

CAPITAL FELLOWS ALUMNI PROFILE

Many Capital Fellows continue working in the public policy arena after completing their fellowships. Program alumni have been elected to the Legislature and U.S. Congress, held high-level positions in the executive branch, and served as Chief Justice of the California Supreme Court.

Other former Fellows move back and forth between the public and private sectors during the course of their careers. Former Fellows can be found in virtually every profession and vocation. Henry W. Carter (1985-86) and Peter Shiao (1991-92) provide two examples of intriguing, varied and evolving career paths.

HENRY W. CARTER recently retired as the Assistant General Counsel and Vice-President for E*TRADE, a leading provider of online financial services and products. Carter is a frequent speaker in the United States and Europe on issues involving securities laws and the Internet.

"My fellowship taught me that government is not a mysterious object to be afraid of," said Carter. "I learned how the system works. Sacramento is part of the equation and when there, I feel at home," he continued. Though working in the private sector, Carter is active in the public policy aspects related to his industry and successfully sponsored legislation that permits the use of electronic signatures to establish customer account agreements. He credits his fellowship experience for providing him with a "big picture" view of the world and with the ability to look at how issues impact others. His proudest accomplishment as a Fellow was staffing legislation that increased the homestead exemption for senior citizens.

Carter immigrated to the United States from Germany in 1974 at the age of 11. His interest in politics led him to the Fellows program (1985-86) after graduating from Pepperdine. Subsequently, Carter received a law degree from Georgetown and worked on Wall Street. He served as Senior Corporate Counsel for Charles Schwab & Co. before affiliating with E*TRADE.

When asked about his future plans, Carter said he might consider running for public office. He lives in Monterey, California.

PETER SHIAO is a media entrepreneur and producer of films and television. He was born in Taiwan and moved to the United States at the age of 10.

"My fellowship experience (1991-92) was life changing," said Shiao. "It was exactly what I wanted to do—be with like-minded individuals, from different walks of life, who were passionate about public policy," he continued.

The Senate hired Shiao after his fellowship. In 1994, his interest in politics shifted to presenting messages through the media. "Although I had always looked to elected officials as the source of power, I wanted to become involved in the communication of ideas that would modify attitudes rather than focusing my energy on legislating behavior," Shiao said.

After producing the 1995 Shanghai International Film Festival and raising money to start his own production company, Shiao became involved in "telling stories." He produced and developed *Restless*, a romantic comedy released in the United States and internationally. He wrote the script for *Charlie Apana*, a Hawaiian detective story set in 1920. Among his other credits, Shiao has produced *Debut*, a teen hip-hop movie, and has developed his father's Chinese novel, *The Immortals*, as an English language television show. *Persona Non-Grata*, another Shiao project, was a PBS election year special on campaign finance reform.

More recently, Shiao has focused on learning new technologies. "I am fascinated with the potential to entertain and distribute content through the use of emerging technology," he said. "What is unique about these delivery systems is their capacity for interaction," he concluded.

Shiao received his bachelor's degree from UCLA and resides in Venice, California.

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CENTER ROSTER

The Center for California Studies is a public policy, public service, and curricular support unit of California State University, Sacramento, dedicated to promoting a greater understanding of California's history, cultures, governments and public policies.

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Californiana

The Newsletter
of the Center for
California Studies,
California State
University, Sacramento

Former Speaker and Lieutenant Governor Leo McCarthy Assumes Chair of Center's Statewide Advisory Council

It was once said that as the Speaker of the California State Assembly, Leo McCarthy sought to make the Assembly "intellectually challenging for the Members." A laudable goal but one that many would view as incongruous. But not Leo McCarthy. Throughout his life and public career as a San Francisco County Supervisor, state Assembly Member and Speaker, and a two term Lieutenant Governor, McCarthy has regarded politics as the nexus of philosophy, intellect, public service and power.



Leo McCarthy

More than twenty-five years ago McCarthy told the *California Journal* that his approach to politics was based on "how I view society in terms of moral responsibilities – righting an awful lot of inequities that exist." This view originated in his working class Irish Catholic upbringing in San Francisco, developed in the Air Force and the University of San Francisco, and was polished in the legislative trenches. It is a view and an approach that enabled McCarthy to

build a record of substantive accomplishments not easily matched by subsequent Speakers.

