

Employee Post-Travel Disclosure of Travel Expenses

Date/Time Stamp:

 RECEIVED
 SECRETARY OF THE SENATE
 PUBLIC RECORDS

2022 NOV 15 PM 1:04

Post-Travel Filing Instructions: Complete this form within **30 days** of returning from travel. Submit all forms to the **Office of Public Records in 232 Hart Building**.

In compliance with Rule 35.2(a) and (c), I make the following disclosures with respect to travel expenses that have been or will be reimbursed/paid for me. I also certify that I have attached:

☒ The **original** *Employee Pre-Travel Authorization* (Form RE-1), **AND**

☒ A **copy** of the *Private Sponsor Travel Certification Form* with all attachments (itinerary, invitee list, etc.)

Watson Institute for International and Public Affairs, Brown University

Private Sponsor(s) (list all):

Travel date(s): October 25 to 27, 2022

Name of accompanying family member (if any): not applicable

Relationship to Traveler: ☐ Spouse ☐ Child

IF THE COST OF LODGING **DID NOT INCREASE** DUE TO THE ACCOMPANYING SPOUSE OR DEPENDENT CHILD, ONLY INCLUDE LODGING COSTS IN EMPLOYEE EXPENSES. (Attach additional pages if necessary.)

Expenses for Employee:

	Transportation Expenses	Lodging Expenses	Meal Expenses	Other Expenses (Amount & Description)
☐ Good Faith Estimate	\$186.97	\$300.00	\$267.04	0
☒ Actual Amount				

Expenses for Accompanying Spouse or Dependent Child (if applicable):

	Transportation Expenses	Lodging Expenses	Meal Expenses	Other Expenses (Amount & Description)
☐ Good Faith Estimate				
☐ Actual Amount				

Provide a description of all meetings and events attended. *See Senate Rule 35.2(c)(6).* (Attach additional pages if necessary.): Please see the attached program schedule. I attended all the events on the schedule.

Nov. 7, 2022

(Date)

William G. Dauster

(Printed name of traveler)



(Signature of traveler)

TO BE COMPLETED BY SUPERVISING MEMBER/OFFICER:

I have made a determination that the expenses set out above in connections with travel described in the *Employee Pre-Travel Authorization* form, are necessary transportation, lodging, and related expenses as defined in Rule 35.

Nov. 15, 2022

(Date)



(Signature of Supervising Senator/Officer)

Dauster, Bill (Budget)

From: Patashnik, Eric <eric_patashnik@brown.edu>
Sent: Sunday, May 1, 2022 7:03 PM
To: Dauster, Bill (Budget)
Subject: Sarah Binder/ invite to Brown University workshop

Follow Up Flag: Flag for follow up
Flag Status: Flagged

Dear Bill,

I write at the suggestion of Sarah Binder (Brookings Institution) to invite you to participate in a workshop in October at the Watson Institute for International and Public Affairs at Brown University, where I am a professor of political science and public policy. The topic of the workshop is "Policy Analysis in a Polarized Age: Implications for Policy Education and Professional Practice."

If policy analysis is to fulfill its mission of providing a framework for honest and rational discussion, what is it supposed to do in a political environment that is ever more partisan and theatrical – and therefore unlikely to welcome it or to be influenced by it? To address this question, we plan to host a day of roundtable discussions with some 8-10 participants drawn from both the world of academia (including Sarah) and professional practice. Lessons from our conversation will inform an Issue Brief that the Brookings Institution will publish, as well as the next edition of Gene's and my textbook, *A Practical Guide for Policy Analysis: The Eightfold Path to More Effective Problem Solving*, which reaches close to 10,000 people a year, including undergraduate and graduate students and senior policy makers as well.

We know you are extremely busy but we think you would make a very valuable contribution to our conversation. Please let me know if you are interested and, if so, your schedule availability in October 2022. We can cover your travel expenses.

Best,
Eric Patashnik

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Eric Patashnik
Julis-Rabinowitz Professor of Public Policy and Political Science
Chair, Political Science Department
Watson Institute for International and Public Affairs
Brown University
401-863-6428

eric_patashnik@brown.edu (or ericpat@brown.edu)

<http://watson.brown.edu/people/faculty/patashnik>

New edited book: *Dynamics of American Democracy: Partisan Polarization, Political Competition, and Government Performance*



Workshop on Policy Analysis in a Polarized Age

October 25-26, 2022

All sessions will be held at the Watson Institute, 111 Thayer Street,
McKinney Conference Room, 3rd Floor
Hotel – Graduate Providence, 11 Dorrance Street

Tuesday, October 25th

- 5:00 Lecture by Cass Sunstein, *Polarization and Beliefs about Climate Change*
Joukowsky Forum
- 6:30 Reception in the Watson Lobby
- 7:30 Welcome Dinner – Mills Tavern, 101 North Main Street

Wednesday, October 26th

- 8:00 Continental Breakfast
- 8:30 Welcome/Opening Remarks/Introductions
Eric Patashnik, Brown University
Gene Bardach, UC Berkeley
- 8:45 *Session 1 – Defining Problems in an Era of Polarization and Populism*

Liberals and conservatives frequently disagree about whether a given situation warrants definition as a problem that legitimately raises a claim for amelioration by public resources. In addition, experts and ordinary citizens may hold divergent ideas about what government should do to address some difficulty. In an era of polarization and populism, how can policy analysts define public problems in ways that make sense in light of the political and institutional means available for mitigating them? What can we learn from the experience of US government over the past 10 or 15 years about the factors that allow policymakers to get beyond partisan rhetoric and develop problem definitions that are both politically workable and analytically useful?

