedly pursued it. By 2007, when the Urban Institute published his book, *Subprime Mortgages: America’s Latest Boom and Bust*, the problem had achieved the dimensions of a full-blown crisis and Gramlich’s work was a key instrument for all who were trying to figure out what went wrong and mitigate the damage.

“To say that he was prescient is an understatement,” said Eric Belsky, director of the Federal Reserve’s Division of Consumer and Community Affairs, during a conference this summer. Not only was Gramlich early to point out the problem, he was also at the forefront of proposing strategies to deal with it, outlining a multipronged approach that included stronger standards around mortgage-backed securities, greater self-policing by lenders, expansion of community-based organizations, and a concerted effort to avert foreclosures, among others.

From the vantage point of 2014, these changes are pretty much what happened, said Belsky. All of Gramlich’s recommendations have been implemented, at least in their broad contours, but even though Gramlich had written it all down, he wouldn’t have taken credit for the foresight, Belsky thinks.

Subprime lending is just one of the many policy areas Gramlich illuminated during a long and prolific career in research and public policy. Others included fiscal policy, consumer protection, housing, community development, poverty, income distribution, baseball compensation, and more.

To celebrate the breadth and depth of Gramlich’s legacy, the Ford School and Federal Reserve Board convened a conference in Washington, DC this summer: “Honoring Ned Gramlich and the Importance of Policy Research.” Among those present were the current and three former directors of the Congressional Budget Office and panelists and moderators from a dozen organizations including the Urban Institute, the Brookings Institution, the Federal Reserve Board, and the Council of Economic Advisers.

Many shared personal anecdotes about Ned Gramlich’s thoughtfulness, humor, approachability and inclusiveness. But the thread that ran through all the panels recalled Gramlich’s passion for applying economic methods to conduct sound policy analysis, and his drive to do it well and honestly.
Next century teaching
Heated debates, hard decisions, and hands-on philanthropy

By Miriam Wasserman

Months after the semester ended, many of the students in Megan Tompkins-Stange’s undergraduate philanthropy course still feel connected to the topic, visit the class Facebook page, and attend office hours. Their sustained interest is testament to the deep impact that can be generated when faculty blend classroom learning and real world challenges.

The class tackled the question: what would you do if you had $50,000 to give? More than a thought exercise, a grant from The Philanthropy Lab converted 23 University of Michigan undergraduates into de facto grant officers who had to decide how to allocate the funds and, ultimately, select nonprofit organizations to support.

Tompkins-Stange’s class is part of a growing interest in applied philanthropy. Financed by foundations such as The Philanthropy Lab and Learning By Giving, such courses can be powerful experiences for college students. Deciding how to allocate the money proved to be a very difficult—at times fraught—question for the students, explains Tompkins-Stange. The only requirement that the foundation placed on the class was that the grantees be 501c3s, so while Tompkins-Stange provided extensive scaffolding through readings, lectures, and debates, she was deliberately laissez-faire about the causes the class would address and the geographical areas the students would focus on. “It actually made the class a lot harder to teach,” she says, “but it generated a ton of teachable moments.”

The students separated into groups with common concerns and interests—halting human trafficking, spurring social entrepreneurship, combatting homelessness, and revitalizing Detroit—then each group researched several organizations. Once they had whittled down their candidates, they presented their selections and advocated for them in front of the whole class.

Heated debates ensued. Should they aim for lasting impact or cover an urgent need? What was their role as relative novices with the power to impact organizations that had years of experience working in their respective areas?

Discussions were partly fueled by the diversity of the class itself, which included students who shared a passion for social justice and social change but came from different racial, socioeconomic, and philosophical backgrounds. “We had a very vocal group of students informed by critical race theory, and there were other students who had never really considered the idea of ‘white privilege,’ for example,” says Tompkins-Stange. “It kept me on my toes.”

“There are thousands of nonprofits that go underfunded every year that are doing amazing work, and we needed to make hard decisions with real money”

Megan Tompkins-Stange, Patrick Sier (BA ’15), Barbara Niess-May, Brittany Jones (BA ’14), Carly Corpolongo-Davis
toes as an instructor to keep it a safe space while also making sure that those voices were all heard.”

The fact that the class had the power and resources to impact real charities instilled a deep sense of responsibility in the students. For John Yim, an undergraduate at the Ford School, the process led him to question his own motivations. “My classmates and I were constantly challenged to reflect and address what really motivated us to give. Do we really desire to advance social justice, or are we merely craving immediate results to feel accomplished?” says Yim.

Although the discussions could be frustrating at times, they were part of the lesson. “I think the most valuable skill I gained from the class was the ability to negotiate with others about emotionally charged topics,” says Ford School BA senior Patrick Sier.

No topic was more difficult than the ultimate decision of who should get the money. The students became very invested in the organizations they were promoting.

“It was difficult to let those relationships go, or to tell them ‘sorry, you haven’t been funded’ when they are doing really great work, they don’t have money, and this (grant) could have really made a big difference,” says Tompkins-Stange. But this was also a lesson in real life. “There are thousands of nonprofits that go underfunded every year that are doing amazing work, and we needed to make hard decisions with real money,” says Sier.

In the end, the students decided to award $25,000 to Freedom House Detroit, an organization that serves indigent refugees seeking legal asylum in the United States; $20,000 to SafeHouse Center, which assists survivors of domestic violence; and $10,000 to Earthworks Urban Farm in Detroit, which grows organic produce for under-served residents and builds community empowerment in the process. (Mid-semester, students were awarded an extra $5,000 from the foundation, increasing their total grants to $55,000).

“I was honestly completely shocked when they called and said that we had been awarded,” says Patrick Crouch, program manager at Earthworks. He had thought of the time he spent with the students as a way to help them with their educational experience rather than a realistic chance of obtaining funds. Now, Earthworks will buy new farming equipment and make some safety upgrades to the facilities.

