FALL 2017

STATE & HILL

THE MAGAZINE OF THE

GERALD R. FORD SCHOOL OF PUBLIC POLICY
UNIVERSITY OF MICHIGAN

The Role of the University as

Society's **Servant** Society's **Critic**

I'm Michael Barr, and I'm pleased to introduce myself as the Joan and Sanford Weill Dean of the Ford School. While I'm new as dean, I've been working collaboratively with Ford School faculty members for 20 years now. And two decades in, I'm still tapping into the wellspring of admiration I have for them, and for this great school.

In this issue, which coincides with the University of Michigan's bicentennial celebration, we're taking stock of recent work our community has done to address pressing social challenges. While these stories are just a small snapshot of current work by faculty, staff, students, and alumni they illustrate the capacity of public service—particularly when informed by evidence and insights from the sciences and social sciences—to make a meaningful impact in our world.

You'll read about a bipartisan effort to design an evidence-informed and politically feasible paid family leave plan for the U.S. You'll read about the research that inspired the University of Michigan's new Go Blue Guarantee, which offers free tuition to low- and moderate-income undergraduates across the state. You'll read about the Big Ten Voting Challenge, designed to turn up election day turnout at colleges and universities across the nation. And you'll read about WeListen, a new student organization that's fostering civil, civic discourse here at U-M, and soon, we hope, at other colleges and universities across the nation.

Earlier this fall, a former student of mine came to the Ford School to speak with students and faculty members about what might seem to be a fabrication: cross-aisle collaboration in our nation's capital. Although he served as a senior staffer to former Majority Whip Eric Cantor (R-VA-7), he brought a colleague and friend from across the aisle, a senior staffer to Minority Whip Steny Hoyer (D-MD-5). Together, they discussed one of DC's best guarded secrets—that there are still ways to communicate, collaborate, and compromise across the aisle, and that relationships like these can yield important dividends for society.

While it's clear that we're living in challenging political times, and sometimes it seems as though we've lost the ability to talk to each other in meaningful, engaging, and thoughtful ways, my hope and ambition is that the Ford School community will serve as a notable counterweight to that divisiveness. You'll hear more about that in the years ahead, as well as other important objectives for my tenure: fostering interdisciplinary collaborations that will tackle policy challenges in powerful ways; growing the school's policy impact; attracting new resources for the school's diversity, equity, and inclusion goals; and nurturing the leadership capacity of our amazingly talented and civic-minded students.

> "There are still ways to communicate, collaborate, and compromise across the aisle… relationships like these can yield important dividends for society."

While most of the stories we're sharing in this issue of the magazine are recent, they build on the legacy of the generations of faculty, staff, students, and alumni who came before. I am honored to lead this outstanding school, and look forward to our shared work ahead.

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


Detroit career trip


Ford movie night


Weill Hall

STATE & HILL

THE MAGAZINE OF THE GERALD R. FORD SCHOOL OF PUBLIC POLICY

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SOCIETY'S SERVANT, SOCIETY'S CRITIC

In addition

Departments

The launch of WeListen

Michigan students foster civil, civic discourse between unlikely conversants

By Erin Spanier

In the winter of 2016, **GABRIEL LERNER** (BA '18)—a lanky, fast-talking, liberal U-M sophomore from Bethesda, MD—won a highly competitive internship with the White House Office of Presidential Correspondence. His job? To read constituent letters.

"Those letters were hard; they were heart wrenching," Lerner says, looking down. "Not a lot of people write letters these days—and when they do, they have something to say."

Many of the letters, he says, were about grave social and economic concerns—persistent unemployment, homelessness, the treatment of veterans, the opioid crisis, and more. Others were about mass shootings that had claimed nearly a dozen lives in Florida, Michigan, and Kansas.

The rest? They were about the President.

President Obama was beginning his last year in office and people across the country were writing to share their views. "Some praised the president and his policies," says Lerner. "Others were critical, sometimes with racist undertones, of the way his policies were changing the country—in their eyes, for the worse."

Some of the letters weren't well-written. A few were written by people who were clearly struggling with mental illness. But all were important to the staff, and to Lerner. "I didn't really understand what public service meant until I read those letters," he says. "It became clear that that's why government exists—to understand and address those concerns."

Returning to the University of Michigan, and starting his first semester at the Ford School, Lerner readily admits that America's political polarization didn't feel like the most urgent concern he'd read about in those letters. But after the Presidential election, everything changed.

In the days after the election, Lerner and his friends were confused by the results. Lerner reached out to conservative friends to talk about what they saw in the President-elect. But when he looked around the university, he saw students, divided down party lines, "talking past each other, with little interest in seeking to understand the concerns that had led so many Americans to vote for Trump." From the letters Lerner had read during his internship, it seemed that some of those concerns were legitimate.

As co-founders, Gabriel Lerner and Sonia Thosar will work to share the WeListen model with colleges and universities in Michigan, and around the nation.

Lerner, now a senior working on his bachelor's degree in public policy at the Ford School, says the chasm between those views was striking—"It seemed like they were describing two different people"—and it was troubling, as well. "The letters gave wholly different interpretations of what was going on in America—reflecting the echo chambers people were writing from."

A few of Lerner's friends shared his worries about political polarization, as well as his curiosity about the views of those who had grown up in communities unlike their own. Among them was Sonia Thosar, an industrial engineering student with a minor in business. Thosar, who also grew up in a relatively homogenous community, says she found the campus environment "frustratingly devoid of productive, face-to-face dialogue."

Pictured (left to right) in the Betty Ford Classroom: Co-president Michael Nwansi, co-founder Gabriel Lerner, co-president Matthew Ryszlak, and co-founder Sonia Thosar.

Together, Lerner and Thosar decided to launch a new student organization, "WeListen," that would work to foster dialogue through small-group conversations between progressive and conservative students. "We didn't want students to have to change their views," says Lerner. "Our goal was discourse."

They soon assembled a politically diverse executive board with Republican and Democratic co-presidents, five liberals, an independent, and four conservatives. Initially, Lerner says he and Thosar thought it might be a challenge on a left-leaning campus to find conservative students who would be interested, but that wasn't the case. "I think everyone on our board is incredibly invested," says Lerner. "But there's a certain fire for our politically conservative students because they feel this pervasive divisiveness."

They decided to focus their first conversation, held at the Ford School, on a serious concern for students on college campuses across the nation: The Dream Act. They made flyers and posted them across campus. They talked to their friends, and to the leaders of a range of Michigan student organizations including Young Americans for Freedom, the College Republicans, and the College Democrats. And at 6:00 pm on September 24, two dozen students assembled on the first floor of Weill Hall.

As students walked in, they filled out a short survey identifying their views—from liberal to conservative—on a ten-point scale. Lerner and Thosar shared their vision for the organization, and their hopes for the conversation. Other board members introduced the facts and the liberal and conservative views on them. Then students were separated into small, ideologically diverse groups.

For ten minutes, those groups talked about their hometowns, their favorite restaurants, their plans for the weekend, the latest game—anything but politics. Then they received a handout, with questions to launch their discussion, a set of facts that conservative and progressive student leaders agreed on, and simple guidelines for the conversation: "Be kind." "Be respectful." "Be present." "Monitor your airtime."

And the discussions began.

At the start of those discussions, WeListen organizers worried groups might explode or students might storm out angry. But that didn't happen, says Lerner.

When the groups reconvened to share their experience, they said conversations had been good. Interestingly, says Lerner, there was a good deal of agreement between liberal and conservative students on the morality of allowing DREAMers to remain in the U.S.

People talked and listened. People agreed and disagreed. Most importantly, he says, people learned—not just about some of the valid points the opposing political party offered, but also about where those views and values came from, and how they'd evolved over time. ■

Ford School Spotlight

October was simulation month at the Ford School. **POVERTY SOLUTIONS** and U-M Dearborn assigned students to the role of caregivers in low-income families working to navigate housing, transportation, health insurance, meals, schools, job searches and more on a monthly budget of $1,500 (roughly the federal poverty line).

The **INTERNATIONAL POLICY CENTER** had students lead North Korean nuclear negotiations for six countries on the Korean Peninsula, gaining an enhanced understanding of the region's security challenges. And representatives from the **CENTRAL INTELLIGENCE AGENCY** challenged students to absorb and respond to new intel in a timed briefing scenario (we'd tell you more, but the handouts were shredded).

SPOTLIGHT PHOTO: MICHIGAN PHOTOGRAPHY

"The relationship between the modern university and society is a very complex and a fragile one. That complexity and fragility stem from the university's dual role as

Society's **Servant** and Society's **Critic**"

– HAROLD T. SHAPIRO

10th president of U-M
inaugural address, April 14, 1980

UNIVERSITY OF MICHIGAN BICENTENNIAL

It's been 200 years

since the founding of Michigan's first and flagship university: ours. Every moment is a turning point. But this moment—our bicentennial—is particularly poignant.

As schools and stakeholders across the University of Michigan look to the next 200 years, the Ford School—which was built to address social challenges and has long encouraged faculty, students, and alumni to tackle them in and beyond the classroom—takes time to explore its role as servant, and critic, of society.

"On the one hand, the university has the responsibility for training and research functions that serve society's current economic and cultural life," wrote **HAROLD T. SHAPIRO** nearly four decades ago. "On the other hand, the university has a fundamental responsibility to be critical of society's current arrangements."

Back then, Shapiro was referring to revitalizing struggling cities, ensuring that minorities and all women received a full share of society's opportunities, and more. Today, these challenges, and many others, are just as urgent.

But there are stories of success, as well.

This fall, U-M President **MARK SCHLISSEL** announced a number of new programs designed to promote and support faculty members who are engaging with some of society's most daunting problems.

President Schlissel highlighted a number of current examples, including the university's new Teach Out Series, launched by the Office of Academic Innovation under the leadership of **JAMES DEVANEY** (MPP/MBA '05), and the university's Poverty Solutions Initiative, led by Professor **LUKE SHAEFER** of the Ford School and School of Social Work

In this issue of *State & Hill*, we're proud to share a few recent stories highlighting other ways our community is serving society.

Harold T. Shapiro was a member of the faculty of the Institute of Public Policy Studies, predecessor to the Ford School, from 1976 – 1987.

ERIN ZAIKIS PHOTO CREDIT: SUNDARA. ALL OTHER PHOTOS: BENTLEY HISTORICAL LIBRARY

Combatting anti-black prejudice in the job market.

Research has shown that employers evaluating job applicants who don't have referrals strongly favor white applicants over black ones—even when the education, skills, and experience of black and white applicants are identical. What research hasn't shown, says Assistant Professor **FABIANA SILVA**, is how employers evaluate black and white applicants who have secured referrals.

"This is a critical question because most job applicants find employment through someone they know," she says. To investigate, Silva assembled a sample of real-world hiring agents, measured their implicit anti-black bias, and then had them evaluate pairs of equally qualified black and white job applicants. One of these applicants had a referral from either a black or white employee; the other had none.

In the most common real-life scenarios, says Silva—in which black applicants were referred by black employees and white applicants were referred by white employees—the study found black applicants' referrals were significantly less helpful. In fact, says Silva, "Black applicants only benefitted from a referral when the referring employee was white, and they were evaluated by a less-prejudiced hiring agent."

