ASPEN TECH POLICY HUB

Aspen Tech Policy Hub Annual Report

2022

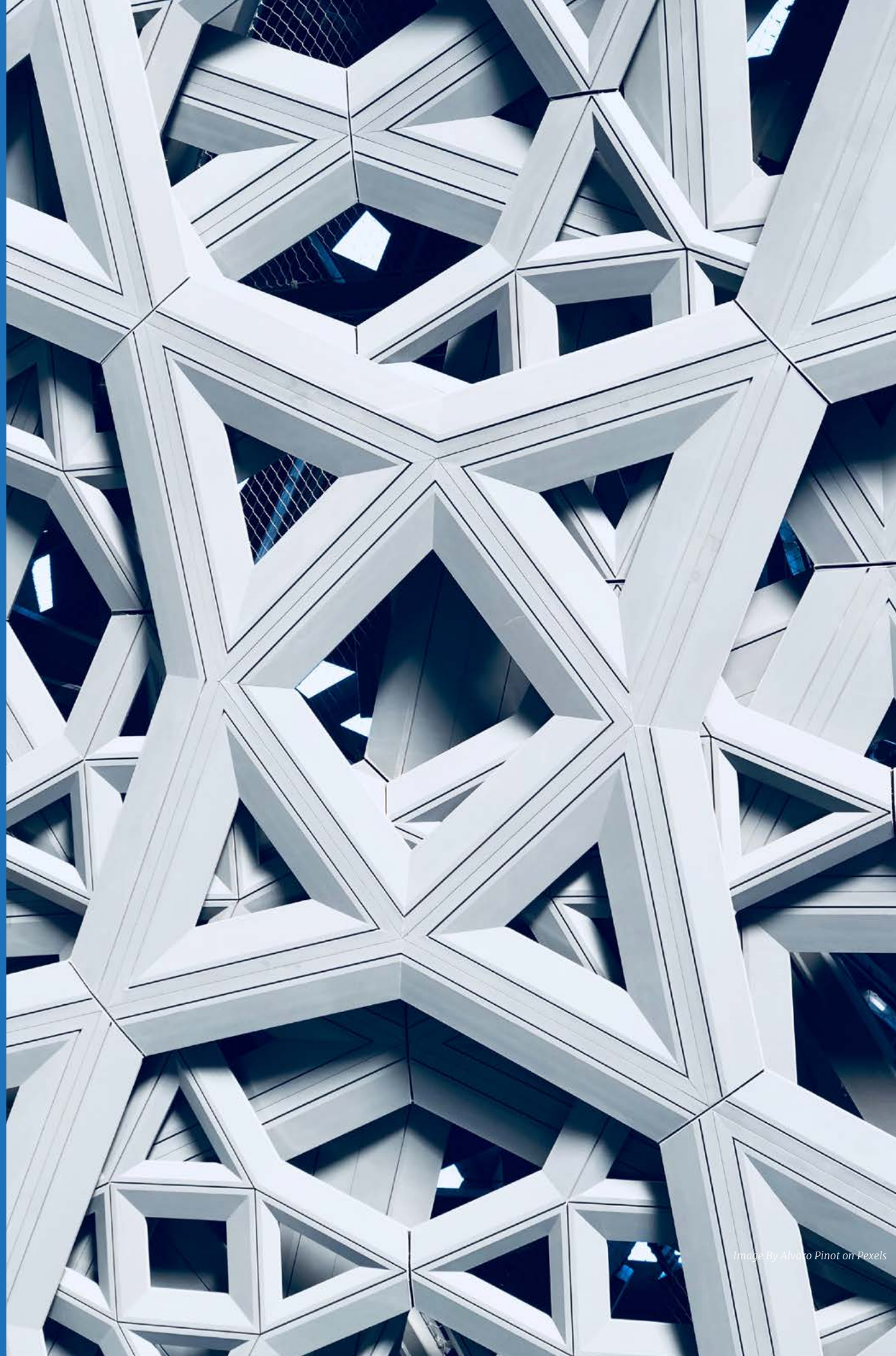aspeninstitute

Aspen Tech Policy Hub Annual Report

2022

aspen institute

Launched in 2019, the **Aspen Tech Policy Hub** is a West Coast policy incubator, training a new generation of policy entrepreneurs. Modeled after tech incubators like Y Combinator, we take STEM experts, teach them the policy process through fellowship and executive education programs, and encourage them to develop outside-the-box solutions to society's problems.