“I think the ultimate lesson of the class came from our final decisions. Though many people’s first choices were not picked, we all had breakfast at the professor’s house on the final day of class and called the recipients of the grant money, and it seemed we all had a sense of accomplishment,” says Sier. “The fact that we could go through intense discussions about our personal values and come out feeling like we made an impact shows that, even if the nonprofit world isn’t perfect, there is enormous potential for good. I wish more people could have an experience like this.”

On October 23, students gathered for a Ford School Diwali Celebration. The Festival of Lights is celebrated across India, recognizing the triumph of good over evil. Dozens attended to enjoy Indian food and music and a diya lighting ceremony (pictured here). PHOTO COURTESY OF LINDSAY PRICE
In the 1950s, a half-dozen African nations won their independence. In 1960, more than a dozen others followed. It wasn’t long before these new nations would send their top diplomats to Washington, DC to present their credentials. But traveling south on Route 40 from New York to the capital, they’d quickly experience U.S. segregation at hotels and restaurants along the way.

“And they were told, I’m sorry, we don’t have your kind here,” reports Berl Bernhard, director of the U.S. Commission on Civil Rights at the time, in a Backstory episode marking the 50th anniversary of the Civil Rights Act of 1964.

The momentum for civil rights was building across the nation, but in the midst of the Cold War, says Ed Ayers, host of Backstory, “these accounts of a two tiered society were grist for the Soviet propaganda mill.” It was in this climate that the U.S. Department of State hired JEAN DREW LIGHTFOOT (MPA ’50) as a public information specialist in 1962.

Lightfoot was eminently qualified for the post. She had a master’s in public administration and considerable experience in public relations—for Howard University, for the Coca-Cola Company, and for the Community Relations Conference of Southern California—and must have quickly taken to the work of organizing foreign policy conferences and acting as a liaison for non-governmental organizations. Just four years later, in 1966, Jet Magazine would describe her as one of the top African American women in the U.S. Department of State.

Still, and in spite of her qualifications, some might argue that it was the country’s pragmatic interest in African independence that opened a path for Lightfoot at the State Department; so it’s interesting to note that supporting African nations is part of the work of a more recent Ford School alum, MARISSA ROLLENS (MPP ’07).

Rollens, a foreign service officer for the U.S. Department of State, is currently assigned as a foreign policy advisor (POLAD) to AFRICOM, which works to support U.S. interests by building the defense capabilities of African nations and helping them respond to crisis.

Some of that work is done through training exercises with African military units. Some of that work is done through institution building, like a women’s peace and security conference to talk about how militaries can ensure the safety of women and children in conflict areas, and can recruit, retain and promote women in their ranks.

[Rollens] notes that some military strengths—engineering, logistics—may prove immensely helpful in a multifaceted, multinational Ebola response.
The key focus, says Rollens, is shared interests and cooperative engagement. “It’s not a U.S. go in there and say what’s right and what’s wrong, but really working with the countries to secure a better future.” Toward that end, Rollens, who hurriedly admits she’s a relative novice to military operations, offers guidance on how to work diplomatically, collaboratively, and sensitively in the region.

In recent weeks, AFRICOM’s support of shared interests is looking a lot more like humanitarian aid than military defense. Through Operation UNITED ASSISTANCE, the command center is now delivering and constructing a number of urgently needed field hospitals for the treatment of West African Ebola victims. (At time of press, 18 field hospitals had been pledged). Rollens, who has learned a good bit about military capabilities since the start of her assignment, notes that some military strengths—engineering, logistics—may prove immensely helpful in a multifaceted, multinational Ebola response.

In the same year that the Academy Award-winning Mr. Smith Goes to Washington was released, President Franklin D. Roosevelt lured the Ford School’s own Mr. Smith to Washington, DC to serve as director of the U.S. Bureau of the Budget. Roosevelt had transferred the Bureau of the Budget from the Treasury Department to the Executive Office of the President, and needed someone to run it. Harold D. Smith (MPA ’25) caught his eye.

At the time, Smith was serving as budget director for Michigan. Earlier, he’d been the first director of the Michigan Municipal League, and director of the Ford School’s own Bureau of Government Research. When he got to Washington, his responsibilities expanded by orders of magnitude.

Before the Bureau of the Budget, every government agency had applied to Congress directly for its yearly appropriation. The bureau was meant to oversee that process. After all, wrote a journalist for TIME magazine in the summer of 1943, “Government agencies do 10,001 jobs, from building battleships to advising farmers about the pink bollworm. But they all do one thing in common: spend money.”

The title of that article, featured on the cover of the 15-cent edition, “Harold D. Smith, Director of the Budget.” The subtitle: “Czars may come and czars may go, but he goes on forever.”

As the size and complexity of government has grown, public sector budget professionals are working as hard as ever to do the same sorts of things Smith did—to secure funding for U.S. interests, to make sure those investments yield returns, and to stretch government dollars.

For Antony DiGiovanni (AB ’95, MPP ’00), who’s just started a post as deputy budget director of the National Science Foundation, all of that’s a given. He’s more interested in the mission of the organizations he serves, and the innovative budgeting models that can be employed to achieve it.

DiGiovanni spent the last 14 years working in the field of federal budget and appropriations, most recently directing the budget office of the U.S. Department of Energy’s Advanced Research Projects Agency–Energy (ARPA-E). As the second person hired at ARPA-E in 2009, he saw it through the startup phase.

While other agencies were trying to make incremental progress in the cost, efficiency, and longevity of existing technologies, ARPA-E’s mission was to displace the prevailing technology, he says, to leapfrog it.