Silva, who is now finalizing a journal article to disseminate her findings, hopes her work will bolster the body of evidence needed to combat anti-black job discrimination. "It's an acute injustice," says Silva. "One that I will continue to address in my research."

Employing social norms to promote sustainable energy use.

Imagine opening your monthly electric bill and seeing not only your energy use, but your next-door neighbor's energy use, as well.

Some utility companies have already begun comparisons to encourage consumers to reduce their electricity use—to significant effect. "Research shows if consumers get information that they're doing worse than their neighbors, they will often reduce their energy to keep up with the Joneses," Assistant Professor **KAITLIN RAIMI** explains.

With the help of a $330,000 award from the National Science Foundation, Raimi and U-M colleagues SangHyun Lee (Engineering) and Sol Hart (Literature, Science, and the Arts) will test a new comparison group.

Instead of comparing energy use with neighbors who are geographically close, they'll group consumers based on their usage patterns—night owls, early birds, etc.—to see whether these classifications prove more effective.

For now, the team will focus on electricity consumers in Holland, MI, but if the interventions are successful, Raimi hopes the research will add yet another option for utility companies across the country.

"I say, 'I'm from the GAO and I'm here to help,' and they laugh."

DIANA MAURER (MPP '90) has been with the U.S. Government Accountability Office for 27 years and now oversees a team of three-dozen staffers assigned to homeland security and justice issues.

While Maurer describes the GAO's mission as supporting American taxpayers and making sure their government is as effective and efficient as possible, she says "agency officials are never terribly happy to see us. I say, 'I'm from the GAO and I'm here to help,' and they laugh, but the GAO is about good government, and helping federal agencies do their jobs even better."

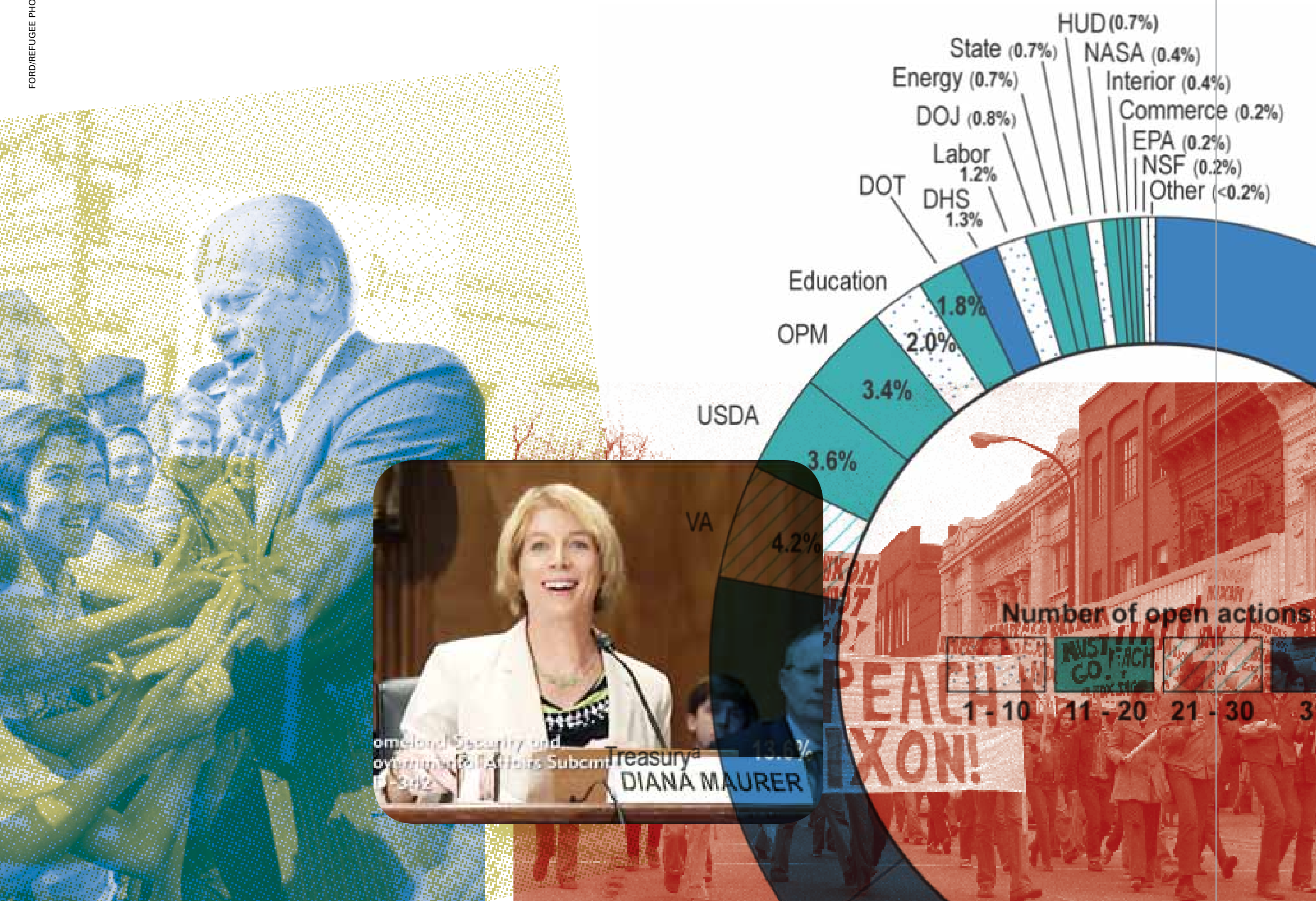
While Maurer has worked with many agencies throughout her career, her current role is to lead the GAO's oversight of federal law enforcement agencies, the Federal Bureau of Prisons, and the Department of Justice. In one recent example, Maurer's team looked into how the FBI was using facial recognition technologies, and discovered it wasn't doing enough to protect the privacy of citizens, or ensure the accuracy of systems. "You want to make sure that you're catching legitimate bad guys," she says.

Fraud control recommendations estimated to save taxpayers $500 million

LATESHA LOVE (MPP '02), also with the GAO, has had similar experiences. As assistant director of forensic audits and investigative services, Love manages performance audits and undercover investigations for the agency. One recent assignment—one of the few she's at liberty to discuss—looked at fraudulent Medicare claims and suggested steps the Department of Health and Human Services could take to save taxpayer dollars.

After reviewing the department's list of 1.9 million Medicare providers, her team found that a significant number of them didn't have real practice locations on record. Instead, they listed post office boxes, burger joints, vacant lots, and virtual offices as their places of practice. "There were old hospitals that had been demolished and hadn't been operating for years," says Love.

"Initially, the agency was not happy to know their fraud controls weren't working as intended," she says. "But they've now implemented the recommendations, and according to them it has made a huge difference." One estimate suggests the GAO's fraud control recommendations have saved taxpayers $500 million in recent years.



FORD/REFUGEE PHOTO: GERALD R. FORD PRESIDENTIAL LIBRARY. LATESHA LOVE PHOTO: PIXPROSE, LLC. OTHER HISTORIC PHOTOS: BENTLEY HISTORICAL LIBRARY

Automatic free tuition for in-state undergrads with demonstrated need.

For years, U-M administrators had tried to recruit more low-income students from Michigan. Unsuccessful, they theorized that students from disadvantaged backgrounds dismissed the university as too expensive or selective.

In stepped Professor **SUSAN DYNARSKI**, along with Postdoctoral Fellow **KATHERINE MICHELMORE** (Syracuse) and Ford School alumnus **CJ LIBASSI** (MPP '15). Together, they helped U-M administrators shape the HAIL Scholarship pilot program, which was designed to help students make more informed decisions about admission rates and costs.

In the first year of the pilot, 1,057 high-achieving, low-income high school seniors across the state received an envelope from U-M. Inside, the university promised to cover four years of tuition and fees if the student was admitted.

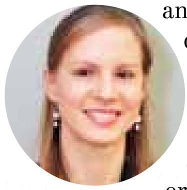
It was a small intervention, and because the university already offered considerable aid to low-income students, it was generally cost-neutral. But the results were impressive. Application rates exploded—from 25 percent of the control group to 68 percent of those who received the offer.

The scholarship was so successful, in fact, that U-M administrators soon decided to extend a similar offer to students across the state. U-M's new Go Blue Guarantee, which has been lauded by media outlets across the country, offers automatic free tuition to all in-state students whose families make less than $65,000 per year.

Marshaling the evidence for vulnerable families and communities.

When Congressional staffers are trying to clarify and respond to public policy challenges, they call on the Congressional Research Service, where a number of Ford School alumni serve as policy specialists.

In the Domestic Social Policy Division, for example, **MELINDA GISH** (MPP '97), **JOE DALAKER** (MPP '97), **KIRSTEN (BLACK) COLELLO** (MPP '00), **MAGGIE MCCARTY** (MPP/MSW '02), **ADRIENNE FERNANDES ALCANTARA** (MPP '06, pictured), and **BENJAMIN COLLINS** (MPP '11) help Congressional staffers understand programs and policies designed to assist vulnerable families and communities.



By drawing on the experience of past legislative efforts and using rigorous qualitative and quantitative approaches, these and other Ford School alumni at the Congressional Research Service help to develop legislative proposals, analyze policy alternatives, and assess the impact, or potential impact, of policies on states and constituents across the U.S.

"I often see myself as an extension of legislative staff—regardless of the legislative agenda or the party in power," says Fernandes Alcantara. "Congress considers us a reliable source of information and analysis because we provide non-partisan, timely responses that are informed by research."

Building a better Detroit riverfront, creating something special.

Over the summer of 2017, **LARRY SANDERS** (MPP '18) served as an assistant project manager for the Detroit RiverFront Conservancy, the organization responsible for the operation and programming of the Detroit RiverWalk and its surrounding green spaces.

As the Conservancy's East Riverfront development initiatives conclude, the organization is shifting its focus to the West Riverfront, launching a design competition for a park in a 22-acre space adjacent to some of Detroit's most iconic neighborhoods.

Sanders, who served as assistant project manager for that competition, facilitated the Conservancy's community engagement program, assembling a community advisory team made up of representatives from Detroit neighborhoods. The goal: To have locals guide the design process with their input and values, leading to the creation of a world-class public space—one shaped and chosen by the communities that will use it.

Sanders traveled with the team to well-known parks in Philadelphia, Chicago, and New York City to get a sense of what they would like this new park to incorporate. For Sanders, a native Detroiter who continues to assist with the project, it's about giving his community the chance to create something special, and passing that on to future Detroiters.

Students amplify charitable giving through the High Five Fund.

Following the 2016 election, **SARAH MAGNELIA** (MPP '18) was interested in finding constructive ways for people upset with the outcome to maximize their involvement with progressive causes and organizations.

During conversations with Philadelphia and Seattle-based friends, the idea of giving circles—groups that take small donations and turn them into larger, collective donations to amplify each individual's impact—gained traction.

With this in mind, Magnelia and five co-founders began to recruit friends, colleagues and family members to join the High Five Fund, which accepts a monthly $5 donation from its members then invests these funds in "action-oriented organizations and equity-focused leaders."