Framing remarks:

Sarah Binder, Brookings Institution

G. William Hoagland, Bipartisan Policy Center



9:45 *Session II — Assembling Evidence in a Polarized Age*

In an era in which many citizens consume information from partisan sources, how can policy analysts produce studies that will be viewed as credible across the political spectrum? What types of evidence are most compelling to people not naturally inclined to agree with the conclusions or recommendations of a policy report? What dissemination or outreach strategies can help build support for policy analysts' work among diverse stakeholders?

Framing remarks:

Nani Coloretti, Office of Management and Budget

Teri Gullo, Congressional Budget Office

10:45 *Coffee break*

11:00 *Session III — Identifying Latent Opportunities for Social Improvement*

A great deal of policy-making consists of the vital but tedious business of "patching and filing." But policy analysts should also aspire to a world in which we can identify opportunities to do creative things. There are many latent opportunities for social improvements, such as using underutilized capacity (e.g., empty school buildings on weekends), inviting nontraditional participants to provide input (e.g., the IRS seeking feedback from ordinary taxpayers about how to improve federal tax forms), using the insights from behavioral science to encourage desired behavior (social norms marketing), and internalizing the social effects of individual decisions (e.g., congestion pricing). How can we encourage creative thinking about opportunities for social improvements given the constraints of the policymaking process?

Framing remarks:

Bill Dauster, Senate Budget Committee

Harold Pollack, University of Chicago

12:00 *Lunch*



1:00 *Session IV — Using Policy Analysis to Illuminate 21st Century Challenges*

Policy analysis emerged as a profession in the 1960s to address Great Society issues like poverty, housing, and education. In the 21st century, however, we are facing a new set of challenges, from pandemics and climate change to migration and refugee crises. Many of these problems are scientifically and/or legally complex. Most are global in scope. How useful is the standard policy analysis toolkit—including cost-benefit analysis and program evaluation—for addressing these issues? What can be done to make policy analysis more relevant to 21st century problems, especially in domains where discourse is organized around the ideas of other types of professionals, such as scientists, physicians, engineers, public health experts, lawyers, and diplomats?

Framing remarks:

Nikki Teran, Institute for Progress

Dany Bahar, Brown University

2:00 Coffee break

2:15 *Session V — Maintaining the Democratic Spirit of Policy Analysis in a Polarized Age*

One large value of policy analysis is to help make better public decisions. But there is another value as well: to lean against the desires of polarized decision-makers to be sheerly willful, to disregard tradeoffs, uncertainties, multiple values, and the like, as suits their factional preferences. The democratic spirit of policy analysis is thus the antithesis of the over-zealous spirit of polarization. In an age in which many outcomes reflect power plays, it is all the more important to keep this spirit alive. If a polarizing policymaker is embarrassed into acknowledging an inconvenient fact or a hitherto obscure tradeoff, that is a good thing, even if she is set on not considering other options or other constituencies' values. With this in mind, what can we learn from the experiences of effective legislators/executives about how coalition-building and problem-solving occurs in a polarized age? How much social learning do mechanisms like policy labs and policy diffusion (subnational governments as a "laboratory of democracy") promote today? Finally, what strategies of persuasion, communication, peer pressure, networking, etc. are most effective at injecting a measure of rationality into polarized debates?



Framing remarks:

Craig Volden, University of Virginia

David Yokum, Brown University

3:15 *Session VI — Implications for MPP/ MPA education*

What lessons from today's conversation should be incorporated into MPP/ MPA education?

Framing remarks:

Sherry Glied, NYU

4:00 *Wrap-up discussion*

Eric Patashnik, moderator



Date/Time Stamp:

EMPLOYEE PRE-TRAVEL AUTHORIZATION

Pre-Travel Filing Instructions: Complete and submit this form at least 30 days prior to the travel departure date to the **Select Committee on Ethics in SH-220**. Incomplete and late travel submissions will **not** be considered or approved. This form **must** be typed and is available as a fillable PDF on the Committee's website at ethics.senate.gov. Retain a copy of your entire pre-travel submission for your required post-travel disclosure.

ETHIC JUL12'22AM11:50

Name of Traveler: William G. DausterEmploying Office/Committee: Committee on the BudgetPrivate Sponsor(s) (list all): Brown UniversityTravel date(s): October 25-27, 2022Note: If you plan to extend the trip for any reason you **must** notify the Committee.Destination(s): Providence, Rhode Island

Explain how this trip is specifically connected to the traveler's official or representational duties:

Brown University's Watson Institute for International & Public Affairs has invited me to a workshop on "Policy Analysis in a Polarized Age: Implications for Policy Education & Professional Practice." The Institute plans roundtable discussions with participants drawn from academia & professional practice to address how policy analysis can fulfill its mission of providing a framework for honest and rational discussion in an ever more partisan political environment. The conversation will inform a Brookings Institution Issue Brief and the next edition of a textbook, A Practical Guide for Policy Analysis.