To do that, they needed a new budgeting model—one that would allow them to quickly respond to high-risk, high-reward energy breakthroughs the private sector was bypassing. While most agencies, including NSF, need to prepare budget requests 18 months in advance of the work they want to do, DiGiovanni and his colleagues made a compelling case for a more nimble model, and ultimately won congressional support.
Two wars dominated the presidency of Lyndon B. Johnson. One was the war in Vietnam, whose escalation in 1964 triggered more than a decade of combat in Southeast Asia and discontent at home. The other was a wide-ranging package of social legislation collectively dubbed the War on Poverty. Programs like Medicare, Medicaid, Head Start, and food stamps still profoundly affect American society, rather more positively than Vietnam did. But while the dreary economic news of the last few years has led some observers to suggest that we may have lost the War on Poverty, Sheldon Danziger, president of the Russell Sage Foundation, disagrees. “The War on Poverty sought to raise the living standards of those at the bottom of the income distribution,” says Danziger, one of the country’s pre-eminent poverty scholars, who will officially retire from the University of Michigan in December after 25 years on the Ford School faculty. “In absolute terms, we have made a lot of progress in the last 50 years....We don’t have the kind of mass deprivation that we had when Johnson declared war on poverty because of the programs it launched and expanded,” Danziger says. “More than 40 million Americans receive food stamps, millions are covered by Medicaid and Medicare, and low-income working families receive the earned income tax credit. Poor children attend Head Start programs and low-income college students receive Pell Grants.” But that doesn’t mean the goals of the war on poverty have been achieved. “The economy has failed the poor in recent decades,” he says. “No one in the early 1970s would have thought that by 2013, inflation-adjusted earnings would be so little changed. But the economy has changed in ways that have kept poverty high. Labor-saving technological changes, globalization, the erosion of union membership, changing public policies have all contributed to wage stagnation for the bottom half of workers.” Danziger notes that, “On the one hand, there has been remarkable technological progress that enhances our productivity. My laptop has more computer capacity than I had available writing my dissertation on a main-frame computer.” “But,” he goes on to say, “That same technology has negative effects on workers that we don’t usually think about. The gains of economic growth are no longer widely shared, as they were in the quarter century after World War II; now, they flow mainly to the economic elite.” Ironically, technological advances that have fed this increased inequality also provide scholars with both richer data and the computer capacity that allows them to address important questions about the causes and consequences of poverty. “It was once very difficult to study how poverty is passed on from generation to generation,” Danziger says. “One of the key data advances, the Panel Study of Income Dynamics, was started in the late 1960s by Jim Morgan and his colleagues at ISR [U-M’s Institute for Social Research]. It continues and is now gathering data from the grandchildren of the original study participants. Researchers can now examine how poverty and affluence are transmitted from generation to generation.”
But policymakers today are much less interested in research findings than they were four decades ago, Danziger believes. He illustrates this point with an assessment of the government’s poor performance in modernizing the country’s crumbling infrastructure. Views about infrastructure are certainly not polarized as are views about poverty. Yet, despite much evidence from engineers about the need for repairs, Congress has not taken up the president’s call for increased infrastructure spending.

“At a time when the unemployment rate is high, when workers can be hired without driving up inflation, and with the federal government able to borrow at a zero interest rate, this would be a policy that would increase productivity and easily pass a benefit-cost test. Yet, many in Congress reject any proposals that require more spending,” Danziger says. “We also have antipoverty policies that would pass a benefit-cost test. But, if we can’t get action on repairing bridges how can we get action on providing more for the poor and their children?”

Despite the current gloomy situation, Danziger believes that “Poverty researchers should keep evaluating new ideas. At some point, when the political environment is more open to policy reforms, they can pull the promising practices off their shelves.”

Danziger has done much during his career to ensure that well-trained researchers, from diverse backgrounds and from diverse disciplines, are out there, continuing to conduct high-quality studies. Twenty-five years ago he founded a post-doctoral research and training program on poverty and policy. Later, he was founding co-director of the National Poverty Center, housed at the Ford School, which expanded that work.

At a Ford School conference this April, dozens of Danziger’s former students and colleagues celebrated and explored the impact—scholarly, professional, and personal—of his teaching and mentoring.

“I benefited from excellent mentoring when I was a postdoctoral fellow at the University of Wisconsin–Madison,” Danziger says, “so when I came to Michigan in 1988, I wanted to use teaching as a way to mentor doctoral students and post-doctoral fellows. I was fortunate to be able to co-teach a seminar with my colleague Mary Corcoran that trained a new generation of poverty researchers, but also facilitated my own research agenda by fostering many collaborations with participants.”

For Danziger, the students he worked with are as central to his legacy as his prodigious scholarly achievements. Most are faculty members themselves, now training and inspiring their students at colleges and universities around the world. Others are employed at foundations, think tanks, research firms, non-profits, and government agencies.

Perhaps, Danziger hopes, the time will come again when policymakers see researchers as partners. If and when that happens, his former students will be ready.
“Today, together, we step forward into our next century.”

A look back at our Centennial Weekend activities

- IPPSters Matt Naud (MPP ’90) and Dan Sheppard (MPP ’90).
- Paxton Williams (MPP ’02), Cortney Robinson (MPP ’01), and Ian Swedish (MPP ’10).
- Audience members enjoy Steven Levitt’s Centennial Lecture.
- Nick Pfost (MPP ’15) and Brenda Duverce (MPP ’16), Lisa Nuszkowski (MPP ’03) and Francisco Sanchez (MPP ’88).
- Ford School Committee members Allen L. Sinai (AB ’61) and Adarsh Trehan (AM ’65).

The Centennial Reunion was made possible in part by a generous donation from the Trehan Foundation.
Jimmy Schneidewind (MPP/MBA '15), Kiana Shelton (MPP '15), and John Ciorciari. Jennifer Niggemeier and Mike Ford board bus to Weill Hall.

Steven D. Levitt, New York Times bestselling author of *Freakonomics*, *Superfreakonomics*, and *Think Like a Freak*, delivers the Centennial Lecture at Rackham Auditorium.

IPAers Herb De Jonge (MPA ’57), Bob McKerr (MPA ’58), and Charles Monsma (MPA ’65). Vic Miller (MPP ’72) with Anne Broomfield (MPP ’90).

Patrick Anderson (MPP ’83), pictured here with his wife, Madhu Rustagi Anderson (MPP ’84), was honored with the 2014 Neil Staebler Distinguished Service Award. Anderson is the Principal and Chief Executive Officer of Anderson Economic Group (AEG).