Inspired by Michelle Obama's words, "When they go low, we go high," the group focuses on giving that will support progressive politics, marginalized people, public institutions, and the planet. As she explains, "The times in my life when I've been most politically active have often been when I've been around folks who were encouraging and supporting that political activism. So we wanted to create that."

Assisting low-income families in Ypsilanti and surrounding communities.

As president of the Collaborative Outreach Board, **ALEXANDRA THÉBAUD**, business and grants manager at the Ford School, manages a community-based nonprofit that offers educational, economic, and cultural opportunities to improve the quality of life in Ypsilanti, MI and the city's surrounding communities.

Some ongoing programs, including a monthly food pantry and individualized job and social service referrals, address the basic needs of families in a community struggling with poverty, says Thébaud. Other programs, including service leadership opportunities for youth and annual college tours for those considering higher education, help young people develop entrepreneurial skills and explore career options. Thébaud also recruits professional volunteers to offer periodic health screenings and workshops on life insurance, family budgeting, and more.

Thébaud says she came across the Collaborative Outreach Board while working on her master's in organizational leadership at Concordia University. She'd been asked to investigate a community organization, and liked what she found. But the service orientation, she says, was inspired by her parents—a doctor and nurse in Port-Au-Prince, Haiti. "I'm not trying to change the world," says Thébaud, "just trying to make a difference in someone's life."

Boosting pedal power in the Motor City with MoGo Bike Share.

In the spring of 2012, **LISA NUSZKOWSKI** (MPP '03) convened a group of business and community leaders to talk about a new phenomenon popping up in U.S. cities—bike sharing. While the group was intrigued, they had questions, starting with whether bike share could work in Detroit.

Nuszkowski led a feasibility study that explored the challenges and opportunities, as well as logistics and potential business models for bike share, and determined that it could offer some real benefits to the city's residents.

After raising some start-up capital, she created MoGo Detroit Bike Share, a nonprofit affiliate of the Downtown Detroit Partnership, and secured more than $4 million from a series of stakeholders—federal and local—to put the plan in motion.

From hosting neighborhood meetings to implementing a price structure that would be accessible for all income levels, Nuszkowski says MoGo prioritized community outreach, and the principles of equity and inclusion, throughout the process.

A key aspiration, she says, is to see bike share users reflect the diversity of all those who live and work and spend time in the city.

AXELROD / OBAMA PHOTO: NATIONAL SCIENCE & TECHNOLOGY MEDALS FOUNDATION; MOGO PHOTO: MOGO DETROIT BIKE SHARE

Paid family and medical leave—an issue whose time has come.

The American Enterprise Institute and the Brookings Institution have joined forces to work toward a bipartisan solution for paid family leave in the United States. The Ford School's **BETSEY STEVENSON** is a member of the ideologically diverse working group.

"Paid family and medical leave: An issue whose time has come," the working group's report, examines the costs and benefits of providing paid family leave, assesses various proposals, and recommends a compromise plan for policymakers to consider. The compromise plan would provide eight weeks of gender-neutral, job-protected paid parental leave at 70 percent of pay, and would be funded by a combination of payroll taxes and savings elsewhere in the budget to ensure both no increase in the deficit and no adverse effects for low-income families. The working group is continuing to meet to model costs and fully flesh out a legislative proposal.

Most of the world's countries, and all of the world's wealthy countries, have national paid maternity and paternity leave policies, says Stevenson, who served as a member of the White House Council of Economic Advisers (2014-16) and as chief economist in the U.S. Department of Labor (2010-11). Based on the experience of other wealthy nations, Stevenson believes a national family leave policy will help keep U.S. women connected to the labor force and will invest in the successful development of children—both of which, she says, will ultimately lead to more sustained economic growth as well as greater well-being for families.

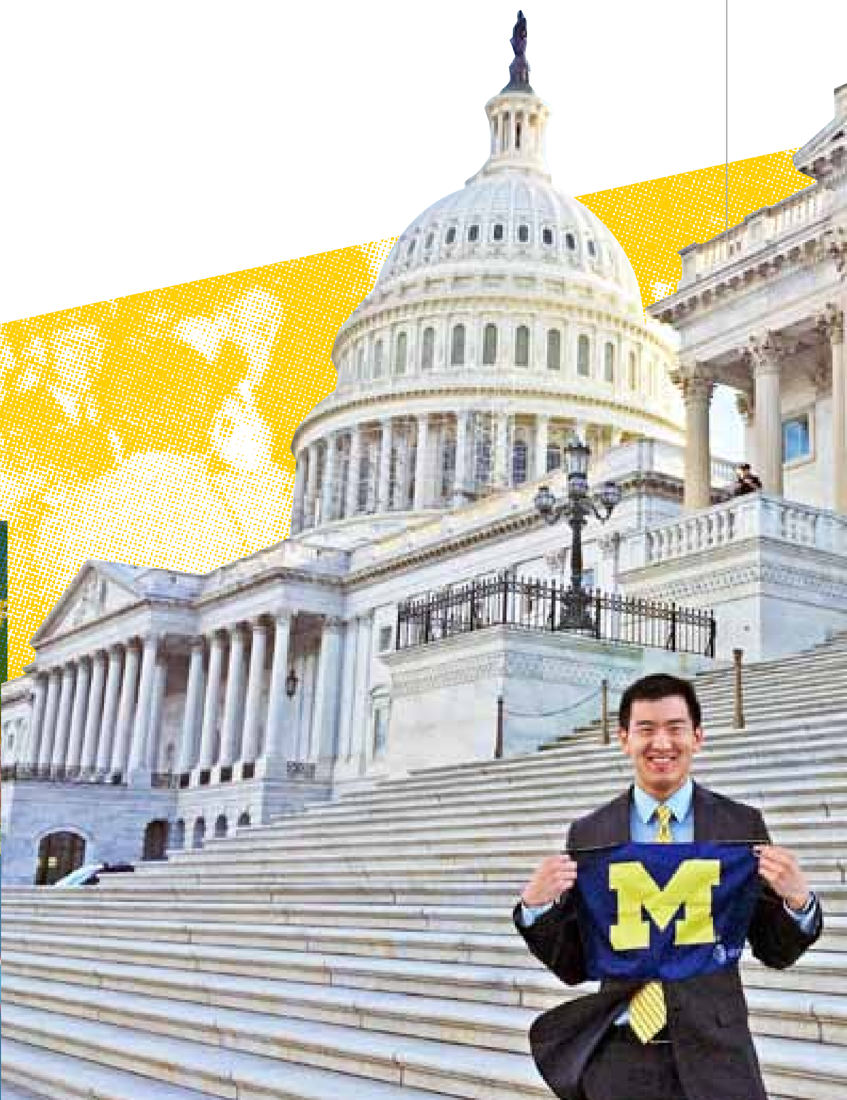
When natural disasters struck, students offered relief.

The fall of 2017 has been a season marked by a series of major natural disasters. On September 9 and 19, major earthquakes struck southern and central Mexico, respectively, killing hundreds and injuring thousands. And on September 20, Hurricane Maria—the tenth-most intense Atlantic hurricane on record—made landfall in Puerto Rico.

Knowing that these disasters affected family and friends back home for many Mexican, Mexican-American, and Puerto Rican students at the Ford School, **LUZ MEZA** (MPP/MAE '18) organized an effort to provide relief.

Meza and her friends decided the best way to do this was to share their culture—selling tamales and pan dulce to students, staff, and faculty. Their efforts, which raised spirits across the school and $1,500 for charity, will benefit Defend Puerto Rico, Fundación Comunitaria Oaxaca, and YoXMexico.

Written by Ford School graduate students **JACQUELINE MULLEN** *(MPP '18) and* **JACKSON VOSS** *(MPP '18).*



STEVENSON PHOTO: U.S. DEPARTMENT OF LABOR. JOHN LIN / CAPITOL FLAG CREDIT: JOHN LIN (MPP/JD '16)

Measuring higher ed performance

Kevin Stange on the numerator and denominator

By Jeff Mortimer

As **KEVIN STANGE** sees it, there's a conspicuously missing link in much of the higher education decision-making process.

"The higher ed sector, as a productive entity, is a huge fraction of the U.S. economy," says Stange, who was promoted to associate professor of public policy with tenure this May. Higher ed is supposed to "make better citizens, teach skills for the workforce, generate research, propel economic growth—do a lot of things." At the same time, says Stange, there's "quite a bit of push-back against quantifying everything that higher ed does."

Some of that push-back, Stange is sympathetic to. It's difficult, for example, to quantify many of the subjective contributions colleges make—like contributions to the personal development of students who are preparing for lives as citizens, parents, leaders, and professionals. What Stange is not sympathetic to, however, is using that as a rationale for omitting quantifiable outcomes from the equation altogether.

> "A bunch of states have implemented funding of public institutions tied to performance, but they're putting it into place without a whole lot of thought…."

Stange is a trained economist, after all, and a research associate at the National Bureau of Economic Research (NBER). As such, he knows that "productivity has a numerator (outcomes) and a denominator (costs)." People tend to focus on the numerator—like graduation rates—without looking at costs, Stange says. "In some sense, the main point is there's a denominator, too."

To better understand the issue, Stange and Caroline Hoxby (Stanford) have co-edited the forthcoming NBER volume, *Productivity in Higher Education*. In it, Stange and other NBER scholars, including a number of Ford School faculty members, explore ways to quantify some of the impacts of higher ed and line those up against the costs.


Stange

While noting that some of the findings may be particularly useful to policymakers and higher ed administrators, Stange says the volume's broader goal is "to illustrate that there is a value to quantifying some of these things that typically are not quantified by policymakers and university officials, and to get them thinking in this framework, rather than making decisions based on costs or outcomes in isolation."

Stange lists some of the more interesting findings: Graduation rates. "It turns out there are big differences in institutions' ability to get people to graduate, unrelated to what students bring to the table," he says. Employment and earnings. "You've got to use outcomes several years after graduation," says Stange. "Right after graduation is a terrible predictor of long-term success." Earnings and cost differences across majors. "It's much more costly to produce a graduate in engineering than in political science," says Stange. "So you don't necessarily get more bang for the buck from an engineering grad."

"A bunch of states have implemented funding of public institutions tied to performance," says Stange. "But they're putting it into place without a whole lot of thought about what outcomes should be measured, how they should be measured, and when they should be measured."

If states want to hold colleges and universities accountable by measuring performance, it's clear they need to ask those questions. Work like Stange's will help find the answers. ■

Ford School Spotlight

DUDLEY BENOIT (MPP '95), director of community development investment for Santander Bank, joins the Ford School as a Towsley Foundation Policymaker in Residence. He will teach "Community Development Finance: Lessons from the Field." **DALE GIOVENGO**, a foreign service specialist who has worked in hot-spots around the world, joins us as a U.S. Department of State Diplomat in Residence. The Ford School is one of only 16 schools across America selected by the U.S. Department of State to host a Diplomat in Residence.

Discourse

Ford School faculty in the news

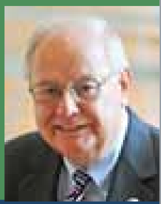
"With a series of regulatory changes, the Trump administration is taking us in the wrong direction, making student loans riskier, more expensive, and more burdensome for borrowers."