Name of accompanying family member (if any): noneRelationship to Employee: ☐ Spouse ☐ Child

I certify that the information contained in this form is true, complete and correct to the best of my knowledge:

July 1, 2022
(Date)


(Signature of Employee)

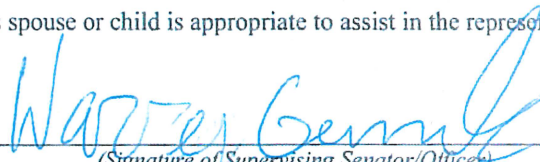
TO BE COMPLETED BY SUPERVISING SENATOR/OFFICER (President of the Senate, Secretary of the Senate, Sergeant at Arms, Secretary for the Majority, Secretary for the Minority, and Chaplain):

I, Bernard Sanders hereby authorize William G. Dauster
(Print Senator's/Officer's Name) (Print Traveler's Name)

an employee under my direct supervision, to accept payment or reimbursement for necessary transportation, lodging, and related expenses for travel to the event described above. I have determined that this travel is in connection with his or her duties as a Senate employee or an officeholder, and will not create the appearance that he or she is using public office for private gain.

I have also determined that the attendance of the employee's spouse or child is appropriate to assist in the representation of the Senate. (signify "yes" by checking box) ☐

7/12/22
(Date)


(Signature of Supervising Senator/Officer)

PRIVATE SPONSOR TRAVEL CERTIFICATION FORM

This form must be completed by any private entity offering to provide travel or reimbursement for travel to Senate Members, officers, or employees (Senate Rule 35, clause 2). Each sponsor of a fact-finding trip must sign the completed form. The trip sponsor(s) must provide a copy of the completed form to each invited Senate traveler, who will then forward it to the Ethics Committee with any other required materials. The trip sponsor(s) should **NOT** submit the form directly to the Ethics Committee. Please consult the accompanying instructions for more detailed definitions and other key information.

The Senate Member, officer, or employee **MUST** also provide a copy of this form, along with the appropriate travel authorization and reimbursement form, to the Office of Public Records (OPR), Room 232 of the Hart Building, within thirty (30) days after the travel is completed.

-
1. Sponsor(s) of the trip (please list all sponsors): Watson Institute for International and Public Affairs, Brown

 2. Description of the trip: To participate in the conference Policy Analysis in a Polarized Age on 10/26/22

 3. Dates of travel: 10-25-22 to 10-27-22

 4. Place of travel: Brown University, Providence, Rhode Island

 5. Name and title of Senate invitees: Bill Dauster

 6. I *certify* that the trip fits one of the following categories:

☒ (A) The sponsor(s) are not registered lobbyists or agents of a foreign principal **and** do not retain or employ registered lobbyists or agents of a foreign principal **and** no lobbyist or agents of a foreign principal will accompany the Member, officer, or employee *at any point* throughout the trip.

- OR -

☐ (B) The sponsor or sponsors are not registered lobbyists or agents of a foreign principal, but retain or employ one or more registered lobbyists or agents of a foreign principal and the trip meets the requirements of Senate Rule 35.2(a)(2)(A)(i) or (ii) (*see question 9*).

 7. ☒ I *certify* that the trip will not be financed in any part by a registered lobbyist or agent of a foreign principal.

- AND -

☒ I *certify* that the sponsor or sponsors will not accept funds or in-kind contributions earmarked directly or indirectly for the purpose of financing this specific trip from a registered lobbyist or agent of a foreign principal or from a private entity that retains or employs one or more registered lobbyists or agents of a foreign principal.

 8. I *certify* that:

☒ The trip will not in any part be planned, organized, requested, or arranged by a registered lobbyist or agent of a foreign principal except for *de minimis* lobbyist involvement.

- AND -

☒ The traveler will not be accompanied on the trip by a registered lobbyist or agent of a foreign principal except as provided for by Committee regulations relating to lobbyist accompaniment (*see question 9*).

9. **USE ONLY IF YOU CHECKED QUESTION 6(B)**

I *certify* that if the sponsor or sponsors retain or employ one or more registered lobbyists or agents of a foreign principal, one of the following scenarios applies:

- ☐ (A) The trip is for attendance or participation in a one-day event (exclusive of travel time and **one** overnight stay) and no registered lobbyists or agents of a foreign principal will accompany the Member, officer, or employee *on any segment* of the trip.

- OR -

- ☐ (B) The trip is for attendance or participation in a one-day event (exclusive of travel time and **two** overnight stays) and no registered lobbyists or agents of a foreign principal will accompany the Member, officer, or employee *on any segment* of the trip (*see questions 6 and 10*).

- OR -

- ☐ (C) The trip is being sponsored only by an organization or organizations designated under § 501(c)(3) of the Internal Revenue Code of 1986 and no registered lobbyists or agents of a foreign principal will accompany the Member, officer, or employee *at any point* throughout the trip.

10. **USE ONLY IF YOU CHECKED QUESTION 9(B)**

If the trip includes two overnight stays, please explain why the second night is practically required for Senate invitees to participate in the travel:

11. ☐ An itinerary for the trip is attached to this form. I *certify* that the attached itinerary is a detailed (hour-by-hour), complete, and final itinerary for the trip.

12. Briefly describe the role of each sponsor in organizing and conducting the trip:

Professors Eric Patashnik (Brown University) and Eugene Bardach (UC Berkeley) will lead the workshop

They will also invite all participants. This is an invitation-only event.

13. Briefly describe the stated mission of each sponsor and how the purpose of the trip relates to that mission:

Professors Eric Patashnik and Eugene Bardach are professors. The purpose of this workshop is

academic.