The Center for California Studies is quite proud that Leo McCarthy has become the chair of the Center's Statewide Advisory Council (SAC). McCarthy is only the third chair in the fourteen year history of the SAC, following Tom Hoerber, founding publisher of the *California Journal*, and Dennis Mangers, Vice President of the California Cable Television Association and Sacramento community leader. Under the leadership of Mangers, who will remain on the SAC, the Center expanded the Executive Fellowship Program, created the Judicial Administration Fellowship Program and firmly institutionalized the LegiSchool Project. The Center and indeed CSUS owe much to Mangers' unfailingly correct advice, political and organizational insights and great good humor.

The Statewide Advisory Council provides a sounding board for proposed Center activities; a forum for mobilizing the human, material, and political resources necessary to the Center; representation for the Center's various constituencies; and a means of keeping the Center faithful to its mission. SAC members are appointed by CSUS President Donald R. Gerth and serve two to four year terms.

Now in the private sector, McCarthy's most recent public service project has been working with the University of San Francisco. USF has a long commitment to community service which its new president, Steven Privett, S.J., wanted to expand to include public service. McCarthy applauded Fr.

Privett's idea and pledged to work with him to make it a reality. The result is the Leo T. McCarthy Center designed to help USF achieve its mission of training "leaders who will fashion a more humane and just world." This work reacquainted McCarthy with the Center and the Capital Fellowship Programs, which McCarthy sees as embodying the concept of public service through government service. It was an easy step to the Center offering and McCarthy accepting the chair of the Statewide Advisory Council.

The Center and CSUS are excited and honored to have McCarthy help guide the Center in its continued growth and development.

A Year of Disconnect

Amidst rolling blackouts, skyrocketing energy costs, utility company bailouts, and calls for conservation measures on the part of individual and corporate consumers, the Center confronted the complex issue of energy at its annual Envisioning California Conference. In early October, *Our Year of Disconnect – The Politics of Power in California*, took place in Sacramento with more than 300 state and local policymakers, academics, students, and public participants.

Seeking to address questions such as: What lessons have we learned? What lessons have been ignored? What lessons should be unlearned? What lessons are yet to be learned by California and the nation? The conference began with a unique keynote presentation on Thursday night by the crew from *Left, Right and Center* at KCRW public radio in Santa Monica. Journalists Arianna Huffington, Matthew Miller, and Robert Scheer addressed these questions and more as though conducting their weekly public affairs radio show. The presentation was all at once engaging, provocative, and entertaining.

Friday's panels were devoted to analysis of the state's energy crisis, beginning with panels on alternative energy and the "human side" of the crisis. Taking into account California's goal of meeting 10 percent of the state's energy needs with alternative energy by 2000 — and the reality of just 1.2 percent alternative energy production, participants on the alternative energy panel examined the successes and failures with an eye towards the future. At the same time, *The Human Face of Blackouts, Rate Hikes and the Utility Crisis*, explored how the lives of Californians have been and will be impacted by the energy crisis including rate hikes, who is

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California State
University, Sacramento

Growth and Sprawl in California

continued from front

metropolitan area. These publicly shared social costs from a suburban location choice (if working more centrally) could include: loss of open space, greater air pollution and freeway congestion, an increased need for repair and expansion of streets; and the social, fiscal, and economic isolation of the usually less fortunate left behind in the central places.

The negative outcomes most often attributed to urban sprawl are a summation of the many public costs that individuals and businesses choose to ignore when they decide to locate at the urban fringe. A way to curb sprawl emerges from this way of thinking. The solution involves getting people, business, and even local governments to factor into private land use decisions the social costs they can impose upon an entire region.

We dislike urban sprawl because it is the result of thousands of individual choices that have ignored the cumulative social costs generated by them. If we consider that many households prefer low-density living, spatial separation from others with lower incomes and social status, one-stop shopping, a location near open space; and that travel by private car is preferred to mass transit, it is not surprising that many households end up at the less-developed fringe of urban areas. But, it is also very likely that many of these same households would choose differently if forced to fully bear the social costs that their decisions place on a region.

Theory into Practice

This economic method of recognizing when greater decentralization is best considered sprawl is theoretically sound, but extremely difficult to implement. It is nearly impossible to measure all of the private and public costs associated with a specific development. Even so, we should not give up in trying to identify when a region's development patterns are hurting more people in the region than they are helping.

Urban planners, who have thought about sprawl longer than economists, have identified specific forms or urban land use patterns that they believe impose greater costs than benefits upon a metropolitan area. These include:

- Low density, scattered, and/or dispersed development.
- A separation of where people live from where they work.
- A lack of functional open space.

These characteristics are relied on to next offer information on the degree of sprawl that has occurred in some of California's metropolitan areas over the 1990s.