Susan Dynarski on "the wrong way to fix student debt." *The New York Times*, May 6, 2017.

"Family members of U.S. citizens and permanent residents are relatively easily able to move to the U.S. to escape a [natural] disaster's consequences. Others without such connections are not so lucky, and must find other means of coping with the aftermath."

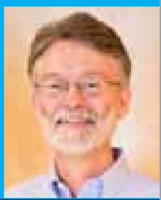
Dean Yang on ways hurricanes impact migration to the U.S. *Fortune*, Sept. 18, 2017.

"It is becoming increasingly clear that the influence of dark money on our politics is undermining the trust Americans have in our government and hindering our ability to create public policy that puts the needs of the people first."



John J.H. "Joe" Schwarz on dark money and politics. *The Detroit News*, July 11, 2017.

"The greatest deliberative body is descending into a system where the majority's policy ends justify any undemocratic means. The minority might as well take a seat in the gallery."



Richard Hall on the Senate healthcare bill process. *Detroit Free Press*, June 21, 2017.

"Are [non-profit and university patent holders] really operating in the public interest when . . . potentially life-saving inventions are priced so high that access is limited? The public partially underwrites nonprofit discoveries via tax breaks and isn't seeing a lot of benefit in return."

Shobita Parthasarathy on making sure we all benefit when nonprofits patent technologies like CRISPR. *The Conversation*, July 19, 2017.

"Most inquiries yielded a timely and polite response [from local government officials]. But emails [from those] with black-sounding names were 13 percent more likely to go unanswered than [emails from] those with white-sounding names."

Justin Wolfers on pinpointing racial discrimination by government officials. *The New York Times*, Oct. 6, 2017.

S&H Q&A

Michael S. Barr: Introducing the Ford School's new dean

Service History

Assistant secretary for financial institutions, U.S. Treasury Department (2009-10)

Special adviser, President of the United States (1999-01)

Deputy assistant secretary for community development, U.S. Treasury Department (1997-01)

Special assistant, U.S. Secretary of the Treasury (1995-97)

Special adviser and counselor, U.S. Department of State Policy Planning Staff (1994-95)

Law clerk, U.S. Supreme Court Justice David Souter (1993-94)

Law clerk, U.S. District Court Judge (Southern District of NY) Pierre Leval (1992-93)

Family history

Dad's family came to the U.S. from Israel in 1946 aboard the Merchant Marine vessel *USS El Reno Victory.* They had fled Poland in the 1930s.

Mom's family immigrated to the U.S. from Russia, Latvia, and Lithuania in the 1890s and early 1900s.

Victory ships

S&H: I understand we can thank former dean **NED GRAMLICH** for steering you toward the Ford School?

Gramlich

BARR: Ned and I worked together to bolster community development and advance fair lending policies while he was at the Fed and I was at Treasury. Ned talked a lot about the breadth of excellence and interdisciplinary research at the University of Michigan, so when the Clinton Administration came to an end, and with it my appointment at Treasury, I decided to apply for a position at the law school. I really love working with young people, and I wanted to have the time and the freedom to focus intellectually on the problems I'd been working on in government.

S&H: Treasury probably isn't the first department people think of when they think about community development…

BARR: One of the things I did during my first stint at Treasury was help to build something called the Community Development Financial Institutions (CDFI) Fund, which invests about $100 million annually in local nonprofit loan funds and community-focused banks as a way of bolstering the supply of capital for urban and rural development. Most banks are extremely cautious about extending home or business loans in low-income communities. But CDFIs offer low-interest business, home, and auto loans in low-income communities around the country. The HOPE Credit Union in the Mississippi Delta, the Detroit Development Fund—all over the country you can now find these terrific organizations doing this work.

PHOTO: VICTORY SHIPS: U.S. MARITIME COMMISSION

S&H: During the Obama Administration, you returned to Treasury and are now nationally recognized as one of the key architects of Dodd-Frank...

BARR: As assistant secretary for financial institutions, my job was, among other things, to develop—and then negotiate with Congress and get enacted—Dodd-Frank, which had many components. It reformed our system of supervision, so that it didn't matter whether you called yourself a bank, or an investment bank, or an insurance company—if you were systemically important, you'd be regulated. It set up a system to wind down big firms when they got into trouble. It regulated derivatives. And it launched a number of reforms to protect consumers and investors, including reforms in the mortgage market and credit card industries, and the establishment of the Consumer Financial Protection Bureau.

S&H: Do you think Dodd-Frank regulations will help head off some of the problems that contributed to the financial crisis?

BARR: Yes, I do. I think that regulation can help make the financial system safer and fairer. You're never going to be able to prevent all the booms and busts in the market, but what you can do is make a financial crisis less likely and potentially reduce the severity of a crisis if it comes. You can help to protect consumers and taxpayers more from the risks in the system, and you can help change the incentives in the financial sector to make it less likely that firms want to take on the risks that led to those calamitous events.

S&H: Dodd-Frank also led to the creation of the Consumer Financial Protection Bureau, which some love, and some hate. What has the bureau done for Americans?

BARR: They've done really important work in reforming the rules for mortgages, for credit cards, for payday lending, for forced arbitration, and they've been doing a lot of work behind the scenes with supervision and enforcement—improving outcomes for consumers. You can measure the impact of that in a lot of ways. One recent analysis says they've recovered about $12 billion in fees for Americans impacted by harmful business practices. So I think there's been an enormous impact, and I think that one of the reasons the bureau is despised in some quarters is that it's been very effective.

Policy cred

Community Development Financial Institutions Fund: Barr helped to build it during his first stint at Treasury.

Credit Card Accountability Responsibility and Disclosure Act: Barr helped with development and enactment, giving consumers more time to pay their bills, minimum payment disclosures, and more.

Dodd-Frank Wall Street Reform and Consumer Financial Protection Act: He's known as a key architect of Dodd-Frank.

Consumer Financial Protection Bureau: The bureau is estimated to have recovered $12 billion for 29 million harmed consumers in its first six years of operation.

Wonk cred

Behavioral finance: Barr is well known for his work with Princeton psychologist Eldar Shafir and Harvard economist Sendhil Mullainathan on behaviorally informed regulation.

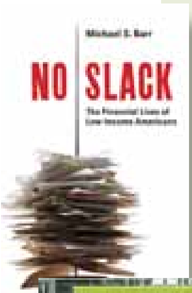
Fintech: This November, he hosted his third conference with the federal Office of Financial Research on financial stability issues. This one explores ways to "harness the upside potential of Fintech while reducing the downside risks."

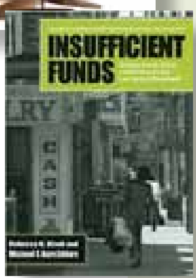
Interdisciplinary admiration: Barr launched the Center on Finance, Law and Policy to bring together scholars across Michigan to solve wicked problems in finance.

PHOTO: PETE SOUZA / WHITE HOUSE

At the White House

Books by Barr





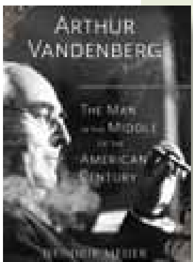
Financial Regulation: Law and Policy (with Howell Jackson and Margaret Tahyar), Foundation Press

No Slack: The Financial Lives of Low-Income Americans, Brookings Institution Press

Insufficient Funds: Savings, Assets, Credit, and Banking Among Low-Income Households (with former Ford School Dean Becky Blank), Russell Sage Foundation Press

Building Inclusive Financial Systems: A Framework for Financial Access (with Anjali Kumar and Robert E. Litan), Brookings Institution Press

Books on Barr's nightstand



Born to Run by Bruce Springsteen

Hillbilly Elegy: A Memoir of a Family and Culture in Crisis by JD Vance

Arthur Vandenberg: The Man in the Middle of the American Century by Hank Meijer

Poems by Elizabeth Bishop

Just Mercy: A Story of Justice and Redemption by Bryan Stevenson

S&H: You've written a few books, including one with former dean **BECKY BLANK**. Tell us about one of them…

BARR: Working with the Survey Research Center here at Michigan, we surveyed about 1,000 low- and moderate-income families in the Detroit metro area about their financial service needs and experiences. My book *No Slack* describes the findings. If something goes wrong—they have a higher cost payday loan, or their car goes bust—these families don't really have a cushion to absorb those extra costs, and that can lead to really disastrous results. The book also suggests ways to improve consumer protections, improve financial education, and improve the kinds of financial products and services that are offered—to help give families a better measure of financial stability.

S&H: In 2009, Nobel economist Richard Thaler wrote about the work you'd done to address social challenges with behavioral interventions.

BARR: Psychology has taught us that human beings don't always make rational choices—that often people are affected by their biases: They can be short-sighted, for example, or suffer from information overload. In government, I was able to get some behavioral interventions enacted into policy. I worked on the Credit Card Act of 2009, for example. Your credit card statement

"One recent analysis says they've recovered about $12 billion in fees for Americans impacted by harmful business practices."

OVAL OFFICE PHOTO: PETE SOUZA / WHITE HOUSE. SPOTLIGHT PHOTO: NANA ASARE (MPP '18)

Ford School Spotlight

This spring, more than a dozen Ford School students traveled to China—the culminating experience in an extended study of U.S.-China policy. View photos from the trip at **fordschool.umich.edu/china-photo-blog** and read personal reflections from student participants at **umfordinchina.wordpress.com**.

At the Great Wall


Courant, Collins, and Blank


Reviewing Frank Murphy's Korematsu dissent at the Bentley

now has a place on it that says, 'if you only make the minimum payment, this is what it's going to cost you. If you want to pay it off in three years, this is how much you pay and this is how much you'll save.'

S&H: Since joining the Ford School, you've talked a good deal about modeling "a civil, civic discourse." Why is that so important?

BARR: When I was in DC, you would never get anywhere if you said, "I'm 100 percent right. I want 100 percent of what I want." I think the Ford School can serve as a model for the country—during a time of divisiveness and degradation of public discourse—of ways to have a civil, civic discourse based on the shared goal of trying to make the world better. The strength of our diversity, the way in which we bring empirical evidence, knowledge, and science to bear on public problems. We don't just express views, we express views that are based on research and serious scholarly inquiry, which I think the world really needs right now. That kind of compromise, that give and take, is better overall for the system and it's a way to actually achieve things that help people in their lived experience.

S&H: We have many more questions, and are looking forward to sharing more of your story with our readers (see fordschool.umich.edu/barr-extended-Q-A for more of this Q&A) but we're running out of time. Any parting thoughts?

BARR: I'm delighted to join the Ford School. We have excellent faculty doing cutting-edge research. We have students engaged in solving problems in the world—students who want to commit their lives to making a difference. That combination—that level of excellence in research and that commitment to policy impact—it's unbeatable. ■

Recent raves

Developing new techniques to detect financial market manipulation, NSF grant with project lead Michael Wellman (Engineering) and co-investigator Uday Rajan (Business).

Detroit Neighborhood Entrepreneurs Project with faculty and students from the Law School, the Ross School of Business, and the Stamps School of Art and Design.

Behavioral Approaches to Understanding Small Business with Princeton psychologist Eldar Shafir.