14. Briefly describe each sponsor's prior history of sponsoring congressional trips:

N/A

15. Briefly describe the educational activities performed by each sponsor (other than sponsoring congressional trips):

Patashnik teaches political science and public policy courses at Brown. Bardach is now a retired professor. He occasionally gives academic lectures.

16. Total Expenses for Each Participant:

	Transportation Expenses	Lodging Expenses	Meal Expenses	Other Expenses
☐ Good Faith estimate ☒ Actual Amounts	\$217.97	\$300.00	\$222.00	

17. State whether a) the trip involves an event that is arranged or organized *without regard* to congressional participation or b) the trip involves an event that is arranged or organized *specifically with regard* to congressional participation:

without regard to congressional participation

18. Reason for selecting the location of the event or trip

Patashnik is based at Brown University in Providence, RI.

19. Name and location of hotel or other lodging facility:

Graduate Providence, 11 Dorrance Street, Providence, Rhode Island

20. Reason(s) for selecting hotel or other lodging facility:

Guest rooms for this conference have been reserved for guests based on rates and availability and will be directly billed to the Watson Institute, Brown University

21. Describe how the daily expenses for lodging, meals, and other expenses provided to trip participants compares to the maximum per diem rates for official Federal Government travel:

The conference lodging is \$125 per night, federal is \$155

The conference meals is \$115 per day, federal is \$64

22. Describe the type and class of transportation being provided. Indicate whether coach, business-class or first class transportation will be provided. If first-class fare is being provided, please explain why first-class travel is necessary:

Brown University will provide business-class travel

23. ☒ I represent that the travel expenses that will be paid for or reimbursed to Senate invitees do not include expenditures for recreational activities, alcohol, or entertainment (other than entertainment provided to all attendees as an integral part of the event, as permissible under Senate Rule 35).

24. List any entertainment that will be provided to, paid for, or reimbursed to Senate invitees and explain why the entertainment is an integral part of the event:

wine will be served at dinner.

25. I hereby *certify* that the information contained herein is true, complete and correct. (For trips involving more than one sponsor, you *must* include a completed signature page for each additional sponsor):

Signature of Travel Sponsor: 

Name and Title: Eric Patashnik, Professor and Chair Dept of Political Science

Name of Organization: Watson Institute for International and Public Affairs, Brown University 02912

Address: 111 Thayer Street Providence RI

Telephone Number: 434-466-2823

Fax Number:

E-mail Address: ericpat@brown.edu

PRIVATE SPONSOR TRAVEL CERTIFICATION FORM**SIGNATURE PAGE FOR ADDITIONAL SPONSOR***(to be completed by each additional sponsor)*

I hereby *certify* that the information contained on pages 1-4 of the certification form and any accompanying addenda, all submitted in connection with the 10-25-22 to 10-27-22 trip

to Watson, Institute, Brown University, Providence, RI *Dates of Travel (Month Day, Year)*
Place of Travel is true, complete, and correct.

Signature of Travel Sponsor: 

Name and Title: Professor and Chair, Dept of Political Science

Name of Organization: Watson Institute for International and Public Affairs Brown University

Address: 111 Thayer St Providence, RI 02912

Telephone Number: 434-466-2823

Fax Number: _____

E-mail Address: ericpat@brown.edu

Participant Biographies

Policy Analysis in a Polarized Age: Lessons for Practice and Professional Education

October 26, 2022

Dany Bahar is an Associate Professor of the Practice at the Watson Institute in Brown University. An Israeli and Venezuelan economist, he is also affiliated to the Growth Lab at Harvard Center for International Development, the Brookings Institution, CESifo Group Munich and IZA Institute of Labor Economics. His expertise on policy issues includes structural transformation policies, trade policies, integration of immigrants and refugees in local economies, productivity dynamics, and issues related to globalization more generally. He also analyzes political and economic trends in Latin America and the Middle East (particularly, Israel and its neighbors). He has worked and consulted for multilateral development organizations, such as the World Bank and the Inter-American Development Bank. In 2019, he participated in a task force of independent experts convened by the secretary general of the Organization of American States to recommend regional actions on the Venezuelan migration and refugee crisis. Bahar holds a B.A. in systems engineering from Universidad Metropolitana (Caracas, Venezuela), an M.A. in economics from the Hebrew University of Jerusalem, an M.P.A. in international development from Harvard Kennedy School, and a Ph.D. in public policy from Harvard University.

Eugene Bardach has been teaching graduate-level policy analysis workshop classes since 1973 at the Goldman School of Public Policy, University of California, Berkeley, in which time he has coached some 500 projects. He is a broadly based political scientist with wide-ranging teaching and research interests. His focus is primarily on policy implementation and public management, and most recently on problems of facilitating better interorganizational collaboration in service delivery (e.g., in human services, environmental enforcement, fire prevention, and habitat preservation). He also maintains an interest in problems of homeland defense, regulatory program design and execution, particularly in areas of health, safety, consumer protection, and equal opportunity. Bardach has developed novel teaching methods and materials at Berkeley, has directed and taught in residually based training programs for higher-level public managers, and has worked for the Office of Policy Analysis at the US Department of Interior. He is the recipient of the 1998 Donald T. Campbell Award of the

Policy Studies Organization for creative contribution to the methodology of policy analysis, and is a Fellow of the American Academy of Arts and Sciences.

