

**University of California, Berkeley Goldman School of Public Policy &
National Community Reinvestment Coalition Fellowship Program
Fellowship Program Overview**

The Goldman School of Public Policy (GSPP) and the National Community Reinvestment Coalition (NCRC) Fellowship Program provides NCRC member organizations with an exciting opportunity to increase their impact as they tackle the most pressing community development challenges facing the communities they serve.

NCRC member organizations based in the Bay Area are invited to submit a project proposal to work with a GSPP student to help them solve a specific and current policy problem. This serves as the student's final capstone project and is a graduation requirement. Throughout the Spring 2024 semester, the student will conduct advanced research and analysis to inform recommendations for evidence-based and actionable solutions to the problem scoped by the organization. These solutions will be presented to the organization to consider for implementation.

Program Structure

Phase 1: Project Proposal Submissions by NCRC Member Organizations (September - December 2023)

Phase 2: Student Project Work with NCRC Member Organization (January 16 - May 3, 2023)

Benefits to NCRC Member Organizations

- NCRC member organizations (client) will receive advanced recommendations for solutions to the problems faced by the communities they serve from top-notch students (who will also be advised by the School's expert faculty).
- At minimum, the final deliverable is a professional report that compiles the student's research and analysis, and outlines recommendations for alternative solutions to the problem. In addition, the student will present their findings and recommendations to the organization, relevant stakeholders and/or decision-makers, and NCRC leadership. Additional deliverables may be required if agreed upon by the client and student.

Benefits to Goldman School Students

- This opportunity will provide students with experiential learning opportunities to apply the skills learned in graduate school to a real-world problem prior to entering the workforce. Through their capstone project experiences, students become more effective leaders ready to tackle society's most pressing social problems once they graduate.

About the University of California, Berkeley and the Goldman School of Public Policy

Among the world's premier research institutions, the University of California, Berkeley is renowned for high-impact research, education that transforms lives, and an unparalleled commitment to innovation for the public good. UC Berkeley empowers people to change the world and strives to make a difference where it matters most by mobilizing the unique breadth of our intellectual assets.

The Goldman School of Public Policy (GSPP) embodies UC Berkeley's public mission. Founded in 1969 as one of the very first schools of public policy, GSPP has helped define the art and science of modern public policy analysis, pioneering the data-driven, evidence-based approach to problem-solving that remains its hallmark.

GSPP brings together economics, political science, sociology, organizational science, leadership, strategy, public management, social psychology, and quantitative analysis, development practice and technology policy to provide our students with an interdisciplinary and diverse toolkit for “changemaking.” Our graduate students are a crucial part of Berkeley’s mission and excellence. They are very smart, dedicated, experienced, curious students who are motivated to make a better world.

The National Community Reinvestment Coalition Partnership with the Goldman School

The National Community Reinvestment Coalition is a network of organizations and individuals dedicated to creating a nation that not only promises but delivers opportunities for all Americans to build wealth and live well.

NCRC’s unique mix of research, investigations, investments, media, grant-making, training, advocacy, litigation, lending, convening and facilitation strengthens communities of historic disinvestment, expands economic mobility, holds public and private institutions accountable for their impacts, and informs local and national leaders, policymakers and the private sector.

The mission of the network makes NCRC a unique and valuable partner with the Goldman School, and its members are natural clients for Capstone projects.

FELLOWSHIP PROGRAM STRUCTURE – DETAILS

Phase 1: Capstone Project Proposal Submissions by NCRC Member Organizations (September - December 2023)

Phase 2: Student Project Work with NCRC Member Organization (January 16 - May 3, 2023)

Phase 1: Capstone Project Proposal Submission Process and Selection Timeline

Fall 2023 Semester (September - December 2023)