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Our 2022 Impact: A Summary

PEOPLE IMPACT

Today, Hub alumni are leading policy change across all levels of government and civil society. These are some of the new policy-oriented roles that Hub alumni assumed in 2022.

New Positions in Government

Anjana Rajan
Assistant National Cyber Director for Technology Security at the White House

Ann Lewis
Director of the General Services Administration's Technology Transformation Services

Alex Bores
Elected Representative for District 73 in the New York State Assembly

Lisa Einstein
Executive Director of the Cybersecurity and Infrastructure Security Agency's Cybersecurity Advisory Committee

Daniel Bardenstein
Tech Strategy and Implementation Lead at the Cybersecurity and Infrastructure Security Agency

Rebecca Peters
International Water Policy Advisor at the US Department of State's Bureau of Oceans and International Environmental and Scientific Affairs

Katarina Watney
Acting Deputy Plans Lead at US Department of Health and Human Services

New Positions in the Private and Social Sectors

Sue Hendrickson
Executive Director of the Berkman Klein Center

Carlos Torres
Chief Legal Officer of Mozilla

Rohit Chandra
Chief Technology Officer of the Cleveland Clinic

POLICY IMPACT

In 2022, Hub alumni were instrumental to meaningful policy change in government, industry, and beyond. A few examples are:

- Nidhi Hebbar and Madison Jacobs' non-profit, Edtech Equity, colaunched a product certification for education technology tools that centers racial equity throughout their development, based on a prototype they built as part of their Hub final project.
- Daniel Bardenstein led the development and rollout of the Cybersecurity and Infrastructure Security Agency's new cross-sector Cybersecurity Performance Goals, with support from other Hub alumni in government, including Anil Dewan, Alexander "RoRo" Romero, and Lisa Einstein.
- Building on an exercise he completed at the Hub, Alex Bores persuaded New York City officials to add the Roosevelt Island Tram to Google Maps, enabling more visitors to access the island.
- Hub alumna Raylene Yung testified before the House Oversight and Reform Committee in her capacity as Executive Director of the Technology Modernization Fund.

During their Hub training, our 2022 trainees also completed 18 final projects, including 9 directly in service to government stakeholders. For example:

- Nadia Seeteram pitched the US Department of Housing and Urban Development 2 ways that it can take advantage of existing government tools and resources to more quickly disburse disaster recovery grants.
- Alyssa Poletti proposed new data reporting and evaluation policies to help the State of Washington better serve vulnerable communities through its Low-Income Home Energy Assistance Program.
- Nine members of the winter 2022 Tech Policy Primer cohort worked with the Federal Trade Commission to improve its investigations process, proposing solutions for managing reports of violations and shoring up the agency's technical capacity.
- Nine other members of the winter 2022 Tech Policy Primer cohort presented the Cybersecurity and Infrastructure Security Agency with ways it can scale the use of Bug Bounty Programs across government, developing materials to help agencies increase their preparedness.

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OTHER VENTURES

▸ The Hub launched our <u>Policy 101 series</u>, which provides quick 1-page overviews of key tech policy issues of the day. Written by Hub staff and experts, the 101s have received positive feedback from domain experts and novices alike.

▸ Building on the impact of our 2021 report on the cybersecurity workforce, the Hub authored a new <u>report</u> on improving diversity, equity, and inclusion (DEI) in the climate field, sharing recommendations gathered from 2 expert roundtables.