A post-talk selfie with Simon Tam (MPP ’11), Cliff Martin, Kiana Shelton (MPP ’15), Steve Levitt, and Susan M. Collins.
“We understood here from the beginning that we needed students to make this work, that we would learn from them, and we’d need them to help define the profession.” — Paul Courant

“Over time, well-done work commands an audience, and bad ideas get debunked.” — Rebecca Blank
Kiana Shelton (MPP ’15) applies temporary tattoos at the tailgate. Dan Sheppard (MPP ’90), Alan Cohen (MPP ’75), Sean Casey (MPP ’82), and Paul Weech (MPP ’81).

University of Michigan President Mark Schlissel. Anne Broomfield (MPP ’90) and Chanera Pierce (MPP ’15).

Ford School Committee Member Mike Ford, the son of President Gerald R. Ford, with Susan M. Collins.
“In the face of **modern day challenges**, from HIV/AIDS to climate change, we are better positioned than ever to help communities kindle change where it is most needed.”

**Carrie Hessler-Radelet**, director of the Peace Corps, “Peace Corps in the 21st Century,”
March 26, 2014

“Words can be the **best weapons** in a human being’s arsenal. With words, we can save lives.”

**Paul Rusesabagina**, hotel manager, humanitarian, inspiration behind *Hotel Rwanda*

“Understanding Political Violence in 1994 Rwanda,” March 27, 2104

“One corollary to the lesson that policy needs to be bold in response to financial crises is that it’s actually really important to run responsible policy in good times, because you never know when you might need to run **irresponsible fiscal policy** in bad times.”

**Christina Romer**, co-director of the program in monetary economics, National Bureau of Economic Research, “The aftermath of financial crises: It doesn’t have to be that bad,” April 8, 2014

“As **economic and social inequalities worsen**, this is going to make it harder and harder for Americans to hold on to their self-identity, to those wonderful things about America that we all grew up believing in many ways and that made us love this country”

**Rebecca Blank**, chancellor of the University of Wisconsin–Madison, “Inequality in America,”
April 10, 2014

“To accept the responsibility of influencing public policy is to accept the responsibility to **advocate for what may be unpopular** at the moment.”

**Senator Carl Levin**, Ford School Commencement Keynote, May 2, 2014

“The perception by politicians is that if you are strong, if you are courageous ... you’ll also be **gone at the next election**, and that certainly has been the recent historical truth.”

Fourteen years ago, the City of Ann Arbor launched a new commission on the environment. The group would report annually on the state of the environment, hold public hearings on environmental issues, and advise the city on relevant policy. But it needed an administrator—someone with expertise in policy, analysis, science, and governance—to be effective. **Matt Naud (MPP ’90)** was hired to fill that role, and has been filling it ever since.

To be sure, the environmental coordinator position has grown to fit Naud, now a nationally recognized leader in sustainability. In 2009, Naud took on leadership roles with the Urban Sustainability Directors Network, a peer-to-peer learning network of the lead sustainability staff in cities across North America. In 2010, Naud helped to develop the Michigan Green Communities Network, 90 Michigan communities sharing best practices in sustainability. This summer, he was one of ten city sustainability directors tapped to visit Copenhagen and Malmo, internationally renowned leaders in carbon reduction. This fall, he joins the EPA’s Board of Scientific Counselors, serving on the Sustainable and Healthy Communities Committee.

While Naud is excited about opportunities to learn from other cities, he feels lucky to be in Ann Arbor. “For a city our size,” he says, “we have good, paid, professional staff dedicated to environmental sustainability.” He mentions the city’s single-stream recycling program, its comprehensive composting program, its stormwater utility. All of those pathsetting programs were driven by research and analysis, notes Naud with some pride. “We’re looked at as those lefty-liberal Birkenstock wearers, but we analyze and evaluate everything we do.”

In 2006, Naud helped to develop a residential phosphorous ordinance, one estimated to produce a 20 percent reduction in phosphorous, then looked around for ways to measure the impact. “U-M had great baseline data on phosphorous content up and down the Huron,” says Naud, so the city partnered with the University to monitor the outcome. “While it’s hard to make a direct causal link in such a noisy system,” says Naud, “U-M data showed a 17-30 percent reduction.”

In 2010, the state followed Ann Arbor’s lead and passed a residential phosphorous ordinance of its own.

Naud’s current passion is greening the city’s rental housing, a huge endeavor in a city where half the housing stock is rental. “U-M draws 7,000 new renters a year,” says Naud. “They’re very bright young people, but many have never signed a lease.” Young renters might not feel confident negotiating with landlords who, Naud notes, have few market-based incentives to winterize or upgrade when they’re not paying the utility bills. So Naud tapped his colleague Jamie Kidwell to work with a team of U-M students, Dow Sustainability Fellows, to create a market-based solution: a low-interest revolving loan fund for landlords seeking energy efficiency upgrades.

“Cities are really where innovative things are happening in sustainability,” says Naud, who recommends the work to the Ford School students he meets and mentors (five Dow Sustainability Fellows, and three alumni of the program, study policy). “Most of my colleagues could be doing other stuff—important stuff—but they’re working with cities because they love to innovate.”
Measuring poverty, a more accurate picture

Jordan Matsudaira, PhD alum, stays second year to work as chief staff economist for President Obama’s Council of Economic Advisers

By Miriam Wasserman

Only a very small number of economists get to work for the Council of Economic Advisers. Only one serves as chief economist: JORDAN MATSU Daira (PHD ’05), a member of the Ford School’s first joint-PhD graduating class.

As chief economist, Matsudaira works with staff to provide the council and President with data on timely policy issues. The goal: to act as a conduit between the research community and the policymaking process—in real time.

“Our staff economists have noted ruefully that they’re expected to conduct research at the council that a few decades ago would have easily earned them their dissertation, and now they’re expected to do it in a few short weeks—a month or two if they’re lucky,” said Betsey Stevenson, currently on leave from the Ford School faculty while she serves as a member of the Council of Economic Advisers (CEA), at a conference in May.