Calculating a Sprawl Scorecard

The information described next is by no means a perfect measure of how sprawl has progressed in California during the 1990s. Understanding this, it is still informative to see the "score" that different metropolitan areas get on some rough proxy measures of sprawl.

Since many lament the loss of open space in metropolitan areas as a clear symptom of urban sprawl, the percentage change in farmland as a fraction of total metropolitan area is a legitimate measure to examine. Between 1987 and 1997, the average percentage of a California metropolitan area's land devoted to farming fell by about 9 percent. The Los Angeles-Long Beach, Orange, Riverside-San Bernardino, and Sacramento metropolitan areas respectively experienced farmland losses of 53, 47, 34, and 22 percent.

The U.S. Census Bureau defines central places as the dominant employment and residential centers in an urbanized area. In 1990, the Census considered the city of Sacramento as the only central place in that region. In the Orange County metropolitan area, the cities of Anaheim, Irvine, and Santa Anna are all parts of that area's central places. Measured in this manner, the less centralized

an urban area the more likely it exhibits some of the characteristics of sprawl previously discussed.

Between 1990 and 1998, the average metropolitan area in California experienced a slight 0.2 percent increase in the percentage of its population living in its central places. While the Oakland, Sacramento, and Merced metropolitan areas respectively experienced 10, 5, and 4 percent decreases in the percentage of their population living in central places.

Between 1987 and 1997 there was a 28 percent decrease in the percentage of the San Luis Obispo-Atasco-Paso Robles metropolitan area's total retail sales occurring in its central place. This decrease was much larger than the 3.5 percent decrease that was average for all 25 metropolitan areas in California. Other metropolitan areas that exhibited out of the ordinary decreases in retail activity in their central places include Oakland and Ventura with respective 24 and 20 percent losses.

What It All Means

California need not fear growth itself. What it needs to fear is growth that results in land use decisions that fail to maximize the private and public benefits derived from, while at the same time attempting to minimize the private and public costs that arise from them. Call it the opposite of "smart growth," such dumb growth is what needs to be avoided. This call for better planning is especially relevant for the 7 high growth metropolitan areas pointed out earlier.

The "New Urbanism" view of smart growth involves steering new development into numerous central places scattered across a metropolitan area. These central places should be developed at a fairly high density (people per square mile) with an emphasis on an appropriate balance of residential, shopping, and employment land uses within each central place. As advocated, such urban development patterns reduce many of the social costs of urban growth and maximize the benefits to be derived from it.

Policy Options for Achieving Smart Growth in California

State and local policymakers, and the business community can, and should, advocate and institute approaches designed to steer a region's accelerated growth in such a smart manner. Unfortunately, too many scoff at the idea that "more government" is part of the solution to sprawl.

Getting people and business to think about the social consequences of their location choices offers a reason for government, at a regional level, to appropriately incentivize the location decisions of individuals and firms. Metropolitan areas in California lack a binding regional governance structure. With little prospect of such being established statewide, California State government or coalitions of California county governments in a region, are the political arenas in which discussions on these issues need to be convened.

Though for such collaborative bodies to be effective at reducing excessive suburbanization they need the legal and institutional ability to employ both "carrots" and legally binding "sticks." The difficulty in achieving this, in a populist environment deeply suspicious of regional governance, is the unfortunate reason it does not yet exist.

Perhaps the social costs of excessive suburbanization need to reach a crisis point before binding region-wide solutions are called for. Unfortunately, the metropolitan land use patterns that generate such a crisis are difficult, if not impossible, to reverse. If you do not trust my opinion on this, ask someone who lives in the Los Angeles Basin.

Snap Shots

Capturing
Current
California
Issues:

Growth and Sprawl in California

*By Robert W. Wassmer
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California's population figures for the year 2000 show that between 1990 and 2000 the state's population increased by about 14 percent (29.8 to 33.9 million). California's Department of Finance (DOF) anticipates that growth in California's population will continue into the foreseeable future and about 26 percent more Californians will call the state home in 2015 than in 2000 (33.9 to 42.7 million). Is this a lot? Consider that the U.S. Census Bureau anticipates only an 11 percent increase in the entire country's population over the next 15 years.