▸ The Hub also used the insights from our cybersecurity workforce report to respond to a request for information from the White House, <u>outlining actions that the National Cyber Director should take</u> to improve diversity, equity, and inclusion in the cybersecurity space.

▸ Over 100 teams participated in the Hub's <u>prize competition</u> for projects that combat mis- and dis-information, hosted in partnership with the Aspen Institute Commission on Information Disorder. Four semifinalist teams competed at the live pitch final event in April, at which Alterea, Inc. won the grand prize for its media literacy video game.

SELECTION OF MEDIA COVERAGE

▸ *Forbes*, <u>"How Do You Diversify the Cybersecurity Field?"</u>
▸ *The Hill*, <u>"Floods Are Trapping Americans In More Ways Than One"</u>
▸ *The Washington Post*, <u>"For Cyber Experts, Disinformation Overshadows Cyberthreats in Midterms"</u>
▸ *TechCrunch*, <u>"Cybersecurity Could Offer a Way for Underrepresented Groups to Break into Tech"</u>
▸ *EducationWeek*, <u>"All That Ed Tech Schools Bought During the Pandemic Won't Improve Equity. Here's Why"</u>
▸ *The CyberWire*, <u>"Diversity, Equity, and Inclusion in the Workplace"</u>
▸ *The Hill*, <u>"White House Cyber Hire Highlights Diversity Challenges in Tech Workforce"</u>

WHAT'S NEXT

In 2023, we are eager to scale our programs in new and exciting ways.

▸ We plan to pilot new formats for delivering our curriculum, such as short courses on specific topics and train-the-trainer modules.
▸ We look forward to exploring new partnerships and integrations with other organizations to expand our reach across the policy ecosystem.
▸ In early 2023, we will offer our popular <u>Tech Executive Leadership Initiative</u> for a 4th time, helping many more senior technology executives apply their skills to policy.

The Year in Review

TRAINING POLICYMAKERS

In 2022, we combined our best practices from 3 years of successful training to reach an even broader cross section of STEM professionals with 2 new programs: the Tech Policy Primer and the Aspen Climate Cohort. Our alumni base now has 200 members, and we were thrilled to support our alums as they continued to assume top policy positions and lead impactful policy projects.

Tech Policy Primer

One silver lining of the COVID-19 pandemic was that it pressed us to test new training formats. After reflecting on the benefits of both our full-time Fellowship and our part-time Tech Executive Leadership Initiative, we realized there was a valuable opportunity in offering a hybrid of these programs. Thus, in early 2022, we piloted the Tech Policy Primer: a part-time, online version of our Fellowship program. With an initial cohort of 40, the Primer program combined the intensive curriculum of our Fellowship program with the greater flexibility of the online format we honed for the Tech Executive Leadership program, to high reviews from its first participants.

Recruitment

A major impetus for the Primer program was our desire to welcome exceptionally strong applicants to our Fellowship program who had been unable to participate because of the small size of our full-time cohorts. We were thrilled by these former applicants' response to our outreach, and after an accelerated recruitment cycle, we selected a diverse class of technologists from across the country to join us for 10 weeks. We also incorporated into our program the first class of Open Philanthropy's Technology Policy Fellowship, demonstrating that our training program is of value to other programs seeking to get subject matter experts involved in public policy.

Winter 2022 Tech Policy Primer Participants

AURELIA ATTAL-JUNCQUA, FELLOW AT THE JOHNS HOPKINS CENTER FOR HEALTH SECURITY*

CAMILLE CARLTON, COMMUNICATIONS MANAGER AT THE CENTER FOR HUMANE TECHNOLOGY

SHELLEY CHAN, PRODUCT MANAGER AT REPLICA

DI COOKE, INTERNATIONAL SECURITY FELLOW AT THE CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES*

JESSICA DAVIES, RESEARCHER AND TECHNOLOGY CONSULTANT

NICHOLE DENNIS, PROGRAM DIRECTOR AND GOVERNMENT RELATIONS SPECIALIST AT THE CYBERCRIME SUPPORT NETWORK

CRAIG DERMODY, COVID-19 DATA SPECIALIST FOR THE CITY OF SAN FRANCISCO

LISA EINSTEIN, EXECUTIVE DIRECTOR OF THE CYBERSECURITY AND INFRASTRUCTURE SECURITY AGENCY'S CYBERSECURITY ADVISORY COMMITTEE*