While academics have been warring for years about the best way to measure poverty, for example (the only agreement is that the current poverty measure is inadequate), Matsudaira had to find a reliable way to assess poverty trends for the 50th anniversary of the War on Poverty. That was no easy task. The official poverty measure does a poor job of capturing the impact of food stamps and the Earned Income Tax Credit, says Matsudaira, but those are some of the most important programs in place to combat U.S. poverty.

Matsudaira canvassed the academic community and was able to leverage the power of his office to bring together researchers from different factions of the debate. He worked with them to produce comparable estimates that took into account the contributions of major poverty-fighting programs.

What did they find? A significant drop in the percentage of the population living in poverty since the 1970s, (by one measure, a reduction of over one-third between 1967 and 2012), that stood in stark contrast with the picture of relative stagnation painted by the official poverty measure for the same period. Moreover, without the safety net, poverty would have been much higher: anti-poverty programs were responsible for lifting 45 million people above the poverty line in 2012, he says.

Because the official measure hasn’t changed much over time, people have characterized efforts to combat poverty as a failure and a waste of money, says Matsudaira. “That narrative is dangerous because it erodes public support for the social safety net. Having a more accurate picture… lets us see that there really has been progress.”

Given the nature of the work, the pace is hectic, the hours are long, and the burnout rate is high. But the work feels consequential and important to Matsudaira—especially since the Obama administration has begun to make greater use of executive orders, translating CEA findings on minimum wage and pay transparency into policy.

“Being excited about the work that we are doing is the thing that keeps me coming back and staying late,” he says.

Matsudaira’s wife, Tien Ngo (MPP’03), and small kids have largely adjusted to the change of pace from the academic life of an assistant professor at Cornell to the hustle of Washington DC, but it wasn’t an easy transition. “The first thing my son said when we walked into our tiny apartment was: ‘Dad, did you pick this place or did the President make us live here?’” recalls Jordan, laughing.
Discourse

“It’s a matter of the career clock versus the biological clock. If you can’t put in the hours because of pregnancy or childcare, you can’t get to the top.”

Mary Corcoran, on gender inequality in academia. *Harvard Political Review*, March 29, 2014

“Don’t let an economist bully you into believing money’s all that matters. And don’t let a psychologist bully you into believing that money is completely unimportant.”

Justin Wolfers, on the money-happiness tradeoff. *Money*, June 9, 2014

“Much of the advice on how to reduce [rape] focuses on the behavior of potential victims. How often do we see similar advice to men on how to avoid becoming rapists?”


“We need more specialists in genetics, and we need to think in political, economic, and technical terms about how to make the explosion of genetic information useful to individual citizens.”

Shobita Parthasarathy, on the recent push to dramatically expand genetic testing for breast and ovarian cancer. *Risk Science Center*, Sept. 12, 2014

“The Obama administration seems intent on putting [college] ratings in place in short order. Along with many others, I advise slowing down to get it right.”

Susan Dynarski, on the need for further assessment of the planned college rating system. *New York Times: The Upshot*, Sept. 20, 2014

“When the crunch comes, the capacity to take care of both active duty servicepeople and veterans is really not there and that’s what needs to be fixed.”

In the present, John Chamberlin is teaching an undergraduate course on U.S. inequality, even though he’s officially retired.

In the past, he taught statistics, and values and ethics in public policy, and led the launch of the Ford School’s undergraduate program.

And in the future, beyond whatever other contributions he continues to make as an emeritus professor, master’s of public policy students will benefit from a $100,000 bequest that he and his wife, Marsha Chamberlin, longtime head of the Ann Arbor Art Center, have included in their will. Typically, John’s not only teaching about inequality, but doing his part to remedy it as well.

“Making it possible for good students to come here and serve the public without going broke seemed to me to be the best investment,” John says. “Most of these master’s students have decided somewhere along the way that they’d rather do this than get a law degree or an MBA. They didn’t grow up wanting an MPP. There’s a sense that they’re willing to not be as rich as they could be in order to see the world make progress in some areas they care about. I like teaching students who have a commitment to something beyond themselves.”

That sounds a lot like John himself. He probably could have parlayed his degrees in engineering and business into a more lucrative career but, in 1970, he accepted an offer to teach in the year-old Institute of Public Policy Studies, the Ford School’s forerunner, and the University’s outstanding Department of Political Science. He’s been teaching here ever since, in addition to serving as director and interim dean, helping found the undergraduate public policy program, and creating a course in ethics that’s now a core requirement for all graduate students.

“A professional school turned out to be the right home for me,” Chamberlin says. “It’s been a nice way to do things I was interested in that would have been hard to do if I’d had a 100 percent appointment in an academic department. You get to teach students who are passionate about finding solutions to tough societal challenges, and the school has always been very flexible about people teaching what they want to teach.”

Ethics, for example. “Along the way, I got interested in normative issues in public policy, which wasn’t my background at all,” he says, “and students were interested in having a course in ethics and public policy. It turned out to be a great match.”

If it’s good for students, John is on board. There were a variety of reasons for starting a bachelor’s program, but the trump card for him was that it could encourage undergraduates to pursue careers in public service. And, he says, it does.

The share of the General Fund provided by the State of Michigan has dwindled to only 16%; tuition and fees have had to rise to make up the difference.

83% of Ford School master’s students submitted an application for financial aid.

11.5% of Ford School students received awards from donor-named fellowships in 2013.

$10,000 = Average Named Fellowship in 2013.
“I think it helps a little [for undergrads] to say, ‘I had a specialty in some policy area,’” John points out. “It’s a little different than saying, ‘I know some things about an academic discipline.’ The students like the applied nature of it. We’ve had a few go on to PhD programs, but most of them want to go out and see what the world is like. And they’ve got to be able to think in a multidisciplinary way. One of the things I’ve always loved about this school is having colleagues from lots of different backgrounds. This has been a nice place to be able to come home to, particularly once we had a nice home.”