Sarah Binder is a professor of political science at George Washington University and a senior fellow in Governance Studies at The Brookings Institution, specializing in Congress and legislative politics. She is an associate editor of The Washington Post Monkey Cage blog, a former co-editor of Legislative Studies Quarterly, and GW's Faculty Senate parliamentarian. Most recently, Binder co-authored with Mark Spindel, *The Myth of Independence: How Congress Governs the Federal Reserve* (Princeton University Press 2017), winner of the Richard F. Fenno, Jr. Prize for the best book in legislative studies and the Kammerer Award for the best book on U.S. national policy. Her earlier books include *Minority Rights, Majority Rule: Partisanship and the Development of Congress* (Cambridge University Press 1997); with Steven S. Smith, *Politics or Principle? Filibustering in the United States Senate* (Brookings Institution Press 1997); *Stalemate: Causes and Consequences of Legislative Gridlock* (Brookings Institution Press, 2003), winner of the Richard F. Fenno, Jr. Prize for the best book in legislative studies; and with Forrest Maltzman, *Advice and Dissent: The Struggle to Shape the Federal Judiciary* (Brookings Institution Press 2009). Her work has also appeared in the *American Political Science Review* and elsewhere. Binder received her Ph.D. in political science from the University of Minnesota in 1995 and B.A. from Yale University in 1986. She joined Brookings in 1995 and George Washington University in 1999. She was elected to the American Academy of Arts and Sciences in 2015.

Robert Blair is the Joukowsky Family Associate Professor of Political Science and International and Public Affairs at Brown University. His research focuses on international intervention and the consolidation of state authority after civil war, with an emphasis on rule of law and security institutions. He also directs the Democratic Erosion project, a multi-university consortium that addresses the causes and consequences of democratic deconsolidation through a combination of teaching, research, and civic and policy engagement. He has conducted fieldwork on these and related topics in Colombia, Liberia, Uganda, Côte d'Ivoire, and the US. He has also worked in various capacities for the UN Office of Rule of Law and Security Institutions, the US Central Intelligence Agency's Political Instability Task Force, USAID, Freedom House, and the Small Arms Survey. He holds a B.A. from Brown and a Ph.D in political science from Yale University. His research is published or forthcoming in the *American Political Science Review*, *American Journal of Political Science*, *Journal of Politics*, *British Journal of Political Science*, *Quarterly Journal of Political Science*, *Comparative Political Studies*, *World Politics*, *International Organization*, *International Studies Quarterly*, and other venues. His

book, *Peacekeeping, Policing, and the Rule of Law after Civil War*, was published in 2020 with Cambridge University Press.

David Blanding joins Brown from GAO, a nonpartisan agency that conducts research on federal policies and programs on behalf of the US Congress. As Director of Leadership and Executive Development Programs in GAO's Learning Center, he oversees a staff of specialists who manage and deliver leadership classes, executive coaching, mentoring, organizational development services, and leadership assessments, among other programs and services. Previously, David taught political science, public policy, and law at American University, McDaniel College, and Brown University. He earned his MA and PhD in political science from Brown University, and was a recipient of a dissertation fellowship from the Ford Foundation/National Research Council. He also received an undergraduate degree in political science from Boston University. Outside of his work in government and academia, David has been active in a number of not-for-profit organizations focused on educational equity, mentoring, and employment opportunity.

Nani A. Coloretti is currently the Deputy Director of the Office of Management and Budget, where she works on issues across the federal government to fund and implement the President's agenda to improve the lives of all Americans. Ms. Coloretti has over 25 years of experience leading public, private and non-profit organizations to achieve outstanding results. She has deep expertise on the federal budget and extensive federal agency management experience. She also has leadership, budget and policy experience at the local level, as well as in the non-profit and private sectors. Most recently, she led financial strategy and operations at the Urban institute, an independent policy research organization and think tank dedicated to using evidence, insight, and analysis to inform policy decisions that improve opportunity for all Americans. Prior to the Urban Institute, Ms. Coloretti served in the Obama administration for eight years as deputy secretary of the US Department of Housing and Urban Development (HUD). As the second-most senior official at HUD, she managed the department's day-to-day operations and cross-cutting program initiatives, including a \$45 billion annual budget and approximately 8,000 employees. Before joining HUD, Ms. Coloretti spent five years in senior management roles at the US Department of the Treasury. As the assistant secretary for management and acting chief financial officer, she oversaw all operational areas including the development and execution of the department's budget, performance, and strategic plan; procurement; human resources; information technology; and management of Treasury's headquarters and bureaus. She managed the development of Treasury's systems to track and report spending and implementation under the American Recovery and Reinvestment Act of

2019. She helped create the Consumer Financial Protection Bureau (CFPB), serving as its first chief operating officer, and within six months hired initial agency staff in all areas, including enforcement, compliance and technology; and created the capacity for CFPB's consumer complaint data base. Before joining the Obama administration in 2009, Ms. Coloretti served as policy advisor and budget director for San Francisco City and County working with Mayor Gavin Newsom, where she balanced its then \$6.5 billion budget during the tumult of the Great Recession. Ms. Coloretti's prior experience includes work in San Francisco to improve the lives of children, youth, and families; budget analysis in the Clinton administration's Office of Management and Budget (as a Medicaid analyst, a Presidential Management Fellow, and in rotation to the Senate Finance Committee), work on the State of Hawaii budget; and economics consulting. Ms. Coloretti has been independently recognized for her management results and holds a BA in economics and communications from the University of Pennsylvania and an MPP from the University of California, Berkeley. Ms. Coloretti was raised in Hawaii and currently lives in Bethesda, Maryland with her husband, and together they have a son in college.