LAKSHMI GOPAL, FOUNDER OF MUCIRI LAW

HARRY ARJUN HASSARD, HEAD OF PRODUCT AT NUCYPHER

KRYSTAL JACKSON, CYBERAI FELLOW AT THE CENTER FOR SECURITY AND EMERGING TECHNOLOGY*

MAX KATZ, LEGISLATIVE FELLOW OF THE US SENATE*

SHAYNA KOROL, BIOSECURITY POLICY FELLOW AT NUCLEAR THREAT INITIATIVE*

ALEX LEE, PRODUCT MANAGER AT STRIVR

JESSICA LEE, FOUNDER OF INCREMENT

ROB LEVER, JOURNALIST AT AGENCE FRANCE-PRESSE

NANCY MANDUJANO, CHIEF TECHNOLOGY OFFICER AT ABORTION ON DEMAND

MICHAEL MASUDA, PROGRAM ANALYST AT THE OFFICE OF THE SCIENCE AND TECHNOLOGY ADVISOR TO THE SECRETARY AT THE US DEPARTMENT OF STATE

FÉLIM MCMAHON, FOUNDING MEMBER OF STORYFUL

MAYANK MISHRA, COFOUNDER OF TELEVEDA

JUSTINO MORA, SENIOR SOFTWARE DEVELOPER AT RAICES

CHIZOBAM NWAGWU, FORMER PRODUCT MANAGEMENT FELLOW AT THE DEPARTMENT OF HEALTH AND HUMAN SERVICES

MATT O'SHAUGHNESSY, TECHNOLOGY AND INTERNATIONAL AFFAIRS FELLOW AT THE CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE*

STEPHANIE PAKRUL, WEB ENTREPRENEUR

JULIA PAN, TECHNOLOGY FELLOW OF THE US SENATE*

BRYCE PEDROZA, SUBJECT MATTER SPECIALIST AT AXONIUS

HADRIEN POUGET, RESEARCH ANALYST AT CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE*

JORDAN ROSS, PRODUCT MANAGER AT GOOGLE ADS PRIVACY AND SAFETY

SIDDARTH SRINIVASAN, POSTDOCTORAL FELLOW AT THE BROOKINGS INSTITUTION*

CHRIS TORRES, PRODUCT TECHNOLOGY MANAGER AT GOOGLE TRAVEL

ANDRE UHL, TECHNOLOGY AND INNOVATION FELLOW AT THE PLANETARY HEALTH ALLIANCE

JULIA UHR, EXTENDED REALITY DEVELOPER AND PHD STUDENT AT UNIVERSITY OF COLORADO BOULDER'S ATLAS INSTITUTE

RITVIK VASUDEVAN, PRODUCT MANAGER AT FLATIRON HEALTH

NINA VYEDIN, ENGINEERING MANAGER AT OWN UP

KATARINA WATNEY, ACTING DEPUTY PLANS LEAD AT US DEPARTMENT OF HEALTH AND HUMAN SERVICES*

TAFARI WILSON, IT PROJECT MANAGER FOR THE SOCIAL SECURITY ADMINISTRATION

MICHAEL YANG, EQUITY FELLOW IN CIVIC TECHNOLOGY AT CENTER FOR DEMOCRACY AND TECHNOLOGY*

* Members of Open Philanthropy's inaugural Tech Policy Fellowship.