Marsha Chamberlin concurs. She describes the school as informal, family-friendly, and just plain friendly. She mentions the fact that her own children often sat in the back of the classroom during lectures and events. She talks about the lack of rigid hierarchies between faculty and students. And she reminisces about the skits—the holiday skits—a long-time tradition at the school. The best skit? There’s no hesitation. “That was the year that Jeff Mackie Mason (MPP ’83) imitated John,” she says, laughing. She can’t remember the content of the skit, and neither can John, but they both remember the warmth and humor.

“The faculty have always tried to do something that involved the students outside of the general coursework,” says John. “And the value of the kind of education people get at the Ford School is, I think, very special,” Marsha adds.

It would also be nice to “have some alums who launch successful businesses and earn a fortune,” John adds, given how crucial alumni support is to the prosperity of any school, but since that’s rarely in the cards, he and Marsha have stepped up to redress the balance a bit.

“Our graduates have debts, their starting salaries are below those from the business and law schools, and we’re always competing with the Kennedy School and the rest of them that have more money than we do,” John notes. But even a level of dedication like theirs has its limits. “I’m not teaching winter term,” John says. “If this winter is anything like last winter, Marsha and I are getting in the car and driving south.”

75% of Ford School master’s students take public or non-profit sector jobs after graduation

$57,600 Average reported starting salary for these students

$51,000 Average student loan debt

(This reflects only federal student loans, not private loans, personal loans, credit card balances, or other debt.)
The New England Journal of Medicine published John Ayanian’s report on the first 100 days of the Healthy Michigan Plan, Michigan’s expansion of Medicaid under the Affordable Care Act. The plan is a good blueprint for other Republican-governed states considering Medicaid expansion, says Ayanian.

At the annual NASPAA conference, Susan M. Collins organized the panel, “Do Schools of Public Policy and International Affairs Actually Impact Policy?” Collins participated with the deans of policy schools at the University of Washington, the University of Texas–Austin, Georgetown University, and Syracuse University.

Paul Courant’s study, “Evaluating big deal journal bundles,” was published in the Proceedings of the National Academy of Sciences. Through FOIA requests, Courant and colleagues revealed significant price discrimination practiced by journal publishers. The findings should help librarians and universities bargain more effectively to stretch limited budgets.

Sandra Danziger’s article, “Bundling Public and Private Supports to Cope with the Effects of the Great Recession,” has been accepted for publication in a forthcoming issue of Social Science Quarterly. The article is a collaboration with Scott W. Allard (Washington) and Maria V. Wathen (U-M).

Governor Rick Snyder has tapped Dr. Matthew Davis to lead the state’s Ebola prevention initiatives with Nick Lyon, director of the Michigan Department of Community Health. Davis continues to serve as chief medical executive for the state of Michigan.

Susan Dynarski and Steven Hemelt (UNC) received a $2 million grant from the U.S. Department of Education’s Institute of Education Sciences to launch a five-year study on the impact of a new Tennessee policy that allows students to earn college credit for advanced math courses taken in high school.

The Ann Arbor Area Community Foundation (AAACF) has named Neel Hajra president and chief executive officer. In this role, Hajra will be responsible for more than $75 million in charitable assets and 475 philanthropic funds.


Presidential accolades

President Barack Obama honored Robert Axelrod with the National Medal of Science at a White House ceremony on November 20. Axelrod is the first political scientist to receive this honor—the nation’s highest for scientific advancement—in more than a quarter-century. Axelrod is serving as a Jefferson Science Fellow at the State Department this year.

This wasn’t the first time Axelrod was honored by a U.S. President. In 1961, President John F. Kennedy and Vice President Lyndon B. Johnson (Bob Axelrod at Kennedy’s left) met with winners of the National Science Talent Search. Future U-M President Mary Sue Coleman was recognized as well.

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Faculty News
YAZIER HENRY was invited to participate in the conference, International Critical Studies of Political Transitions: Everyday Life as a Problem for Peace at the University de Los Andes in Bogota, Colombia. Henry joined a panel discussion on “Justice, global capitalism, and societal transition.”

Students and colleagues of JIM HOUSE hosted a day-long symposium honoring his 35 years of teaching, research, and service at the University of Michigan. House’s work illuminates the role that social and psychological factors play in health and illness. He retired from the University this September.

BRIAN JACOB received a $100,000 grant from the Spencer Foundation to study the effectiveness of No Child Left Behind waiver-related reforms. U.S. Department of Education waivers release states from NCLB proficiency standard deadlines if they implement department-designed reform plans.


ISAAC MCFARLIN and KEVIN STANGE were awarded a $2 million grant from the U.S. Department of Education to study whether better school facilities translate into improved student performance, helping to close the educational achievement gaps between low income students and their wealthier peers.

SHOBITA PARTHASARATHY has joined the board of Breast Cancer Action, a nationwide patient advocacy group, and has been elected to the Governing Council of the Society for the Social Studies of Science (4S).

CARL SIMON’s collaborative work with David McMillon and Jeffrey Morenoff was published in the high-impact journal PLOS ONE. “Modeling the underlying dynamics of the spread of crime” uses a complex systems approach to explore crime, imprisonment, and recidivism.

KEVIN STANGE has been awarded a $50,000 grant from the Spencer Foundation to study the effects of tuition deregulation on college access and the success of low-income public high school students in Texas. Stange’s paper, “Differential Pricing in Undergraduate Education,” was published in the Journal of Policy Analysis and Management.

The William T. Grant Foundation has awarded MEGAN TOMPKINS-STANGE and Sarah Reckhow (MSU) a $275,000 grant to study the effects of foundation-funded advocacy research—research motivated by a clear policy agenda and injected into policy discourse as empirical justification for desired reforms—on teacher quality debates and policy proposals.

BETSEY STEVENSON, a member of President Obama’s Council of Economic Advisers, offered the plenary speech at the White House Summit on Working Families in Washington, DC. Her topic: “A 21st century economy that works for businesses and workers.”