Jeff Colgan is the Richard Holbrooke Associate Professor of Political Science at Brown University and Director of the Climate Solutions Lab at the Watson Institute of Public and International Affairs. His research focuses on international order, especially as it relates to energy and the environment. His recent book *Partial Hegemony: Oil Politics and International Order* (Oxford University Press, 2021) investigates how countries and other actors have been able to sustain meaningful international governing arrangements to solve tough problems, and uses that history to consider climate change. His previous book was *Petro-Aggression: When Oil Causes War* (Cambridge University Press, 2013). His research has been published in *International Organization*, *International Security*, *International Studies Quarterly*, *World Politics*, *Foreign Affairs*, and other journals. Prior to Brown University, he worked at McKinsey & Company, the World Bank, and American University. Professor Colgan has a Bachelor's degree in engineering physics from McMaster University, a Master's in Public Policy from UC Berkeley, and a PhD from Princeton University.

Bill Dauster is Chief Counsel for the Senate Budget Committee. Bill has served on Senate, White House, and campaign staffs since 1986. He was Deputy Chief of Staff for Leader Harry Reid; Staff Director or Deputy Staff Director of the Budget, Labor and Human Resources, and Finance Committees; and Deputy Director of the White House National Economic Council. Bill has also taught at the University of Pennsylvania's Penn in Washington program and American University's Washington College of Law.

Sherry Glied was named Dean of the Robert F. Wagner Graduate School of Public Service at New York University in 2013. From 1989 to 2013, she was professor of Health Policy and Management at Columbia University's Mailman School of Public Health. She was Chair of the Department of Health Policy and Management from 1998-2009. On June 22, 2010, Glied was confirmed by the U.S. Senate as Assistant Secretary for Planning and Evaluation at the Department of Health and Human Services, and served in that capacity from July 2010 through August 2012. She had previously served as Senior Economist for health care and labor market policy on the President's Council of Economic Advisers in 1992-1993, under Presidents Bush and Clinton, and participated in the Clinton Health Care Task Force. She is a Nonresident Senior Fellow of the Brookings Institution. She has been elected to the National Academy of Medicine, the National Academy of Social Insurance, the American Academy of Arts and Sciences and served as a member of the Commission on Evidence-Based Policymaking. In 2021, she was awarded the AUPHA's William B. Graham Prize for Health Services Research. Glied's principal areas of research are in health policy reform and mental health care policy. She is the author of *Chronic Condition* (Harvard University Press, 1998), coauthor (with Richard Frank) of *Better but Not Well: Mental Health Policy in the U.S. Since 1950* (Johns Hopkins University Press, 2006), and coeditor (with Peter C. Smith) of *The Oxford Handbook of Health Economics* (Oxford University Press, 2011). Dr. Glied holds a B.A. in economics from Yale University, an M.A. in economics from the University of Toronto, and a Ph.D. in economics from Harvard University. She is a member of the Board of Directors of the New York State Urban Development Corporation, Geisinger, the Milbank Fund, and NRPX.

Theresa (Teri) Gullo is the Director of Budget Analysis at the Congressional Budget Office. She guides analyses that are critical to the legislative processes of the Congress, including projections of federal spending and cost estimates for legislative proposals. She also oversees the provision of technical assistance to the Congress as legislation is being developed. Prior to CBO, Teri was a research associate at the Urban Institute where she specialized in public finance. Teri is a frequent speaker on the federal budget process and was elected a fellow at the National Academy of Public Administration in 1920. She was chosen as the Alumna of the Year at the Goldman School of Public Policy in 2020, received the James Blum Award for a Distinguished Record in Public Budget in 2019, and she was a finalist for the Lifetime Achievement Award given by the Congressional Management Foundation in 2018.

Bill Hoagland is a Bipartisan Policy Center senior vice president. In this capacity, he helps direct and manage fiscal, health, and economic policy analyses. Before joining BPC in September 2012, Hoagland served as vice president of public policy for CIGNA Corporation, working with business leaders, trade associations, business coalitions, and interest groups to develop CIGNA policy on health care reform issues at both the federal and state levels. Prior to joining CIGNA, Hoagland completed 33 years of federal government service, including 25 years on the U.S. Senate staff. From 2003 to 2007, he served as the director of budget and appropriations in the office of Senate Majority Leader Bill Frist. He assisted in evaluating the fiscal impact of major legislation and helped to coordinate budget policy for the Senate leadership. From 1982 to 2003, Hoagland served as a staff member and director of the Senate Budget Committee, reporting to U.S. Sen. Pete V. Domenici, chairman and ranking member of the committee during this period. He participated in major federal budget negotiations, including the 1985 Gramm-Rudman-Hollings Budget Deficit Reduction Act, the 1990 Omnibus Budget Reconciliation Act, and the historic 1997 Balanced Budget Agreement. In 1981, he served as the administrator of the Department of Agriculture's Food and Nutrition Service and as a special assistant to the Secretary of Agriculture. He was one of the first employees of the Congressional Budget Office in 1975, working with its first director, Alice Rivlin. In both 1997 and 2005, National Journal listed him as one of the "Washington 100 Decision Makers" and referred to him as a "bottom-liner who is not a hard-liner." Roll Call consistently named Hoagland as one of the top 50 Hill staffers. In 2002, he received the James L. Blum Award for Distinguished Service in Budgeting. The National Association of State Budget Officers honored him in 2004 with its Leadership in Budgeting Award, and in 2006 he was inducted as a fellow in the National Academy of Public Administration. Hoagland is an affiliate professor of public policy at the George Mason University and a board member of the Committee for a Responsible Federal Budget, the National Academy of Social Insurance, and the National Advisory Committee to the Workplace Flexibility 2010 Commission. In 2009, he was appointed to the Peterson-Pew Commission on Budget Reform examining the overall structure of the budget, authorization, and appropriations process, and was a member of BPC's Debt Reduction Task Force that published *Restoring America's Future* in November 2010. He coordinated BPC's 2013 report, *A Bipartisan Rx for Patient-Centered Care and System-Wide Cost Containment*. In April 2015, he co-chaired the National Academy of Social Insurance report, "Addressing Pricing Power in Health Care Markets." Hoagland attended the U.S. Merchant Marine Academy and holds degrees from Purdue University and The Pennsylvania State University. His family's Indiana family farm was recognized as a "Hoosier Homestead" for having remained in the family for over a century.