Program

The Primer kicked off in January 2022 with a weekend orientation, followed by 10 weeks of evening sessions over Zoom. Like all of our programs, the Primer was divided into 2 segments: a bootcamp on the basics of policy and government, and a real-world final project. For their bootcamp, the Primer participants were offered a choice of 2 tracks (one on policy "power players" broadly and one on the executive branch specifically), though many participants attended sessions across both tracks to maximize their experience. In addition to core lectures and training provided by Hub teaching staff, we were joined by over 30 esteemed guest speakers, who enriched the participants' understanding with lessons from their real world experiences in government and tech policy.
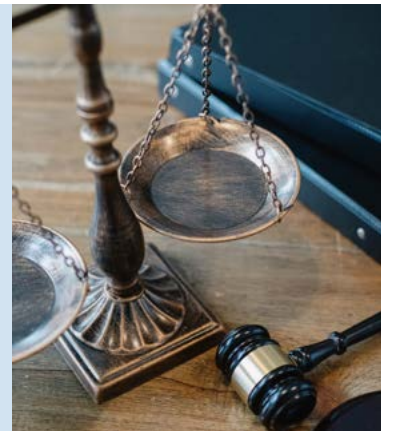
Projects

During the project phase of their training, the Primer participants developed policy solutions for 4 real world government partners and organized an independent project targeting the City of New York. The participants broke into teams to research their problem spaces, interview stakeholders, design solutions, build outputs, and prepare pitches — all within 7 weeks of part-time work. Some of these projects have garnered media coverage. For a sample of their projects, please see page 15.

SELECTION OF WINTER 2022 TECH POLICY PRIMER FINAL PROJECTS

SMART REPORTING CHANNEL FOR FEDERAL TRADE COMMISSION INFORMANTS

The Federal Trade Commission (FTC) currently processes all informant submissions regarding anticompetitive corporate behavior by email, a practice that has several flaws — including inefficiency and privacy risks. This project recommends that the FTC develop a smart reporting channel with open source software to modernize its informant tools. The proposed user interface would more clearly identify the category of violation, educate the informant, and expedite report processing and authentication. The underlying open source code would further guarantee the privacy and security of submissions and any subsequent communication.


BUILDING TECHNICAL EXPERTISE AT THE FEDERAL TRADE COMMISSION

The FTC currently lacks enough technical experts to properly meet its regulatory obligations in the digital era. This project proposes that the FTC develop new pathways for technologists to join the agency to support investigations, litigation, compliance, strategy, and policy. In particular, this project recommends that the FTC establish a Technology Advisory Committee of academic and industry experts to improve technology expertise at the FTC.


IMPLEMENTING NEW YORK CITY'S AI HIRING LAW

New York City's AI Hiring Law (Local Law 144 of 2021) addresses the rapid adoption of automated employment decision tools (AEDTs) for hiring. These tools use artificial intelligence to process data such as education credentials to determine whether a candidate is qualified for a job. The law, which takes effect in 2023, mandates that employers notify job candidates of AEDT use. However, the measure lacks detailed guidance about how to provide notice, leaving employers unsure of how to comply. This project recommends that the New York City Department of Consumer and Worker Protection provide templated language for employers to notify candidates of the use of these tools.
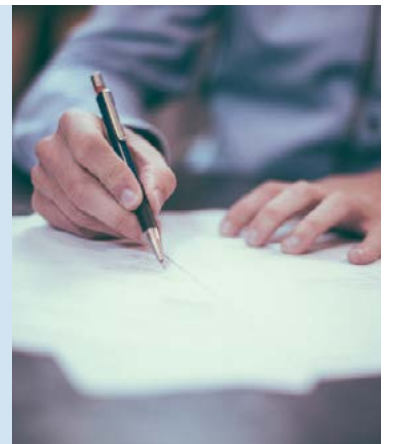
AGENCY READINESS FOR BUG BOUNTY PROGRAMS