All time faves

Most foods. Especially food truck fare.

Momentum. Barr sails, skis, and runs.

Murphy. For his collegiate professorship, Barr chose to honor Frank Murphy, a U-M alum remembered for "tempering justice with Murphy" throughout his career as a judge and mayor in Detroit, a governor of Michigan, a U.S. attorney general, and a U.S. Supreme Court justice. Murphy wrote a famous dissent in *Korematsu v. United States*, arguing that by finding Japanese American internment constitutional during WWII, the court had wrongly upheld the "legalization of racism."

Murphy at the opening of a Workers' Office in Hamtramck, June 1938

MURPHY PHOTO: BENTLEY HISTORICAL LIBRARY

A two-day behavioral finance symposium, organized by the **CENTER ON FINANCE, LAW, AND POLICY** and ideas42, brought together prominent scholars, policymakers, and practitioners to discuss how insights from the behavioral sciences can be used to encourage healthier saving and investment practices, more sustainable small businesses, and a more ethical financial system. Keynote talks were delivered by Nobel Laureate **ROBERT J. SHILLER** and JPMorgan Chase Institute CEO **DIANA FARRELL**. **fordschool.umich.edu/behavioral-finance-symposium**


Farrell

Missing American voters are the future, or would be, if they'd just show up

By Jackson Voss (MPP '18)

“Voter turnout is abysmally poor,” says **JOE SCHWARZ**, a Ford School lecturer and former U.S. Congressional representative (R-MI-7). “In general elections, you're lucky to get 50 to 60 percent of eligible voters—that just shows an embarrassing level of ennui on the part of the electorate.”

In recent midterm elections, the numbers are even worse. National turnout has hovered between 30 to 40 percent. While 43 percent of Michiganders voted during the 2014 midterms, University of Michigan student turnout was closer to 14 percent.

Low participation of young voters is nothing new, but it is troubling. Some worry about the integrity of democratic institutions if many Americans, particularly young Americans, tune out, rather than turnout for, future elections.

What's a university to do about low student turnout?

During the Presidential election last fall, Professor **EDIE GOLDENBERG** was teaching research methods to University of Michigan undergraduates in Washington, DC.

Students in the course supported a variety of presidential candidates—mainly Clinton, Sanders, or Trump. Predictably, some were happy with the election's outcome while others were not. What Goldenberg didn't expect was how many students wanted to disengage from the political process altogether.

“One student said, I don't think I'm ever voting again,” she says. “A number of those who supported Bernie Sanders were so disappointed that he didn't get the nomination that they stayed home [on Election Day].”

These responses troubled Goldenberg, particularly because college students are already significantly less likely to go to the polls and vote. Goldenberg places a portion of the blame on educators who, she says, “haven't done enough to convey the importance of electoral participation, preferably informed electoral participation, for a healthy democratic system.”

In fact, says Goldenberg, colleges aren't just morally obligated to encourage voter registration and thus, at least implicitly, participation—it's a federal mandate in the Higher Education Act Amendment of 1998, which requires institutions to make good faith efforts to distribute voter registration forms to all students.

So when political scientist and U-M alumnus Ken Goldstein (MA '93, PhD '96) suggested to Goldenberg that it might be good to engage students' competitive spirit to boost electoral participation, she took note. A former dean and administrator, Goldenberg knew competitions had been successful in encouraging blood drives and canned food donations. So she pitched the concept to University of Michigan President Mark Schlissel, he pitched it to Big Ten colleagues, and within a few weeks, the Big Ten Voting Challenge was born.

Getting students to turn up and turnout for the challenge

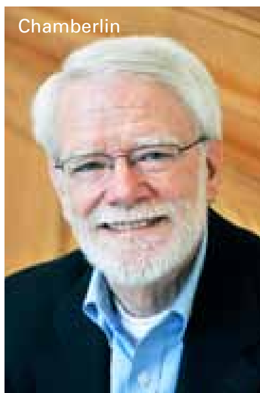
The Big Ten Voting Challenge is a non-partisan effort to increase student turnout in elections. Each member of the Big Ten conference will compete for two trophies, one recognizing the school with the highest percentage of eligible voter turnout and another for the most improved percentage of turnout in the upcoming 2018 midterm.

At Michigan, this effort will be spear-headed by the Ginsberg Center with support from Turn Up Turnout (TUT), a non-partisan group Goldenberg founded to reverse the decline of student voter participation. TUT members include Ford School faculty **MARY CORCORAN** and **JOHN CHAMBERLIN**, and **NADINE JAWAD** (BA '18), U-M's student body vice president, a Ford School student, a Truman Scholar, and a newly selected Rhodes Scholar.

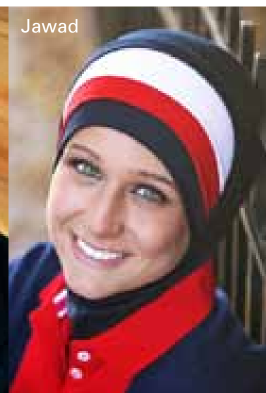
“Students have a lot on the line,” Jawad says. “When we don't get involved civically, we are handing off our voice on the issues that matter to students specifically, whether it's financial aid, college affordability, or sexual assault policies.”

TUT will encourage students to use TurboVote, a website that lets them register at either their home or Ann Arbor address, sends reminders about upcoming elections, and helps people with absentee ballot applications.

Chamberlin



Jawad



Edie Goldenberg places a portion of the blame on educators who "haven't done enough to convey the importance of electoral participation, preferably informed electoral participation, for a healthy democratic system."

Voter challenges and the policies designed to overcome them

John Chamberlin and Edie Goldenberg, who are leading an independent study course on the right to vote in Michigan, see the TurboVote platform as a way to address some of the obstacles students face in elections.

"TurboVote will make registration easy and help students get into the habit of voting," says Chamberlin, who believes some students don't vote because they don't know where to go, or they don't know what the issues are, particularly in local elections.

But Chamberlin believes that there are structural barriers to voting, as well. "In our course, we're examining policies that make voting easier—or more difficult—for various groups, including students, the poor, the elderly, and people of color."

Among the policies students will be studying are expanding opportunities to cast absentee ballots, offering early voting, increasing registration opportunities through same-day or automatic registration, and providing early registration for high school students.

Tackling voting barriers in Michigan, and at U-M

"Michigan ranks pretty low among the states in terms of ease of voting," says Ford School lecturer and Director of the Michigan ACLU **KARY MOSS** about the current state of electoral policy. And, the literal electoral machinery presents challenges to voters as well.

"In many districts," she says, "machines break, the lines are long, and it tends to be in minority districts." Moss believes that "a good case can be made that it suppresses the vote in those areas."

In fact, problems related to structural voting challenges are highlighted in research conducted by the **CENTER FOR LOCAL, STATE, AND URBAN POLICY**.

In the most recent Michigan Public Policy Survey, **DEBRA HORNER** and **TOM IVACKO** (MPP '93) found that, among the state's largest cities and townships, 24 percent of responsive local officials report problems with equipment failures and 18 percent report long wait times for voters on Election Day, compared to 13 percent and 1 percent in Michigan's smallest jurisdictions. Additionally, they found that 48 percent of officials in large jurisdictions had a difficult time recruiting enough poll workers, compared to 27 percent in small ones.

And the state's largest jurisdictions, with 30,000-plus residents, are indeed more diverse than its smallest ones.

While Ivacko cautions that it's difficult to pinpoint these challenges as intentional voter suppression, he believes they're indicative of a larger problem—diminishing support for public goods across the state.

"In Michigan, there has a been a lack of investment in the public sector itself for a long time," says Ivacko. "This shows up in a wide range of public services, including elections." Ivacko hopes data from their survey will help Michigan's state and local leaders expand voting opportunities and improve the electoral process across the state.

"The right to vote lets people decide the shape their government will take," says Ivacko. "And if we believe this matters, we should want as many people as possible to vote. Period."

In the meantime, Goldenberg and others at U-M will focus on getting students to the polls, and "creating the expectation that all Michigan students who are eligible to vote will educate themselves and participate in our democracy."

And so, the real challenge isn't seeing which university registers more student voters—it's having students accept the responsibility that comes with citizenship. ■

Election administration challenges and solutions

A recent report by Ford School researchers finds that while a majority of Michigan's local officials report being "very confident" in their jurisdiction's ability to administer accurate elections, officials in Michigan's largest cities and townships—which are more diverse, and which hold nearly half the state's population—are more likely to report problems with recruiting skilled poll workers, equipment failures, and long wait times.

The report also highlights the electoral reforms local leaders support, including no-excuse absentee voting and stricter voter-ID requirements, as well as those they oppose.

fordschool.umich.edu/election-problems-reforms

Data from the spring 2017 Michigan Public Policy Survey, conducted by the Center for Local, State, and Urban Policy (CLOSUP) at the Ford School.

Ford School Spotlight

MEGAN NESTOR, who earned her bachelor's degree at the University of Michigan in 2008, is this year's **GERALD R. FORD PRESIDENTIAL FELLOW**. Nestor joins the Ford School from her most recent post as program director for the Opportunity Network, an organization that helps historically underrepresented students prepare for college and careers.

A planned gift serves Michigan's Washington, DC delegates

And allows competitively selected graduate students to observe the political, policymaking, and appropriations process firsthand

Geller spent the first six months of this year in the Washington, DC office of U.S. Senator Gary Peters, Ranking Member of the Senate Subcommittee on Federal Spending Oversight and Emergency Management.

For **SAM GELLER** (MPP '17), the Riecker Michigan Delegation Fellowship offered an opportunity to see the full scope of Congressional responsibility.

Geller spent the first six months of this year in the Washington, DC office of U.S. Senator Gary Peters, Ranking Member of the Senate Subcommittee on Federal Spending Oversight and Emergency Management. Geller's role: Assisting with inquiries into federal spending, ethical compliance, FEMA appropriations, federal flood insurance programs, and more.

"Congress has a much larger role than just passing appropriations and legislation," Geller says, looking back on the experience. "It's also in charge of ensuring that government operations and processes are moral, ethical, and efficient."

For **MYRA LEE** (MPP '16), who was the first to hold the title of Riecker Michigan Delegation Fellow, the fellowship demonstrated how legislators balance federal, state, and local interests.

In the office of U.S. Senator Debbie Stabenow, Ranking Member of the Senate Committee on Agriculture, Nutrition, and Forestry, Lee helped with a range of projects, including supporting state of emergency efforts in the City of Flint.

As a native Detroiter with extensive experience in urban agriculture, nutrition, and community development issues, Lee focused on healthy food access and nutrition interventions to mitigate the harmful health impacts of lead.

The **RIECKER MICHIGAN DELEGATION FELLOWSHIP**, established with a generous planned gift from **MARGARET ANN (RANNY) RIECKER** (HLLD '05) and her husband, **JOHN RIECKER** (AB '52, JD '54), makes it possible for Ford School students to provide useful support to Michigan's DC delegates while acquiring professional skills that will advance their own careers and interests.

In the fall of 2015, the **HARRY A. AND MARGARET D. TOWSLEY FOUNDATION** of Midland, MI made a generous multi-year pledge that will allow the Ford School to expand the impact of this fellowship in the years ahead.