Both its magnitude and the fact that it will be distributed unevenly throughout the state will determine the day-to-day impacts of this population growth on the lives of Californians. For instance, at 49 percent, the metropolitan leader in population growth over the next 15 years is expected to be Riverside-San Bernardino. Not far behind, the population of the Bakersfield, Modesto and San Luis Obispo-Atascadero-Paso Robles metropolitan areas are all expected to increase by about 43 percent. Even the Visalia-Tulare-Porterville, Chico-Paradise, and Merced metropolitan areas will all experience population increases of near 37 percent between 2000 and 2015. Alternatively, the population of the state's largest metropolitan areas, San Francisco, Los Angeles-Long Beach, Orange, and Oakland are only expected to respectively rise by 5, 13, 17, and 17 percent in the next 15 years.

Tradeoffs Coming from Growth

In one sense, we are fortunate to live in a high growth state. Population growth generates growth in jobs, personal incomes, local tax revenues, and property values. If appropriately directed, population growth can also spur a revitalization of blighted areas and allow for the economic benefits of greater productivity through the clustering of complimentary business. In addition, population growth will continue to provide Californians with greater diversity in cultural, recreation, shopping, and living opportunities.

But rapid population growth can also carry significant costs. More people in a region often result in a loss of open space and farmland, greater traffic congestion, greater air and water pollution, and a "cookie-cutter" approach to building new structures and subdivisions.

Whether greater population growth yields more benefits to a metropolitan area than costs largely depends upon the changes in urban land use patterns that accompany it. During the 1990s, Americans widely adopted the

pejorative term "sprawl" to characterize changes in urban land use patterns that yielded greater costs than benefits.

Is Suburbanization Sprawl?

Suburbanization, or decentralization occurs as larger percentages of a metropolitan area's residential and/or business activities occur outside its central place(s). In its broadest sense, sprawl perhaps is best thought of as shorthand for "excessive" metropolitan decentralization.

From the economist's perspective, the least value-laden way to do determine if additional suburban development is excessive is to check if the new development offers less net benefits to everyone in the metropolitan area than if it had instead remained more centralized. Further suburbanization is good for a metropolitan region when the net benefits derived from it are greater than the net benefits resulting if it instead occurred more centrally.

The net benefits of suburban location choice are equivalent to adding up all the private and public benefits derived from them and subtracting all of the private and public costs generated from them. Private costs are born by the individuals and businesses that decide to locate in the more decentralized places in a metropolitan area. Public costs are not born by the individuals and business that have chosen decentralized locations, but by others in the region affected by the decisions of some to locate in a decentralized place.

The Decision on Where to Live in a Metropolitan Area

This form of economic thinking offers a better understanding of why a household, new to a metropolitan area, decides to live in the outer fringe of an urban area even when the primary wage-earner(s) works in a more central place.

A household usually makes this decision by weighing the private benefits of a decentralized location ("better" public schools, cheaper land on which to build a larger house, newer infrastructure, neighbors like themselves, greater public open spaces) against only the private costs of the decentralized location. Private costs could include longer commute times and fewer urban amenities such as cultural centers or shopping opportunities.

In this example, the household chooses to reside in the urban fringe after determining that the net private benefits of a suburban location are greater than a more central location. In making this choice, a household is unlikely to fully consider the social costs of their decision on the entire

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ABOUT THE AUTHOR

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UPDATE ON CENTER PROJECTS

LegiSchool

LegiSchool's 2001/02 Town Hall Meeting series is off and running. The award-winning civic education project started the year with a timely meeting on the criminal justice policy of trying minors as adults. The remainder of the year promises to be no less exciting with two meetings addressing California's emphasis on content standards as a means to improve education and the impact of standardized testing on young people. Students involved in the meeting on testing will be drawn from LegiSchool's annual essay contest. Winners of this year's contest, *Testing One, Two, Three: Is Testing in California Pushing Students Too Far?*, will take part in the project's sixth annual Student Journalism Summit, a high point of LegiSchool's annual activities.

The third meeting will address the health implications of students carrying backpacks as opposed to the provision of lockers at schools. The final meeting of the year, and perhaps one of LegiSchool's most controversial topics ever, will be on the subject of gun control.

LegiSchool would like to thank the Wells Fargo Foundation for its generous contribution to the Real World Civics Summer Internship Pro-

gram, a unique partnership between LegiSchool and the Capital Fellows Programs.

LegiSchool events provide students with opportunities to meet with state lawmakers to discuss and debate public policy issues affecting the lives of young people. LegiSchool is a collaborative effort between CSU Sacramento and the state Legislature. For information, contact LegiSchool at (916) 278-6906 or visit LegiSchool's website at: www.csus.edu/calst/legischool.htm.