David A. Hopkins is associate professor of political science at Boston College, where he has taught since 2010. His academic research focuses on American political parties and elections, public opinion, news media, and the U.S. Congress. His current book project, co-authored with Matt Grossmann of Michigan State University, examines how the growing partisan divide between college-educated and non-college Americans is transforming the constituencies, policy priorities, governing styles, and institutional alignments of the two major parties. Professor Hopkins is the author or co-author of three books on American politics. *Red Fighting Blue: How Geography and Electoral Rules Polarize American Politics* (Cambridge University Press, 2017) was rated "essential" and named an Outstanding Academic Title by Choice Magazine. *Asymmetric Politics: Ideological Republicans and Group Interest Democrats* (Oxford University Press, 2016), co-authored with Matt Grossmann, received the 2018 Leon Epstein Outstanding Book Award from the Political Organizations and Parties section of the American Political Science Association. *Presidential Elections: Strategies and Structures of American Politics* (Rowman & Littlefield, 2020), co-authored with Nelson W. Polsby, Aaron Wildavsky, and Steven E. Schier, is a standard text on American presidential campaigns and elections. Professor Hopkins has written about contemporary political issues for news publications such as the New York Times, Washington Post, and Vox, and he contributes regularly to Bloomberg Opinion. He also serves as the co-editor of *The Forum: A Journal of Applied Research in Contemporary Politics*. He received his Ph.D. in political science from the University of California, Berkeley.

Susanna Loeb's research focuses broadly on education policy and its role in improving educational opportunities for students. Her work has addressed issues of educator career choices and professional development, of school finance and governance, and of early childhood systems. She is the founder and acting executive director of the National Student Support Accelerator. Before moving to Brown, Susanna was the Barnett Family Professor of Education at Stanford University. She was the founding director of the Center for Education Policy (CEPA) at Stanford and co-director of Policy Analysis for California Education (PACE). Susanna led the research for both Getting Down to Facts projects for California schools. She is a member of the National Academy of Education and an American Education Research Association Fellow. In 2020, she was elected to the American Academy of Arts and Sciences. She holds a PhD in Economics and an MPP in Public Policy from the University of Michigan, and a BA in Political Science and a BS in Civil Engineering from Stanford University.

Susan Moffitt's research focuses on American political institutions and public policy. Her research examines the politics of information gathering, distribution, and use, with particular emphasis on developing the capacity to put policy into practice in the fields of public education and public health. Her latest book, *Making Policy Public: Participatory Bureaucracy in American Democracy*, was published by Cambridge University Press in 2014. Her first book, *The Ordeal of Equality: Did Federal Regulation Fix the Schools*, co-authored with David K. Cohen, was published by Harvard University Press in 2009. Her other scholarship has appeared in *The American Journal of Political Science*, *The Journal of Politics*, *The Journal of Law, Economics and Organization*, *The American Journal of Education*, *Medical Care*, and numerous edited volumes. Before joining the faculty at Brown, she was a Robert Wood Johnson Scholar in health policy research at Harvard University. She holds a PhD (political science) and a master of public policy degree from the University of Michigan.

Eric M. Patashnik is Julius-Rabinowitz Professor of Public Policy and Political Science in the Watson Institute and Chair of the Political Science Department at Brown. Patashnik is also Nonresident Senior Fellow at the Brookings Institution and an elected fellow of the National Academy of Public Administration. Patashnik is the author and editor of several books including *Unhealthy Politics: The Battle over Evidence-Based Medicine* (with Alan Gerber and Conor Dowling, Princeton University Press, 2017) and *Reforms at Risk: What Happens After Major Policy Changes Are Enacted* (Princeton University Press, 2008). He has twice won the Louis Brownlow Book Award of the National Academy of Public Administration and also won the Don K. Price Book Award of the American Political Science Association. His research has appeared in *Journal of Politics*, *Health Affairs*, *Perspectives on Politics*, and in many other journals, and has been supported by grants from the Robert Wood Johnson Foundation and the Smith Richardson Foundation. He was a Research Fellow at the Brookings Institution during 1995-96, served as President of the Public Policy Section of the American Political Science Association during 2017-18, and was the editor of *Journal of Health Politics, Policy and Law* during 2016-2019. Before coming to Brown, Patashnik held faculty positions at the Frank Batten School of Leadership and Public Policy at the University of Virginia, the Luskin School of Public Affairs at UCLA, and the Political Science Department at Yale University. Patashnik received his MPP and PhD (political science) from the University of California, Berkeley.