Myra Lee, who graduated from the Ford School this spring and is now working as district business outreach coordinator in the Southfield and Detroit offices of U.S. Congresswoman Brenda L. Lawrence, says the Riecker fellowship experience informs her work daily.

"It was a great opportunity to join the work of governing at a time when people with an understanding of policy are needed most." — SAM GELLER

CAPITOL PHOTO: ISTOCK PHOTO

"I can talk policy all day, but how do I frame my briefing so, when [the congresswoman is] speaking to her constituency, they know what she's advocating for and how she's fighting for them?" Lee says the fellowship, which let her observe how staffers briefed the senator on the challenges and controversies in their issue areas, taught her to do that.

One of Sam Geller's main tasks was assisting with research related to the National Flood Insurance Program, which was up for reauthorization in September.

"Michigan has one of the largest per-capita flood insurance policy rates and the largest freshwater coastline in the country, so there are a lot of people who need to take advantage of this program at home," he says.

For both fellows, the experience was a value-add—both personally and professionally. Not only was it "a unique time to be working in government," says Geller. "It was a great opportunity to join the work of governing at a time when people with an understanding of policy are needed most." ■

LEE PHOTO: JENNIFER HEFFNER

As a native Detroiter with extensive experience in urban agriculture, nutrition, and community development issues, Lee focused on healthy food access and nutrition interventions to mitigate the harmful health impacts of lead.

Lee

President and Mrs. Ford with Ranny Riecker, c. 2000.

Benefactors
Ranny and John Riecker

Their plan, their gift, and their ongoing legacy

With a generous gift, **MARGARET ANN "RANNY" RIECKER** (HLLD '05) and her husband **JOHN RIECKER** (AB '52, JD '54) established a Charitable Remainder Unitrust to benefit Ford School graduate students in 2006.

Ranny and John received a tax credit for the gift, and income from the trust, during their lifetimes. Then, after John's passing in 2008 and Ranny's passing in 2014, the remaining assets were used to establish an endowed fund that bears their names and continues their legacy.

Based on their wishes, the Margaret Ann (Ranny) and John E. Riecker Fellowship Fund was targeted to provide fellowships for Ford School graduate students in the area of greatest need. To honor Ranny's lifetime commitment to the state of Michigan, and to the state's effective governance, the Riecker Michigan Delegation Fellowship was born.

The fellowship provides competitively selected graduate students with an unparalleled professional development opportunity--a six-month assignment in Washington, DC, supporting the work of one of Michigan's senior representatives.

"It's an opportunity for our students to engage with timely and important issues in our nation's capital, to get a powerful firsthand introduction to the political, policymaking, and appropriations process, and to support the work of members who are representing state interests at the federal level," says **JENNIFER NIGGEMEIER**, director of Graduate Career Services.

Charitable remainder trusts benefit both the Ford School and the generous donors who establish them. With gifts of cash, securities, or appreciated assets, trusts provide income to donors and their beneficiaries for a designated period of time, then support the university far into the future.

FACULTY FINDINGS

In international security

By Erin Spanier

Robert Axelrod on "the blame game" for responding to cyber attacks

In a world where cyber attacks are both increasingly common and increasingly dangerous, deciding whether and how to respond to one is an estimable challenge for policymakers. Blame the perpetrator without launching a counterattack, some say, and you run the risk of looking weak and opening yourself to new threats. Launch a counterattack, and you run the risk of escalation.

For policymakers weighing these questions, and in the hopes of preventing future attacks, **BOB AXELROD** and colleagues offer a new theoretic framework: "the blame game." In it, they lay out the key considerations for policymakers trying to decide whether to suffer a cyber attack in silence or respond with a public accusation or counterattack. » Read "Strategic aspects of cyber attack, attribution, and blame" in the *Proceedings of the National Academy of Sciences*.

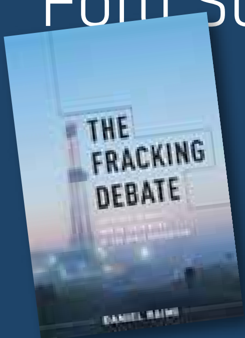
Tamar Mitts on the surprising link between war and cooperation

In recent years, scholars have sought to better understand the legacy of war by speaking with survivors of violent conflicts all around the world. After analyzing data from 16 such studies—each exploring war's effect on prevailing social norms—**TAMAR MITTS** and colleagues identify one common finding: That people and communities exposed to war violence are not, contrary to a prevalent view, doomed to lives without social capital, collective action, or trust.

"In case after case," they write, "people exposed to war violence tend to behave more cooperatively" in the aftermath. While this finding resonates with the rapid postwar recoveries made by many war-torn societies around the world, there is one important caveat, says Mitts. The pro-social behavior is largely limited to one's own social group. "Cooperating with one's in-group to the exclusion of out-groups can eventually lead to future cycles of conflict," warns Mitts. » Read "Can war foster cooperation?" in the *Journal of Economic Perspectives*.

UN Secretary-General Ban Ki-moon hands over a blue helmet and UNIPSIL's flag to the President of Sierra Leone, Ernest Bai Koroma.

Ford School Spotlight



DANIEL RAIMI's book, *The Fracking Debate: The Risks, Benefits, and Uncertainties of the Shale Revolution*, will be released by Columbia University Press this December. "Coupling a deep understanding of the scholarly research with travels to every major U.S. oil- and gas-producing region, Raimi highlights stories of the people and communities affected by the shale revolution, for better and for worse," writes the press. Want to learn more? Tune in for Raimi's Book Talk on January 24.

thefrackingdebate.com

TOP PHOTO: ISTOCK PHOTO. UN PHOTO: ESKINDER DEBEBE

» *Read more about these "faculty findings," and many others, at fordschool.umich.edu/faculty-publications.*

John Ciorciari on how nationalist protests can jeopardize international security

Nationalist protests have rocked the U.S. and many other countries this year. Government leaders have often struggled to respond. By encouraging nationalist sentiments, they can secure some domestic popular approval. But supporting nationalist protests also invites new risks, including escalating political instability at home and escalating diplomatic tensions abroad.

Through an in-depth review of four Southeast Asian case studies, **JOHN CIORCIARI** and Jessica Chen Weiss (Cornell) explore how different types of governments—an autocratic regime (Vietnam), an electoral authoritarian regime (Cambodia), a weakly institutionalized democracy (Thailand), and an established democracy (the Philippines)—have responded to nationalist protests, and how those responses have impacted interstate disputes. Among their findings: that "popular nationalism presents special risks to international security in states where governments have neither robust democratic legitimacy nor firm authoritarian control." » Read "Nationalist protests, government responses, and the risk of escalation in interstate disputes" in *Security Studies*.

Georgia election protest, 2003

Jonathan Hanson on disrupting the resilience of authoritarian regimes

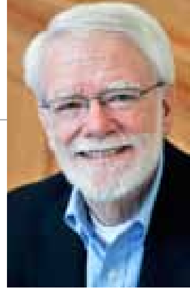
Many authoritarian regimes hold elections. Sometimes these elections strengthen the regime. Sometimes they become a rallying point, allowing political opponents to topple it. In a special issue of the *International Political Science Review*, Jonathan Hanson and other scholars explore the electoral conditions that bolster authoritarian regimes. Hanson focuses on whether advanced "state capacity"—the ability of a government to collect revenue, keep order, and achieve objectives—helps authoritarian regimes survive elections.

Authoritarian regimes hold elections for a variety of strategic reasons, says Hanson—to demonstrate ruling party dominance, to legitimize the party's claim to power, to build political networks, or to reveal information about opponents. Hanson offers a theoretical framework that connects different kinds of state capacities to these strategic motivations, offering guidance on how to measure them. » Read "State capacity and the resilience of electoral authoritarianism: Conceptualizing and measuring the institutional underpinnings of autocratic power" in the *International Political Science Review*.

Vietnam anti-China rally

TOP PHOTO: VIKTOR DRACHEV/AFP/GETTY IMAGES. BOTTOM PHOTO: HOANG DINH NAM/AFP/GETTY IMAGES

Faculty News



Chamberlin

Corcoran

Gerber

TAMAR MITTS and **ROBERT AXELROD** participated in a trilateral workshop on the roots and trajectories of violent extremism. Mitts spoke about the radicalization of Islamic State supporters on social media; Axelrod about the strengths and weaknesses of automated text analysis for anti-terrorism research. Also see "Faculty Findings" (p. 24).

MICHAEL BARR and colleagues received a $670,000 NSF award to develop new ways to spot financial market manipulation. Barr served as co-counsel on two Supreme Court amicus briefs by leading financial regulation and consumer finance scholars.

JOHN CIORCIARI recently completed extended field research trips to Lebanon, Liberia, and Sierra Leone as part of his work on "sovereignty-sharing," supported by an Andrew Carnegie Fellowship. He has presented his research at universities in the U.S., Europe, Asia, and the Middle East and is now completing a book manuscript. Also see "Faculty Findings" (p. 25).

Please join us extending a heartfelt welcome to **STEPHANIE SANDERS,** the Ford School's first diversity, equity, and inclusion officer. A practitioner and a scholar, Dr. Sanders focuses on pipeline initiatives, urban education, and diversity in higher education.

Please join us in offering heartfelt thanks to **MARY CORCORAN** for 25 years of stellar service as a teacher, mentor, and researcher. Plans are underway for a retirement tribute this spring.

ALAN DEARDORFF will serve as director of U-M's master's program in applied economics this year. This summer, he traveled to Singapore for research with a former student and to Poland and China for conferences in Poznan and Tianjin respectively.

U-M's new Go Blue Guarantee is based in part on early results from **SUSAN DYNARSKI**'s HAIL Scholarship pilot (p. 10). In *The New York Times*, Dynarski made "The case for free and universal college admissions testing" and described "The wrong way to fix student debt." This fall, APPAM honored Dynarski with its Spencer Award for transformative contributions to education policy and management.

Associate Dean **ELISABETH GERBER** chaired and moderated a panel of prestigious U-M alums on "Investing in Detroit's Future" for U-M's Bicentennial Detroit Seminar.

EDIE GOLDENBERG has founded Turn Up Turnout, a nonpartisan organization focused on increasing young voter registration and turnout in midterm and local elections. TUT members include **JOHN CHAMBERLIN** and **MARY CORCORAN** from the faculty. Goldenberg is also the catalyst behind the new Big Ten Voting Challenge (p. 20).

JONATHAN HANSON's "State capacity and the resilience of electoral authoritarianism," appears in the *International Political Science Review* (p. 25).

Join us in congratulating **CATIE** and **JOSHUA HAUSMAN**, who welcomed baby Isaac in April. Catie's paper, estimating the impact of climate change on peak electricity demand, appeared in the *Proceedings of the National Academy of Sciences*.

In Brookings, **BRIAN JACOB** explored "causes, consequences, and potential solutions to chronic absenteeism" and tracked trends in charter school research. On Michigan Radio, he discussed state efforts to reform underperforming schools. Jacob's latest *NBER* working paper examines the effects of labor market information on community college students. The **EDUCATION POLICY INITIATIVE** has won a $712,000 IES grant to continue its postdoctoral training program in experimental and quasi-experimental methods.