MARINA V.N. WHITMAN is writing monthly opinion pieces for the Detroit Free Press. In “The War on Women,” Whitman explains to her 15-year-old granddaughter, who had never heard of Roe v. Wade, why she and her friends shouldn’t take for granted the hard-won freedoms they enjoy.

JUSTIN WOLFFERS has been named to the International Monetary Fund’s “25 Brightest Young Economists” list. The list recognizes 25 economists under 45 who are shaping the way we think about the global economy.

YU XIE’s recent study with Xiang Zhou (U-M), published in the Proceedings of the National Academy of Sciences, sheds light on the rapid increase in income inequality in China. The study has received coverage in a number of press outlets, including Business Week and The New York Times.

This past summer, 18 undergraduate students from across the country joined the Ford School’s competitive PUBLIC POLICY AND INTERNATIONAL AFFAIRS (PPIA) junior summer institute, a rigorous summer training program for aspiring public servants from backgrounds traditionally underrepresented in public service.

Ford School Spotlight
DOUG BROOK (MPA ’67) has been appointed visiting professor of the practice of public policy at Duke’s Sanford School. He is also emeritus professor at the Naval Postgraduate School.

MIKE WEINBERGER (MPA ’67) retired in summer 2014, some forty-seven years after graduating from what was then the IPA. His career spanned the federal, executive, and legislative branches as well as private industry, most recently with Verizon Communications.

PAT KEATING (MPP ’74) will step down as EVP at Boston College in December. After a short sabbatical, he will work as a consultant to the provost on budget and planning and also become a professor of practice at Boston College’s Lynch School of Education.

This fall, ALAN MILLER (MPP/ JD ’74) taught international environmental finance as an adjunct at the U-M Law School.

ALAN COHEN (MPP ’75) was confirmed by the U.S. Senate to be a member of the seven-person Social Security Advisory Board.

DEAN ROSENCRANZ (MPP ’79) has worked for the past three years in his dream job as a high school math teacher, combining direct service with work on policy and new programs.

PAUL WEECH (MPP ’81) is with the Housing Partnership Network in Washington, DC. He has recently taken on a new project, working to build affordable housing development capacity in Detroit.

FRANK YU-HSEIH SUNG (MPP ’83) changed positions from deputy minister of RDEC (NDI) to deputy secretary general of the Cabinet of Taiwan.

JOHN DECKER (MPP ’87) was appointed deputy state controller for fiscal affairs by the California State Controller. Decker also teaches a graduate-level public budgeting class and is a thesis advisor for UC Berkeley MPP candidates.

LAURA PERNA (MPP ’92) was named the inaugural James S. Riepe Professor at the University of Pennsylvania in July. She also founded a new center at Penn, the Alliance for Higher Education and Democracy.

In January 2014, KARL SPECKER (MPP/ MS ’96) accepted a position as the vice president for finance and administration at Colorado State University-Pueblo.

DANIELLE P. TURNIPSEED (MPP/ MHSA ’00) is vice president, prevention and population health, at America’s Health Insurance Plans (AHIP), the trade association for ninety percent of the health insurance industry.

JARED PAGE (MPP ’03) moved back to Michigan in May 2014. He lives in Northville and works for Root, Inc., a consulting firm specializing in strategy execution.

BULBUL GUPTA (MPP ’04) and her husband welcomed a second daughter, Leila, in December 2013. Bulbul is the head of market-based approaches at the Clinton Global Initiative.

DANIEL ROTHSCCHILD (MPP ’05) rejoined the Mercatus Center at George Mason University as Senior Vice President and Chief Operating Officer this past June.

LILY CLARK (MPP ’06) and TYLER CURTIS (MPP ’06) and big brother Nate welcomed baby Maxwell Wayne to their family in September. Lily and Tyler both started new jobs this past summer. Lily is now the assistant director for policy and research at the National Assessment Governing Board and Tyler is the chief of the Treasury Branch at OMB.

CANDACE CADENA (MPP/MSW ’06) and husband Brian Cadena welcomed baby girl, Natalie Regina, born June 2, 2014.

STEFAN OCHA (MPP ’06) married Astrid Garcia in Claremont, CA in July 2014.

GEOFF YOUNG (MPP ’07) and his wife Vanessa welcomed their first child, a son, Luca, on July 17.

RICHARD NGUYEN (MPP ’08) had an op-ed published in the Mercury News along with an accompanying public policy analysis. Nguyen opposed a proposal to lower high school graduation requirements.

JEREMY BOROVITZ (BA ’09) was hired as the European Director of Jewish Education for Moishe House, an international Jewish organization aimed at fostering community among Jews in their 20s.

BRANDY JOHNSON (MPP ’09) received the National College Access Network’s Executive Leadership Award of Excellence this year.

In October, ZENIA A. LEWIS (MPP ’09) began work as the AGOA Trade Expert for the African Union in Washington, DC.
SHEREDA NOSAKHARE (MPP ’09) is a policy analyst and community liaison for Oakland City Council’s 4th District. She ran for District 6 councilmember this year.

NATHAN SANDALS (BA ’09) and MICHELLE LISZT (BA ’09) were married in May. After working (respectively) for Senators Al Franken and Dick Durbin, Michelle graduated from Northwestern Law School and secured a position at a Boston firm. Nate is enrolled at Harvard Law School.

GARETH COLLINS (BA ’10) graduated from the Johns Hopkins School of Advanced International Studies last May and was officially sworn into the Foreign Service. His first diplomatic assignment is vice consul in Beijing, China.

ELIZABETH R. GEBARSKI (BA ’10) married Ryan Payne in August. Elizabeth also started a new job as an associate attorney with the health practice group at Quarles & Brady LLP in Milwaukee, WI.

CHARLOTTE MACK (MPP/MS ’10) and Paul Heller (MUP ’10) were married in Washington, DC in June. EGAN REICH (MPP ’10) officiated. The two met on the Ford School’s International Economic Development Program (IEDP) trip to the Philippines in 2010.