Legischool 2001-2002 Calendar

Oct. 25	Trying Minors as Adults: Does the Punishment Fit the Crime?
Dec. 6	Standards-based Education: The Changing Priorities of Schools
Jan. 14	Essay Contest Deadline
Jan. 31	Backpacks at School: Convenience vs. Controversy
Mar. 21	Testing One, Two, Three: Is Testing in California Pushing Students Too Far?
May 2	Gun Control vs. Gun Rights: Teenagers Speak Out!

Submissions Invited for the Eighth Annual California Journalism Awards

On Tuesday, February 26, the Center for California Studies will host the Eighth Annual California Journalism Conference and Awards Dinner in Sacramento at the Sheraton Grand Hotel.

Veteran California journalist Lou Cannon has been selected to receive the Lifetime Achievement Award. Called by Bob Woodard "a great reporter," and by George Will "a reporter's reporter," Cannon covered Sacramento and California politics for the *San Jose Mercury News* during the Pat Brown and Ronald Reagan years. His book, *Ronnie and Jesse: A Political Odyssey* still stands as an outstanding insight into California politics in the turbulent '60s. Cannon spent many years with the *Washington Post* as White House correspondent. Cannon never lost his California fascination as evidenced by his most recent book, *Official Negligence: How Rodney King and the Riots changed Los Angeles & the LAPD*.

The Center provides annual awards in the areas of print, radio, and television journalism, with cash prizes of \$500; and the Katherine Macdonald Award for student journalism, with a cash prize of \$300. The print journalism awards honor John Jacobs, *Sacramento Bee* reporter and recipient of the 1998 Journalism Award. John Jacobs, an

award-winning political columnist for the *Bee* and noted author, was a second-generation newspaper reporter who worked for the *San Francisco Examiner* for 15 years before joining the *Bee* in 1993. Mr. Jacobs wrote three weekly columns that appeared on the opinion pages of the *Bee* and other McClatchy-owned newspapers, and wrote three books, including *A Rage For Justice: The Passion and Politics of Phillip Burton*, a 1995 biography of the late congressman from San Francisco. Mr. Jacobs died in 1999.

The Center welcomes entries from journalists who have written a story or produced a program about state government or politics in California. There are two sub-categories for print, radio and television: daily coverage and special feature/enterprise reporting. Special feature/enterprise reporting is defined as articles or programs designed for in-depth extended or special coverage. Daily coverage is defined as articles or programs designed to provide routine news coverage within the normal limits of daily newspaper or program. The application deadline is January 11, 2002 and winners will be announced at the February 26 awards dinner in Sacramento.

For more information about the Center for California Studies' Journalism Awards, log on to www.csus.edu/calst.

Institute for Higher Education Leadership and Planning

Effective September 2001, the Center for California Studies gained a new affiliate—the Institute for Higher Education Leadership and Planning. Its establishment within the Center fulfills a vision of President Gerth, who has been active in system, state, and international higher education policy discussions for more than 40 years. The Institute will give the CSU a role in higher education policy development consistent with its status as the nation's largest public university system. Its creation comes at a time when state policy makers are increasingly focused on higher education.

The Institute is staffed by Director Nancy Shulock, support staff, and graduate students. Dr. Shulock was Associate Vice President for Academic Affairs at CSUS for 12 years, with responsibilities in strategic planning, budgeting, and accountability. She holds a faculty appointment in the Graduate Program in Public Policy and Administration. Recruitment of research and program staff will begin when the Institute's agenda is more firmly established. As a system-wide resource, the Institute has access to faculty expertise throughout the CSU System.

The mission of the Institute is to collaborate with the higher education community to enhance California's public higher education enterprise, with a particular emphasis on the California Community Colleges and its relation with the CSU. The principal focus of the Institute to date has been community college leadership. The Institute is developing a community college leadership certificate program in collaboration with CSUS Regional and Continuing Education, partnering with the Community College Leadership Institute at Claremont on other initiatives, and developing graduate curriculum as part of its PPA masters' program and in anticipation of starting a joint doctorate.

The other principle developing focus of the Institute is accountability. Discussions are underway with legislative staff about collaborating in the development of a state-level accountability framework and assisting in the follow-up to the report card issued to all states by the National Center for Public Policy and Higher Education.

Next year's Envisioning California Conference will focus on higher education within the context of the Legislature's review and expansion of the Master Plan. Discussions are underway with Senator Alpert as to the specific themes of the conference.

Supported with start-up funding by the Chancellor's Office, the Institute is seeking external grants and contracts to continue its work on an ongoing basis.