Bug Bounty Programs (BBPs) are an efficient and cost-effective way to improve a system's security, allowing for scrutiny by a broader array of cybersecurity experts than a typical government agency could normally provide. Yet, few agency system stakeholders understand the advantages of BBPs or are prepared to execute BBPs on their own systems. This project outlines how the Cybersecurity and Infrastructure Security Agency (CISA) could scale the use of BBPs across government by helping agencies improve their understanding of BBPs; gauge their specific agency's readiness to execute a BBP; and prepare to execute a BBP.
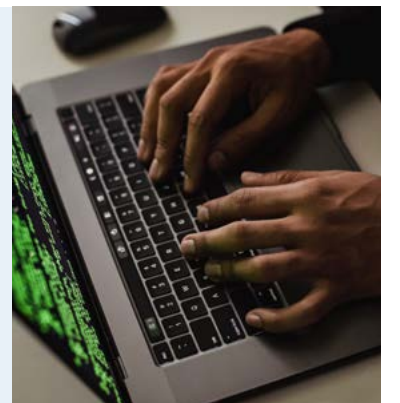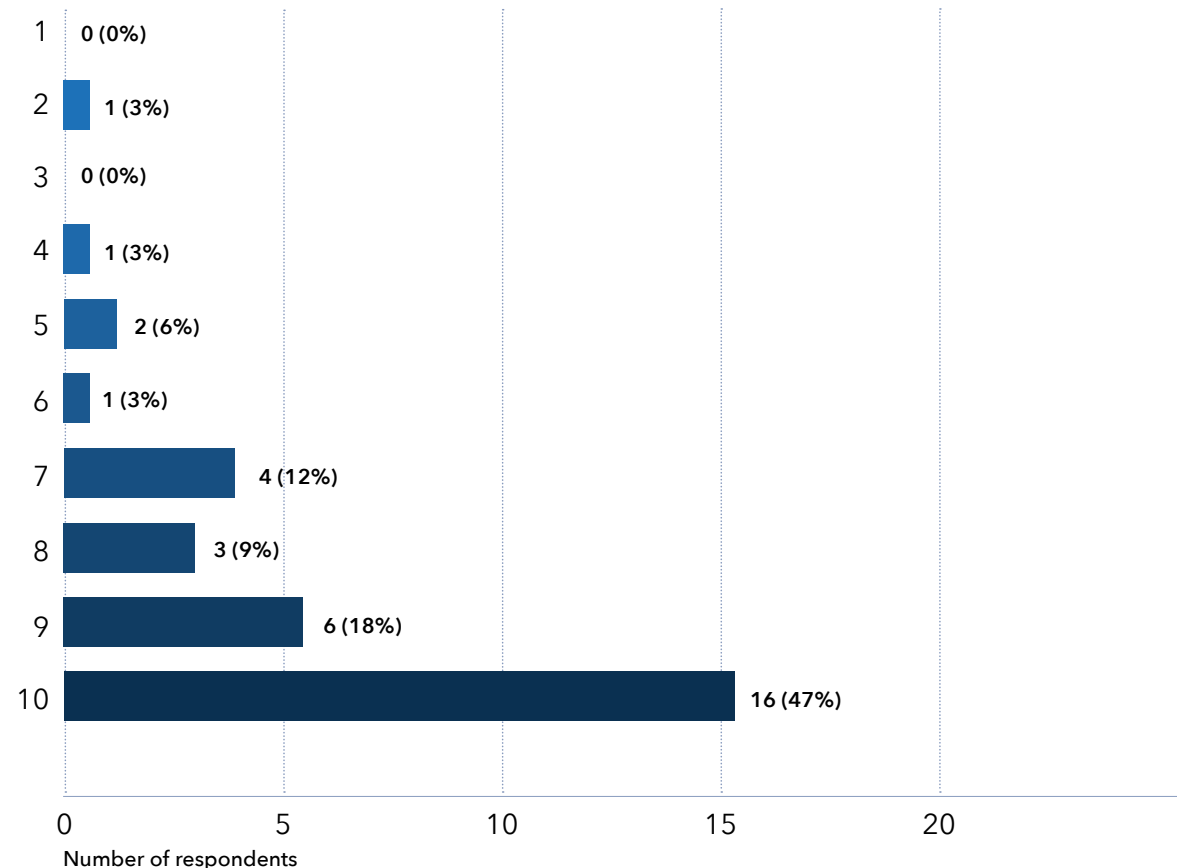

To view these projects and others, visit aspentechpolicyhub.org/projects.