MELVYN LEVITSKY's commentaries on Brazil's political crises and Uruguay's marijuana policies appear in the *Latin American Advisor*. He is quoted in stories by *O Globo*, the *Christian Science Monitor*, INFOBAE, and *U.S. News and World Report*. In March, Levitsky spoke at U-M's Bicentennial Global University Symposium on the importance of international education to U.S. national interests.

This summer, **ANN CHIH LIN** taught a PPIA module on refugee policy. Students explored refugee policies around the world and wrote papers assessing whether unaccompanied Central American children seeking asylum in the U.S. should be treated as refugees.

KARY MOSS was recognized by *The Detroit News* in the paper's annual Michiganian of the Year feature. As executive director of the ACLU of Michigan, Moss was honored for helping to draw national attention to the Flint water crisis.

SHOBITA PARTHASARATHY spoke on a plenary panel on "Science, Policy, and Economic Development" for the Africa-U.S. Frontiers in Science conference in Cameroon. She launched her new book, *Patent Politics*, at the Woodrow Wilson International Center for Scholars, with commentators Richard Harris (NPR) and Daniel Sarewitz (Arizona State). In *The Conversation*, Parthasarathy argued for a new approach to university and nonprofit patent policy.


Hanson

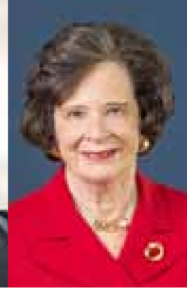

Lin


Mitts


Parthasarathy


Raimi


Shaefer


Whitman

NATASHA PILKAUSKAS was honored with a postdoctoral fellowship from the National Academy of Education/Spencer Foundation and a junior faculty fellowship from U-M's Institute for Research on Women and Gender for work on maternal employment characteristics and child well-being. With former Education Policy Initiative Postdoctoral Fellow **KATHERINE MICHELMORE**, Pilkauskas received a grant from Wisconsin's Institute for Research on Poverty to assess the effectiveness of tax credits in early childhood.

BARRY RABE's *Statehouse and Greenhouse* was honored with the American Political Science Association's Martha Derthick Best Book Award for lasting contributions to the study of federalism and intergovernmental relations. In Brookings, Rabe wrote about "Carbon pricing durability and the case in California" and, with CLOSUP Postdoctoral Fellow **SARAH MILLS**, argued that "Americans want states to pick up federal slack" in climate policy. In *Commonwealth*, Rabe examines Pennsylvania's unorthodox resistance to energy severance taxes.

DANIEL RAIMI's book, *The Fracking Debate: The Risks, Benefits, and Uncertainties of the Shale Revolution,* will be released by Columbia University Press this December (p. 24).

With a $330,000 NSF award, **KAITLIN RAIMI** and colleagues will employ hourly energy use data to develop and test a novel technique designed to encourage consumers to reduce their household electricity use (p. 8).

In *The American Prospect*, **LUKE SHAEFER** wrote about "fighting child poverty with a universal child allowance." Shaefer continues to lead U-M's **POVERTY SOLUTIONS** initiative, which has just completed a youth employment pilot program and has an RFP out now for academic/community projects.

CHARLES SHIPAN's "The diffusion of policy frames: Evidence from a structural topic model," was recognized with the **DEIL S. WRIGHT** (MPA '54) best paper award from the American Political Science Association.

Please join us in congratulating **KEVIN STANGE**, whose promotion to associate professor with tenure was confirmed at the May 18 meeting of the University of Michigan's Board of Regents (p. 14).

BETSEY STEVENSON is a member of a bipartisan working group—convened by the American Enterprise Institute (AEI) and the Brookings Institution—exploring prospects for paid family leave in the U.S. (p. 13). Stevenson is featured in a PBS Newshour segment on "growth industries men avoid."

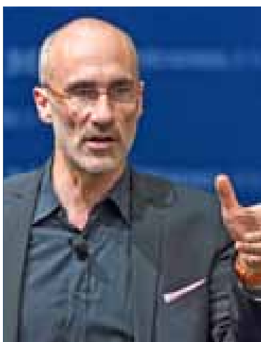
JANET WEISS is working on a report, commissioned by the IBM Center for the Business of Government, on effective program management in the federal government. She was recently elected a fellow of the National Academy of Public Administration.

MARINA WHITMAN was interviewed by Marketplace Morning Report for a segment on the history of free trade in the U.S. and by Michigan Public Radio for a story on the erosion of support for public goods. In *The Conversation*, Whitman published "Public goods made America great and can do so again."

IN MEMORIAM: JOHN ENRICO DINARDO, (MPP '84) professor of public policy and economics, passed away on August 26 following a lengthy battle with leukemia. John's students and colleagues share memories of "a great human being," "a true intellectual," "a bright light," "a sardonic, kind, genius anarchist," and more at fordschool.umich.edu/john-dinardo.

JUSTIN WOLFERS continues to contribute to *The New York Times* Upshot with stories about "Evidence of a toxic environment for women in economics," the difficulty of boosting the economy when interest rates stay low, and more. His latest NBER working paper explores "How the growing gap in life expectancy may affect retirement benefits and reforms."

DEAN YANG's NBER paper with **PARAG MAHAJAN**, a doctoral candidate in public policy and economics, explores hurricanes, migrant networks, and U.S. immigration. In *The Conversation*, they explain how "Hurricanes drive immigration to the U.S., helped by green cards."

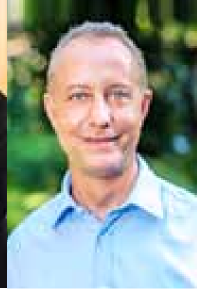


Ford School Spotlight

The Ford School was pleased to welcome **ARTHUR C. BROOKS**, president of the American Enterprise Institute and author of *The Conservative Heart: How to build a fairer, happier, and more prosperous America*, on October 4. The talk focused on "Escaping poverty through entrepreneurship."

Class Notes


Decker/Sokkary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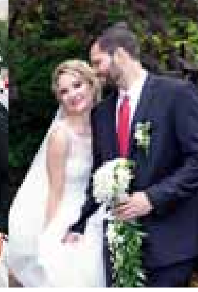

Lamping

FRANK R. SPENCE (MPA ’60) was recently elected president of the Astoria, OR Port Commission. Frank received the 2004 **NEIL STAEBLER** Award for Distinguished Public Service and has served on the U-M and Ford School Alumni Boards.

ALAN MILLER (MPP ’74) co-authored “Climate Change and the Financial Sector: A Time of Risk and Opportunity,” published in the *Georgetown Environmental Law Review*. Since retiring from the World Bank in 2013, Alan continues to consult on climate change finance and policy for the UN, World Bank, USAID, and other development institutions.

SUE POPPINK (MPP ’83) received the Excellence in Teaching Award from the College of Education and Human Development at Western Michigan University, where she has served as a member of the educational leadership faculty for 16 years.

FRANK YU-HSIEH SUNG (MPP ’83) met with **KAZUHITO YAMASHITA** (MPA/MA ’82) in Taipei, Taiwan. As early alumni from Taiwan and Japan, respectively, both went on to serve their governments—reaching high ranks—following graduation.

BART W. ÉDES (MPP ’87) has been named the Asian Development Bank’s (ADB’s) representative to North America, and will be based in Washington, DC. Bart has spent the past 16 years at ADB’s Manila headquarters, most recently leading the transformation of the bank’s knowledge management systems. Joining Bart in North America will be his wife, Joanne, and two children, Luc and Scarlett.

ERIC NORENBERG (MPP ’87), city manager of Milford, DE, was recognized for the second year in a row on the Chris Traeger top 100 list of local government influencers by Engaging Local Government Leaders. The list is

named for the manager (played by Rob Lowe) of the fictional city of Pawnee in “Parks and Recreation.” This fall, the International City/County Management Association (ICMA) recognized Eric for 30 years of local government service, which began right here at IPPS with city internships in Ann Arbor and Southfield, MI.

NICHOLAS GREIFER (MPP ’89) and his wife Judith, who received her bachelor’s degree from U-M in 1987, are the proud parents of two U-M undergrads: freshman Jacob and senior Natalie.

DAVID NORQUIST (MPP ’89) is under secretary of defense comptroller/chief financial officer for the U.S. Department of Defense. This July, he was honored to attend the Naval commissioning ceremony for the U.S.S. Gerald R. Ford—the first in a new class of aircraft carriers. While there, he ran into fellow U-M graduate Jim Harbaugh (AB ’86) and posed for a photo on deck.

THOMAS THORNBURG (MPP/JD ’89) is in his 27th year at UNC Chapel Hill’s School of Government, where he’s served as senior associate dean since 2004. He reports that he enjoys life in Chapel Hill, and welcomes communication with old friends.

KEVIN LEWIS (MPP ’95) reports that the health insurance co-op he started in 2011 is “back in the black for the first time since 2014 after a couple of bruising years.“ In other news, he says he pulled into the finish line of the famed Beach to Beacon 10K in a time of 38:08, but is still looking to break the 38-minute mark.

IN MEMORIAM: PATRICK FLAHERTY (MPP ’96) passed away in his sleep on May 12 in Bangkok, Thailand, where he was deputy director of the CDC’s HIV/STD Research Program. He will be deeply missed by family, friends, and colleagues. Memorial donations may be made to Amigos de las Americas or Positive Impact Health Centers.

AIDOO OSEI (MPP ’97) just moved from San Diego to Atlanta for a new job as vice president of product and innovation at Global Payments, Inc. He enjoys participating on the board of the nonprofit, Caring for Others, Inc.

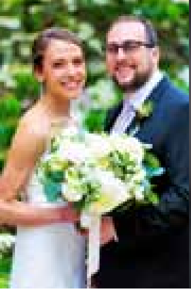
DANA R. H. DOAN (MPP ’99) started a PhD program at the Lilly Family School of Philanthropy at IUPUI this August. She has spent the past 15 years working

Class of 20??

HRISTINA (MPA ’13) and **ANDREW** (MPP ’13) **RIDGWAY** welcomed a son, Victor (far left), on December 15, 2015. On June 1, 2016, they signed Victor up for the 1,000 Books Before Kindergarten challenge. He completed it by his first birthday (with help from mom and dad, no doubt) and is now working on his next 1,000.

SALVADOR MATURANA ROGERS (MPP ’12) and his wife Cynthia welcomed their second child, Salvador (left), on August 14 (pictured in his U-M “Made in Chile” gear). He joins sister Aitana, aged 13, who is “very happy with her new brother,” says dad.

CHRIS TRAEGER / ROB LOWE PHOTO: ELGL.ORG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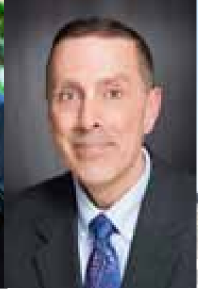
Norenberg


Norquist


Osei


Plimpton


Rhodes


Rose


Sung/Yamashita

in Ho Chi Minh City, Vietnam. Meanwhile, her husband, **KHAM M. DOAN** (MPP/MBA ’98) recently celebrated the 11-year anniversary of his business, Horizon Capital Group. They have a six-year-old son named Kai.