*NCRC Member Organization = Client

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| September 11 - October 2, 2023 | Proposal Submission Period <ul style="list-style-type: none"> - Submit Proposal: https://goldman.school/gspncrcfellowship - GSPP will advertise submitted proposals to students seeking a project. NCRC members are welcome to submit multiple proposals. - Throughout the submission period, NCRC members may contact GSPP with questions about proposals (Cecille Cabacungan, cecille@berkeley.edu) |
| October 3 - 13, 2023 | Student Application Period <ul style="list-style-type: none"> - Students apply to project proposals they are interested in through an on-line platform. |
| October 16 - November 1, 2023 | Application Review and Interviews <ul style="list-style-type: none"> - The Goldman School will send any student application materials received for each project to the client by October 16. The client should review applications to determine students to interview (interviews may take place in person or virtually). Clients may request more time if needed to review applications, conduct interviews, and make a final selection. |
| November 3, 2023 | Student Selection Deadline <ul style="list-style-type: none"> - Each NCRC Member Organization selects one student to work on their project. |
| Month of November | Project Scoping and Development <ul style="list-style-type: none"> - Once a student is selected, the client and student meet to further develop the project scope, determine a project timeline and meeting schedule, confirm expectations of the client and the student, and deliverables. This may take multiple meetings during the month of November. |
| December 1, 2023 | Project Scope and Contract Finalized <ul style="list-style-type: none"> - Project scope (or Scope of Work), project timeline, and deliverables finalized. - Contract between student and NCRC finalized. |
| Program Events | |
| September 20, 2023 (12pm PST) | Event: GSPP/NCRC Fellowship Program Information Session During this event, GSPP will provide an overview of the program and timeline. This is an opportunity for NCRC members to ask questions about the program, proposals, working with students, etc. |
| November 8 or 9, 2023 | Event: Information Session with NCRC in Washington DC (led by NCRC) Presentation to students visiting Washington DC about the NCRC. |

Phase 2: Student Project Work with NCRC Member (Client) Timeline
Spring 2024 Semester (January 15 - May 3, 2023)

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| Week of January 16, 2024 (Beginning of Spring 2024 semester) | Project work begins Student begins project work during the week of January 16, 2024. Preliminary work on the project can be done prior to this week, depending on client or project need (this should be mutually agreed upon by the client and the student). Throughout the Spring 2024 Semester: <ul style="list-style-type: none"> - Weekly or bi-weekly meetings with client, remote or in person (to be agreed upon between student and client) - Weekly class capstone class with instructor and group of 10 to 12 students - Monthly or bi-monthly meetings with client, GSPP staff and/or capstone instructor |
| April 2024 | Draft project due to capstone instructor and client for review and feedback. |
| May 3, 2024 | Deadline to submit final capstone report to capstone instructor and client |
| Early May 2024 | Event: Final Presentations |
| Program Events | |
| Early/Mid-January 2024 (Date TBD) | Event: Meet and Greet event to convene participating NCRC Member Organizations and Students |
| Early May 2024 | Event: Final Presentations |

| CLIENT EXPECTATIONS | STUDENT EXPECTATIONS |
|---|---|
| Meet with student prior to the start of the project to negotiate and define the project's scope and develop project timeline and deliverables. | Meet with client prior to the start of the project to negotiate and define the project's scope and develop project timeline and deliverables. |
| Provide internal data sources relevant to the project, advise students regarding external data sources; arrange for student to meet with stakeholders relevant to the project. | Provide list of data sources and relevant stakeholders needed to conduct research for the project. Provide more detailed project plan and deadlines. |
| Meet with student regularly throughout the Spring semester to ensure project stays on course; provide feedback and resources based on student progress reports throughout the semester. | Meet with client regularly throughout the Spring semester to ensure project stays on course; provide scheduled progress reports, including a mid-point status report on preliminary findings. |
| Read and provide feedback on mid-point status report on preliminary findings; interim report draft(s); and final report/deliverables. | Submit mid-point status report on preliminary findings; interim report draft(s); and final report/deliverables to client for review and feedback. |

What Distinguishes a Strong Capstone Project Proposal

Submit Proposal: <https://goldman.school/gspnrcrfellowship>

Questions: Cecille Cabacungan (cecille@berkeley.edu)

Proposals should:

- 1) Begin with a statement of a problem or a perceived problem facing the organization or the community the organization serves.
- 2) Clearly state the decision you are seeking recommendations for.

In addition, projects should:

1. **Intellectually and analytically challenging.**

Students are consultants (rather than interns) and are expected to maintain a fair degree of professional and analytical autonomy.