Feedback

On a scale of 1-10, 10 being most likely,, how likely are you to recommend the program to a colleague or friend?

34 responses

Rating	Count
1	0 (0%)
2	1 (3%)
3	0 (0%)
4	1 (3%)
5	2 (6%)
6	1 (3%)
7	4 (12%)
8	3 (9%)
9	6 (18%)
10	16 (47%)

Number of respondents

We were happy to find that the Primer program received very positive reviews. When asked on a scale from 1 to 10, with 10 being most likely, how likely they were to recommend the program to others, participants gave the program an average of 8.4. As we keep striving to make our training as accessible as possible, this feedback confirmed that our training can be scaled to serve more people at once as we embrace new formats and technologies.

Above all, however, we are most delighted that many of the members of this cohort have already transitioned to new policy positions, deploying their training in roles such as Executive Director of the CISA Cybersecurity Advisory Committee and Deputy Plans Lead at the US Department of Health and Human Services. We're excited to see their impact multiply as our first alumni of this new format.

CLIMATE COHORT

Looking to summer 2022, we sought to confirm another hypothesis: that our training on policy impact is valuable to STEM experts more broadly. The Aspen Tech Policy Hub began as an incubator training technologists in how to get involved in policymaking. While we initially focused only on training technologists with expertise relevant to tech policy, we received regular inquiries from climate change and environmental experts seeking to learn how to have policy impact as well.

To test whether we could adapt our curriculum to support climate scientists in the same way that we have supported technologists, we launched the Aspen Climate Cohort: an iteration of the Hub's full-time Fellowship designed specifically for climate scientists and technologists. Hosted in partnership with the Aspen Institute Energy and Environment Program, with a cohort of 15 fellows in an intensive 10-week program, the pilot cohort ran from June to August. In summary, the experiment was an even larger success than we could have hoped, with some of the highest reviews and quickest transitions into policy that we've seen from any cohort.

Image by Andrea Schettino on Pexels

2022 Climate Cohort Class

Recruitment

With generous support from the Ford Foundation, the Walton Family Foundation, and Additional Ventures, we launched an open recruitment in January 2022 to find exceptional climate experts for the cohort. From an impressive pool of over 150 applicants, we moved candidates through rigorous internal and external review, interviewed 60 finalists, and ultimately selected the top 15.

The 15 fellows were extremely enthusiastic and promising, with diverse experiences representing the vast breadth of climate science and innovation. Their backgrounds included clean energy and water engineering, polar science and hydrology, urban planning, science public media, green business and financing, and much more. A major priority of all Hub recruitment cycles is reaching underrepresented talent, and we approached the recruitment process aware of the especially stark gender and racial disparities in this field. We are pleased to report that the cohort was 80% female, 60% people of color, and 33% Black or Latino.

To ensure that the fellows would be adequately supported in their climate-specific work, we also welcomed Allison Rogers to our staff as a full-time Climate Policy Advisor. Throughout the program, Alli provided indispensable guidance on navigating climate policy stakeholders, honing technical climate solutions, and finding climate policy opportunities.

SUMMER 2022 CLIMATE FELLOWS

Patrick Beckley
Environmental Engineer at the US Environmental Protection Agency

Nicole Jain Capizzi
Protocols and Standards Manager at Ecosystem Services Market Consortium

Mira Chokshi
Former Engineering Team Manager at the San Francisco Public Utilities Commission

Arthine Cossey van Duyne
CEO and Founding Partner at WaterFunder

Emma Crow-Willard
Managing Producer at Climate Now

Emily Doyle
Climate Resilience Program Manager at California State Parks Foundation