ARI PARRITZ (BA ’10) began the MBA program at Northwestern University’s Kellogg School of Management in fall 2014.

CHRIS ROBERTS (PhD ’10) and ROBIN PHINNEY (PhD ’10) welcomed a baby boy, Miles Jordan Finn, born July 7, 2014.

MOLLY MAGUIRE (MPP ’11) married Frances Martí in October in New York City. Molly is a special policy assistant with the New York State Department of Labor.

NATHAN COLE (BA ’11) recently published his first book, Exiting the Maze (available on Amazon). The book chronicles his tumultuous psychological journey at U-M and the theological solution that finally brought him peace.

NOSAKHARE OCHOA (MPP ’09) is a policy analyst and community liaison for Oakland City Council’s 4th District. She ran for District 6 councilmember this year.

MAGGIE WESTON (MPP ’08) passed away unexpectedly in her sleep on July 24, 2014 at 32 years of age. The Ford School extends deepest sympathies to Maggie’s parents, siblings, grandparents, and extended network of family, colleagues, and friends.

Maggie was a research fellow at the Public Policy Institute of California, where colleagues described her as “an accomplished educator and policy researcher with boundless potential.” Fiercely committed to advancing public education on both policy and personal levels, she specialized in education finance policy and served as a founding board member of a community charter school.

“In memory of Maggie Weston (MPP ’08)

“She was one of the best master’s students I’ve had the pleasure to teach,” says Brian Jacob, the Annenberg Professor of Education. “She brought a critical, and sometimes even skeptical, eye to the evaluation of policies, but was always optimistic about the power of research to improve the world.”

At the time of her death, Maggie was working toward a PhD (expected in 2015) at UC Davis.
The Last Word

We kicked off our Next Century Campaign as part of our Centennial Reunion celebrations. Here, two members of our development team, Dan Ginis and Sonia Gill, talk about our alumni campaign.

S&H: Set the stage: what are our alumni campaign goals? How are we doing?

D: We’re the envy of just about any other school for our alumni participation—on most any measure. So far we have about 630 donors to the campaign. They’ve given $1.5 million. Our alumni goal is $4 million, and part of me says that’s a really easy goal because they care so much about the school. I think it’s going to happen.

S: Especially after this weekend (The Centennial Reunion). It was the first time I got to see the alumni in action, all coming together. I saw a sort of fervor for the school, and a connection to each other that doesn’t go away. Our base is so tight.

S&H: How will the funds be targeted?

D: Our top priority is student support. With the school’s infrastructure built, now we need to invest in the students and faculty. About three quarters of our masters students take public and nonprofit jobs. Their starting salary is $58,000 and their student loan debt is close to $51,000. Our donors understand that student support is a direct way to have a huge impact, potentially for generations to come.

S&H: What’s something most people wouldn’t know about how a major fundraising campaign works?

D: It’s funny you ask because people I meet, whether they’re alums or others, they really seem to be interested in the process of fundraising.

S: Someone called it voodoo the other day. And I was like, really?? [laughing]

D: It’s not voodoo! I think it’s about relationships. You have to be able to help people understand how they can have impact—to connect them with the priority that’s going to make their heart sing.

S: I love my job. I have an impact on peoples’ lives. People ask me why I do this. My answer is that I don’t want students to walk out of here with crushing debt.

S&H: Has any particular gift really inspired you so far?

S: This is a difficult one for me to talk about in some ways. (Recently-deceased alum) Maggie Weston’s parents are creating an incredibly generous endowment in her name for students who are interested in ed policy. [Ed. note: more to come on the Weston gift.]

D: The Ford School community had such an impact on Maggie when she was here, and that transferred to her parents.

S: This goes back to what makes us different. We as fundraisers didn’t reach out to anybody. It was Maggie’s classmates and other alumni who networked and said we want to do this in her honor.

S&H: Favorite moments from The Centennial Reunion?

D: I was not walking around with my hands out soliciting everybody…

S: For once! [laughing]

D: … But as I was meeting people, at least two found me and said you know, I really want to do something. They feel so strongly that they were saying, ‘call me.’ Every alum that I’ve spoken to so far has given us a gift. They just don’t say no.
Where in the World Did Ford School MPPs Intern in 2014?

By row, left to right. Top row:

**JESSICA HILL** (MPP/MA ’15) washing Dongdee at the Chai Lai Orchid (a sustainable social enterprise working to combat human trafficking). Hill spent three months in Southeast Asia conducting research for Not For Sale, an anti-human trafficking organization, through the William Davidson Institute.

**REYNALDO GOICOCHEA** (MPP ’15) with Supreme Court Justice Sonia Sotomayor: D&P Creative Strategies; Washington, DC.

**SAMINA HOSSAIN** (MPP ’15): The Asia Foundation; Phnom Penh, Cambodia.

Second row:

**PRAHBDEEP KEHAL** (MPP/MA ’15): Education Policy Initiative, Michigan Department of Education; Lansing, MI.

**NOELLE POLASKI** (MPP ’15) (left, front row): Michigan Governor’s Office; Lansing, MI.

Third Row:

**JOHN LIN** (MPP/JD ’16): Senate Permanent Subcommittee on Investigations; Washington, DC.

**LAUREN BURDETTE** (MPP ’15) and **KIM MEINERT** (MPP ’15): Domestic Policy Council; Washington, DC.

Lower:

**MORTEZA NAZARI** (MPP ’15): Innovations for Poverty Action; Banaue Rice Terraces, Philippines.
Professor SUSAN M. DYNARSKI has written a series of articles for The New York Times about student loans, higher education financing, and college ratings. Pictured here: Ford School MPP students Erin Pidot, CJ Libassi, and Dan Kaplan reading Dynarski’s piece in the Sunday Times. In recent months, Dynarski has been invited to Washington, DC to brief a number of federal policymakers including Arne Duncan, secretary of the U.S. Department of Education, and Sarah Bloom Raskin, deputy secretary of the U.S. Department of the Treasury.

Ford School Spotlight

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