- Projects must involve a policy or programmatic choice addressing the problem facing the client.
- Projects should require qualitative or quantitative data analysis in order to develop alternative solutions or for recommendations to be crafted.
- Project scopes should not be simply collecting data or summarizing data.

2. **Centered on a decision faced by your organization.**

The key to a good capstone project formulation is that it should begin with a statement of a policy problem or a perceived problem facing the client, and clearly state the policy decision for which the client is seeking suggestions or recommendations. Policy decisions may be at the organization level, at the legislative level, or elsewhere.

Essential to a successful project is the process of assessing possible solutions to a policy problem given a range of policy goals or criteria, and weighing tradeoffs. However, the project may include analytical components in addition to recommendations on a policy decision, such as evaluation of an existing program, a review of best practices, a SWOT analysis, or analysis of data.

3. **Possible to complete by early May 2024.**

Projects should be narrow enough in scope to be completed during the time frame (January to May), yet broad and complex enough to be intellectually challenging to the student. There are instances when the client requires the student to start the project sooner than January; we regard this as perfectly acceptable, as long as this is mutually agreed upon between the client and student.

[Sample Project Proposal](#)

[Sample Client Organizations and Project Titles](#)

Sample Proposal from Spring 2023

Organization Description

California YIMBY is the premiere organization working to end California's housing crisis through state action. In the past year alone, we've sponsored and successfully lobbied for legislation to remove mandatory parking minimums, allow affordable housing development in commercial corridors, and further streamline ADU permitting.

Brief Project Title: Aligning Historic Preservation with Affordability and Equity

Project Description & Goals

Historic preservation has an important role to play in protecting our built heritage. Yet local preservation institutions are often misused to block infill redevelopment of properties of little historic value. Worse yet, local historic districts often place entire high-opportunity urban neighborhoods off limits to new development, shifting the burden of new development onto less affluent communities. As California removes zoning barriers to new production through reforms like SB 9, this exclusionary misuse of historic preservation will likely spread.

At California YIMBY, we welcome guidance on what policy reforms are needed to minimize the exclusionary misuse of historic preservation. As part of this project, we invite a GSPP student to study this phenomenon and consider the range of possible policy options for reforming local historic preservation. Potential policy options may include, but are not limited to: preservation budgets, mandates for preservation commissions to consider competing planning objectives, or restrictions on districts vis-à-vis landmarks.

Note: The student who undertakes this project would be expected to participate in the California YIMBY research fellowship program. This would entail:

- A 20-hour per week work expectation from January to May 2023 focused on the project detailed above
- Weekly check-in meeting and on the research project with the research and/or policy directors
- A California YIMBY-branded one-pager summarizing the findings, to be disbursed to policymakers and coalition allies
- Final report outlining research findings, analysis, and policy recommendations.

Qualifications: Seeking students with a strong interest and/or experience with local historic preservation policy.

How to Apply: Submit resume and cover letter by October 10, 2022.

Sample Clients and Project Titles (Bay Area Clients)

Alameda County Housing and Community Development Department

Evaluation of Alameda County's Emergency Rental Assistance Program: Lessons from a Pandemic Initiative to Preserve Housing Stability (2023)

California Housing Partnership Corporation

Gaining Ground: Setting A Standard for Concerted Community Revitalization Plans in California (2018)

California YIMBY

The Dysfunctional Metropolis: Reforming Los Angeles' Land Use Planning and Entitlement: A study conducted for California YIMBY (2023)

Compass Family Services

Measuring Stability: Defining, assessing, & operationalizing stability metrics (2020)

Enterprise Community Partners

Residential Segregation in Denver, CO: A report on racial equity, housing supply & demand, and local land use control (2021)

Generation Housing

Sonoma County and the Consequences of Housing Cost Burden (2022)

Just Cities

Designing an Equitable TCAC Criteria: A Both/And Solution (2023)

Low Income Investment Fund

Building Better for Families: Policy Strategies for the Co-Location of Early Care and Education Facilities and Affordable Housing (2021)

Tenderloin Neighborhood Development Corporation (TNDC)

Acquisition-Rehab of Naturally Occurring Affordable Housing in San Francisco (2021)

Tipping Point Community

Thinking Inside the Box: Assessing the Feasibility of Using Modular Development to Increase the Stock of Supportive Housing in SF (2017)