BRIAN PAPPAS (MPP ’03) writes, “New job! Moved to Boise!” He is now assistant professor of public policy and administration and director of the Conflict Management Program at Boise State University.

GLORIA CADAVID (MPP ’05) is spending the year in Germany as a Bosch Fellow. She says she’d “love to connect with Ford alumni in Deutschland!”

SARAH PERRINE (MPP ’06), founder of the Trust for Social Achievement in Bulgaria, reports that the foundation has recently been recognized by the World Bank. The foundation participated in a large-scale, multi-arm randomized control trial, which aimed to demonstrate how best to improve kindergarten participation rates among poor children in Bulgaria, with a focus on the Roma.

ANDREW SCHROEDER’s (MPP ’07) organization, WeRobotics, received funding from the Inter-American Development Bank to create Panama Flying Labs, a regional robotics-focused social innovation hub for Central America. Schroeder also completed work with the World Food Programme this year—building coordination mechanisms for humanitarian applications of UAV/drone technology. In June, he helped lead the first WeRobotics global conference at the Rockefeller Foundation in New York.

ADAM MESIROW (BA ’09) married Nicole Ruhlman (who earned her bachelor’s in nursing at U-M in 2009) at the Michigan League this May.

GARETH COLLINS (BA ’10) recently started his second tour in the Foreign Service in Port-au-Prince, Haiti. He is serving as political attaché during a two-year diplomatic assignment for the U.S. Department of State.

TRÉS FULLER (BA ’10) was hired as a career development specialist at Hope Network’s Ready for Work program, which seeks to reduce recidivism by providing employability training and job placement and retention services for inmates of the Kent County jail.

LESLEY PLIMPTON (BA ’10) married Majid Younis on July 29 in Whatley, MA. They live in New York City, where Lesley is a public school teacher.

NATHAN COLE (BA ’11) was hired as the high school ministry director of the Metro Detroit Chinese Alliance Church in Madison Heights, MI.

KATIE DECKER (MPA ’11) and **SHARIF SOKKARY** (MPP ’13) were married in Alexandria, Virginia on January 14. Fellow Fordies **LINDSAY MINNEMA** (MPP ’12), **STEPHANIE SWIERCZEK** (MPP ’12), and **KRISTIN WELLING** (MPP ’12) were members of the wedding party with many more Fordies in attendance. “It’s great to be a Michigan Wolverine,” says Decker.

STEPHANIE ROSE (BBA ’06, MPP ’11) and Nathan Dyer, a graduate of Louisiana State University, were married in October.

ANJU MARY PAUL (PhD ’12) was promoted to associate professor of sociology, with tenure, at Yale-NUS College in Singapore.

MONICA CERREZUELA (BA ’13) is the advocacy and community outreach manager at the Women’s Fund of Central Ohio, which works to create gender equality and support women and girls in the community.

DJ MCKERR (BA ’13) married Alexandra Moresco on September 9 in Park City, UT. The newlyweds plan to continue to reside in the Chicago area.

CAROLINE ANDRIDGE (BA ’14) finished her year-long Princeton in Africa Fellowship with the Clinton Health Access Initiative in South Africa. She says she enjoyed working as the initiative’s HIV prevention analyst, and is now pursuing a master’s in sustainable development at Notre Dame.

KELSEY RHODES (BA ’14) and Jeremy Brill (who earned his bachelor’s and master’s degrees at U-M in 2013 and 2014 respectively) were engaged in Park City, UT on May 27.

PETE HAVILAND-EDUAH (MPP ’16) married Alexandra Kennedy on May 27 at the Newseum in Washington, DC.

In Memoriam

W. Larry Collins *(MPA ’49)*
Richard D. Salvati *(MPA ’65)*
Joseph F. Powers *(MPP ’75)*
John E. DiNardo *(MPP ’84)*
Patrick J. Flaherty *(MPP ’96)**

To share condolences, or to notify the Ford School of an alum who has recently passed, please contact Elisabeth Johnston, the Ford School’s alumni relations manager, at eajohnst@umich.edu.

This list, which runs from February-September 2017, comes from U-M’s alumni records office and notifications from friends and family.

See class note at left, submitted by classmate* **JEFF WALLBAUM *(MPP ’95).*

WILLIAM LAMPING (MPP ’16) married Katerina Lamping (nee Nabieva) on May 28 in Washington, DC. William currently works as an auditor at the U.S. Government Accountability Office.

THOMAS HISLOP (BA ’17) is working as a consulting analyst with Huron’s higher ed practice. He is based in Chicago and reports that he’s putting his “education and economics focus area” to good use.

Ford School Spotlight

This year’s **NEIL STAEBLER DISTINGUISHED SERVICE AWARD** will be given to **JUDITH ARNOLD** (MPP ’83) on February 19. Arnold played a pivotal role in creating and implementing New York State of Health, one of the most successful Affordable Care Act health insurance marketplaces in the nation.

The Last Word

A conversation with Ford School professor **Paul Courant**, who has just returned to the school following an eight-month term as interim provost of U-M.

S&H: You've just completed your second stint in the Provost's office. Did you notice any differences this time around?

COURANT: The biggest change is in the relationship between the university and society, rather than anything specific to the Provost's office. The university used to have a higher status within the community, but there's been a noticeable change. The extent to which the university is a trusted institution seems to be diminished.

What critiques did you see?

The public position, taken by many politicians, is that universities are actually worse than useless. If they were only useless, then they'd only be useless. But instead, they say universities are sources of politicized misinformation. And there's a notion that's widely reported that going to college isn't worth it financially. That's just wrong. And so, I think there's a fairly long list of, as Yogi Berra has been quoted, "lies that they tell about us that aren't even true."

For the bicentennial, you organized a panel discussion with leaders of some pretty impressive universities to talk about the evolution, or devolution, of the relationship between universities and society . . .

We tried to unpack this question: What has happened to the relationship between universities and society, and what can be done to make it better? These institutions, of which Michigan is exemplary, are tremendously important and valuable in producing a future for the country, for the world, for individuals and communities. And they're each making efforts to respond to these criticisms—to be more outward-facing, to engage with society and social problems, and to show the university's value.

Last fall, the day after the election, you hosted a panel here, and made a great case for the value universities bring...

Expertise matters, facts matter. Reliable prediction about the world matters. Getting things wrong in the long run, and often in the short run, is really lots worse than getting things right. That doesn't change. I absolutely believe that the things that we do in the university will continue to bring value to the world around us. At our best we are effecive critics of ourselves, and our ability to serve society depends on our ability to be skeptical and to invite disagreement and argument.

And at the Ford School?

The vision that **PAT CRECINE** and **HERBERT SIMON** and **TOM ANTON** and **LARRY MOHR** (MPA '63) and other Ford School faculty members articulated in the late 60s—that the rigorous application of science and social science to the world's problems could really improve the quality with which can deal with the world's problems—it was true then, it's true now.

As one of our longest-serving faculty members, what are your hopes for the future of the school?

SUSAN COLLINS did a remarkable job of making the school more visible in the world of policy. That trend needs to accelerate. So much of what the Ford School can do—so much of its ability to make the world better—comes from that visibility.

We have a faculty here that is very interested in the world, and very interested in their own disciplinary work. That combination is vital. I think that the Ford School's reputation, its brand if you will, has always been that we are more rigorous than many of the other institutions that engage in this kind of work. I think that's an important piece of brand to hold on to.

The other piece of the brand I'd want to hold on to is that we operate in the legacy of Gerald Ford, who was a decent guy who cared deeply about his country, who was totally committed to service, and who was quite capable of taking positions that were not consistent with the basic ideology of the people around him when he had better facts or simply thought they were the right thing to do.

Affirmative action, for example?

Affirmative action, very much. He wrote an op-ed piece for the university's lawsuits around affirmative action and believed in it deeply. The logic of diversity, equity, and inclusion is essential to the success of both the University and the Ford School.

If we're going to be the kind of institution that is an open-minded seeker of what works, we're going to have to bring to bear lots of points of view and lots of different people—that's diversity. We're going to have to allow those people a reasonable opportunity to affect the terms of the debate, and indeed the terms of the policy—that's equity. And we're going to have to allow everybody a place at the table—and that's inclusion. ■

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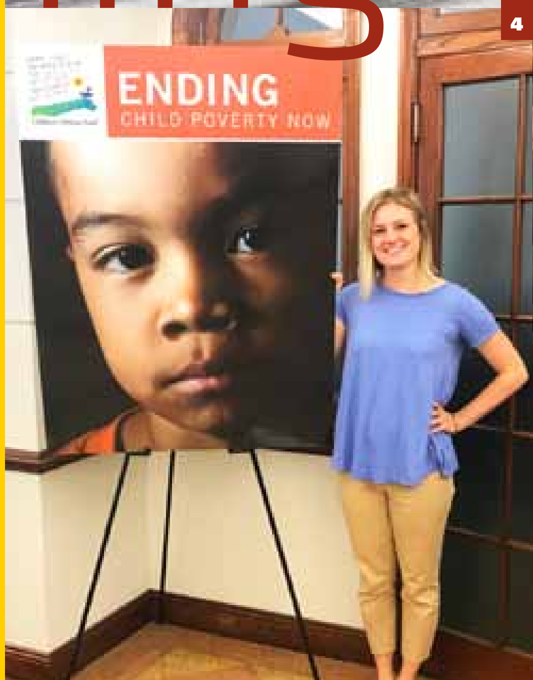
Interning
near and far



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Ford School student internships in 2017

1 WILL FEUER (BA '19) at the Southeast Asia Globe in Phnom Penh, Cambodia. *With thanks to the **BA Internship Fund**.*

2 GLORIELA IGUINA-COLON (BA '18) at the Office of U.S. Representative Grace Meng (NY-6) in Washington, DC. *With thanks to the **BA Internship Fund**.*

3 SO JUNG KIM (BA '18) at the Office of U.S. Congressman Alan Lowenthal (CA-47) in Washington, DC. *With thanks to the **BA Internship Fund**.*

4 HANNAH BAUMAN (MPP '18) at the Children's Defense Fund in Washington, DC. *With thanks to **Mitch** (MPP '78) and **Johanna Vernick**.*

5 MARY NAOUM (MPP/MSW '18) at the Mayor's Office of Immigrant Affairs in Detroit, MI. *With thanks to the **David Bohnett Foundation**.*

6 THERESA ROSS (BA '19) at the Office of U.S. Senator Gary Peters (MI) and the Department of Justice Office of Public Affairs in Washington, DC. *With thanks to the **BA Internship Fund**.*

7 TIMOTHY TROLLOPE (MPP '18) at the World Bank Climate Change Group in Washington, DC. *With thanks to the **Annenberg Fund For International Education**.*

8 NANA ASARE (MPP '18) at The Ihangane Project in Ruli, Rwanda. *With thanks to the **William Davidson Institute**.*

9 ELI JOHNS (MPP/JD '17) at The Asia Foundation in Colombo, Sri Lanka. *With thanks to the Trehan Family Fund*

Read more about these and other policy-relevant internships at **fordschool.umich.edu/careers-internships/field-reports.**

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