Harold Pollack is the Helen Ross Professor at the Crown Family School of Social Work, Policy, and Practice. He is also an Affiliate Professor in the Biological Sciences Collegiate Division and the Department of Public Health Sciences. Co-founder of the University of Chicago Crime Lab, he is co-director of the University of Chicago Health Lab. He is a committee member of the Center for Health Administration

Studies (CHAS) at the University of Chicago. His current NIH-funded research concerns improved services for individuals at the boundaries of the behavioral health and criminal justice systems, disabilities, and two major new efforts to address the opioid epidemic in Illinois and across the nation. Past President of the Health Politics and Policy section of the American Political Science Association, Professor Pollack has been appointed to three committees of the National Academy of Sciences. He received his undergraduate degree, magna cum laude, in Electrical Engineering and Computer Science from Princeton University. He holds master's and doctorate degrees in Public Policy from the Kennedy School of Government, Harvard University. Before coming to Crown Family School, Professor Pollack was a Robert Wood Johnson Foundation Scholar in Health Policy Research at Yale University and taught Health Management and Policy at the University of Michigan School of Public Health. He has published widely at the interface between poverty policy and public health. His research appears in such journals as *Addiction*, *Journal of the American Medical Association*, *American Journal of Public Health*, *Health Services Research*, *Pediatrics*, and *Social Service Review*. His journalism regularly appears in such outlets as *Washington Post*, *the Nation*, *the New York Times*, *New Republic*, and other popular publications. His *American Prospect* essay, "Lessons from an Emergency Room Nightmare" was selected for the collection *Best American Medical Writing*, 2009.

Nikki Teran is a former senior biosecurity fellow at the Institute for Progress. Dr. Tera has previously worked with the Committee on International Security and Arms Control at the National Academy of Science, the Council on Strategic Risks, and the Open Philanthropy Project. She received her Ph.D. in genetics from Stanford and a bachelor of science in molecular biophysics and biochemistry from Yale.

Craig Volden is a Professor of Public Policy and Politics at the University of Virginia, with appointments in the Frank Batten School of Leadership and Public Policy and the Department of Politics. He studies the politics of public policy, with a focus on what policy choices arise within legislative institutions and within American federalism. He is founder and co-director of the Center for Effective Lawmaking (www.thelawmakers.org). His most recent book, *Why Bad Policies Spread (and Good Ones Don't)*, co-authored with Charles Shipan, explores the conditions under which governments learn from one another's policy experiences and why that process often goes awry. This research is part of his long-standing interest in the diffusion of public policies, having published numerous articles of this topic in such journals as *American Political Science Review*, *American Journal of Public Policy*, and the *Journal of Politics*. His work on effective lawmaking includes *Legislative Effectiveness in the United States*

Congress: The Lawmakers, co-authored with Alan Wiseman, which develops a methodology for scoring the lawmaking effectiveness of each member of Congress, identifying how lawmakers could better address the nation's policy problems. That work won the Fenno Prize for the best book on legislative politics and the Gladys M. Kammerer Award for the best book on U.S. national policy. It has spurred his larger research agenda on how to cultivate effective lawmaking at the individual and institutional level in Congress and the state legislatures.

David Yokum, JD, PhD is Director of The Policy Lab at Brown University, where he leads a wide portfolio of research creating scientific insights that improve public policy and, in the process, helps governments build internal capacity to generate and use evidence. He partners with governments across the country, including particularly extensive engagements with U.S. states participating in the newly created Governing for Results Network, co-lead by The Policy Lab, the National Council of State Legislators, and the Council of State Governments. He was previously the founding director of The Lab @ DC in the D.C. Mayor's Office and, before that, a founding member of the White House's Social & Behavioral Sciences Team and inaugural director of the U.S. Office of Evaluation Sciences. President Obama institutionalized the SBST work in Executive Order 13707, "Using Behavioral Science Insights to Better Serve the American People," and the OES continues to play a critical role in efforts to institutionalize the generation and use of evidence within federal policy-making. These ventures have inspired replications across the world. David's work—from the world's largest field experiment of a police body-worn camera program, to building algorithms that predict the location of rats, to a Form-a-Palooza initiative systematically re-designing all government forms—has been published in diverse outlets (e.g. *Nature*, *Nature Human Behavior*, *PNAS*, *Health Affairs*, *Governing Magazine*), received widespread media coverage (front-page *New York Times*, *Wall Street Journal*, *NPR*, etc.), and impacted individuals and communities across the country. Over 100 field experiments have now been completed under The Policy Lab, The Lab @ DC, and the Office of Evaluation Sciences. David was host of The Podcast @ DC and currently hosts the 30,000 Leagues podcast, which explores work at the nexus of science, public policy, and life in general. His public speaking won the Excellence in Teaching Award from the University of Arizona, and his applied work has received numerous awards, including the COSSA Public Impact Award and the ASPA Public Service Award. He lives in North Carolina with his wife, Sara, and their two boys, Ethan and Aaron.