A Year of Disconnect *continued from page one*

designated an "essential customer" exempt from blackouts, and whose jobs are threatened.

Dick Cheney versus Hiram Johnson: Utility Regulation in Texas and California, examined the idea of government intervention in the energy marketplace, a concept considered the duty of the government by California Progressives, and one that has received widespread debate in the past year. While government intervention was being discussed, so was the role of the media in covering energy. *Stop the Presses: A Roundtable on the Media's Role in the Energy Crisis*, questioned how the media have handled the crisis and whether or not the credibility of the news media is undermined when an assumption that the worst prediction was also the correct prediction proved false.



From left to right: Robert Scheer, Matthew Miller and Ariana Huffington take the stage for keynote address.

The California Power Crisis: Shock Therapy or the Third Rail? was the topic of discussion at Friday's luncheon. Keynote speaker Dan Goldman of Citizens Energy Corporation in Boston examined the state's energy crisis from a national perspective. He recommended that both individuals and corporate consumers in California and across

the nation implement change in utility policy in order to ensure a long-term solution to increasing power demands in the country.

Afternoon panel sessions included a panel on the ownership of utilities and whether power should be left to public operations or private corporations, a topic now under consideration in the Bay Area and other regions in California. While ownership was being debated, as with all Envisioning California Conferences, art and literature were under discussion in, *The Octopus Revisited: Themes of Power in California Art and Literature*. Participants discussed the persistence of this theme through the state's history and how novels, films and other forms of art can both explain and sometimes distort California's economic and social history.

Concluding the conference was the very successful plenary session, *Lessons Learned, Unlearned and To Be Learned: A Roundtable Session On California's Utility Deregulation*. Chaired by State Librarian Dr. Kevin Starr, the plenary convened some of the most influential of energy policymakers from Senator Debra Bowen to representatives from Enron and Southern California Edison and academics from USC and the University of Houston. This gathering of "who's who" in state and national energy issues focused on what lessons have already been learned, what lessons were forgotten or ignored, and most important, what lessons should California and the nation take from this crisis.

The Center would like to thank its conference partner, the Sacramento Center, School of Policy, Planning, and Development at USC, along with the many other organizations that provided assistance in putting together a successful conference.

New and Returning Staff

David De Luz has joined the Center staff as Outreach Coordinator. David comes to the Center from the Grant Joint Union High School District, where he served as the Director of Communications and Community Relations. David is also a part-time lecturer for the Graduate Program in Public Policy and Administration at CSU Sacramento, and is completing doctoral studies at the Claremont Graduate University.

Welcome to Nicole Howard, the new Executive Fellowship Program Assistant. Nicole comes to the program after working in the executive branch as a Program Assistant with the California

Technology, Trade and Commerce Agency. A graduate of UC Berkeley, Legal Studies, she is currently pursuing an MPPA at CSUS. In addition, Nicole is an active member of her church community, serving as Youth Director.

Donna Hoenig Couch is back for a return engagement as the Director of the Judicial Administration Fellowship Program after spending a year with the California Community Colleges Chancellor's Office. With the growth of the JAF to double its size since the program's inception, Donna looks forward to developing the statewide program to its full potential.



Plenary Session Panel, convened by State Librarian Kevin Starr.

Capital Fellows Applications

The nationally recognized Capital Fellows Programs offer unique experiences in policy-making and development with the State of California. Capital Fellows work as staff assistants to senior executive branch staff, judicial administration officials, members of the state Assembly and Senate, legislative committees and other top ranking government officers. Capital Fellows gain first-hand experience in governance of the most diverse state in the nation and develop a sense of personal involvement in the leadership of California society.

Engagement in the work of state government lies at the center of the fellowship experience. Capital Fellows work as full-time, paid assistants to senior staff, and gain valuable experience in many aspects of governmental operations including: policy research, drafting and analyzing legislation, answering constituent inquiries, writing speeches, court administration, program development and implementation. In addition, Fellows earn 12 units of graduate credit through their participation in weekly seminars conducted by faculty from the Government Department and the Graduate Program in Public Policy and Administration at California State University, Sacramento.

Capital Fellows receive a monthly stipend of \$1,882.00 and are eligible to defer student loan payments during the program. Capital Fellows and their dependents also receive comprehensive medical, dental and vision benefits.

Applications and brochures are available online at: <http://www.csus.edu/calst/programs/programs.html> or by calling the Center for California Studies (916) 278-6906. The application deadline for all programs is February 27, 2002.