Mary Kombolias
Environmentally Sustainable Manufacturing Consultant

Swathi Manchikanti
Water, Sanitation, and Climate Specialist at UNICEF

Stephen Mushegan
Clean Energy and Climate Engineering Consultant

Jaida Nabayan
Associate at James Lima Planning + Development

Rebecca Peters
Academy Associate at Chatham House

Alyssa Poletti
Climate Futures, Justice, and Solutions graduate student at the University of Washington

Nadia Seeteram
PhD candidate at Florida International University

Alex Shoer
Cofounder at Seeder Clean Energy

Esther Sosa
Advocacy and Partnerships Manager at the Environmental Defense Fund

DIVERSITY, EQUITY, AND INCLUSION IN CLIMATE REPORT

As we recruited fellows for the climate cohort, we realized we were in a unique position to encourage others in the field to improve the diversity and inclusivity of the climate space as well. Leveraging the Aspen Institute's convening power, and applying lessons from our impactful report on the cybersecurity field from 2021, we released a report on Diversity, Equity, and Inclusion in Climate Policy and Tech. Developed in partnership with our colleagues at the Aspen Institute Energy and Environment Program and in consultation with Green 2.0, the report details concrete, impact-oriented commitments that individuals and organizations can make to meaningfully improve DEI in climate tech and policy. The recommendations were sourced from a March 2022 roundtable that convened a multidisciplinary and intergenerational group of climate policy, climate tech, and DEI experts.

THE PROGRAM

As with all Hub Fellowships, the Climate Cohort was split into 2 phases: (1) a 4-week bootcamp on the basics of policymaking and policy advocacy, with short client-based practical exercises, and (2) a 6-week project phase during which the fellows applied their new skills to real world problems of their choosing.

Bootcamp

The fellows kicked off their bootcamp in early June at the Cal Memorial Stadium in Berkeley, California. With the help of masking, distancing, hybrid setups, and outdoor seating, we carried out the full bootcamp in person in Berkeley without interruption. The 4 weeks were packed with rich discussion and learning, both inside and outside the classroom, over topic-based dinners and activities.

Programming included:

- 20+ lectures on policy and government from Aspen Institute program staff;
- 10+ sessions on specific climate topics such as carbon dioxide removal, water and oceans policymaking, and climate justice from guest experts;
- 5 fireside chats with local, state, federal, and international government climate experts;
- 3 fireside chats with industry climate experts;
- 4 special dinners with distinguished guests, including the mayor of Sausalito, California, and the lead author of Intergovernmental Panel on Climate Change reports;
- 3 real world writing exercises on memos (conducted in partnership with the Department of Homeland Security), public comments, and local government outreach;
- A daylong field trip to meet state officials in Sacramento; and
- A 48-hour sprint on sea level rise in partnership with Marin County.

PROJECTS

With the foundation from the bootcamp, the Climate Cohort moved online at the beginning of July for the 6-week project phase. The fellows formed 9 project teams, tackling problems ranging from inequitable investments in public transit and offshore wind to climate unfriendly farming practices in Washington state. Fellows were encouraged to take advantage of the 80-20 model, dedicating 80% of their time leading their primary project and 20% supporting another team. Each week, teams presented their progress at morning pitch sessions and attended check-ins with staff for continued support. Interspersed with the project work, programming also continued with fireside chats, workshops, and trainings with virtual guests. For brief summaries of their projects, please see below.

Marking our first in-person demonstration day since the onset of COVID-19, the fellows presented their projects live in Washington, DC, in December. Over 100 people came to celebrate our fellows, including many alums from our part-time programs whom we had never met in person!

SELECTION OF SUMMER 2022 FELLOW PROJECTS

BROWNFIELDS REVITALIZATION

Environmentally contaminated properties, or "brownfields," disproportionately affect disadvantaged coastal communities. Without the resources to clean up brownfields, communities become trapped in a cycle of blight: businesses avoid the community because of visible disrepair, so the community lacks the financial capacity to clean up the brownfields to attract more businesses. Fellows Emma Crow-Willard and Arthine Cossey van Duyne recommended ways that cities can better leverage federal and state resources and partner with local organizations for brownfield revitalization.

EQUITABLE ENERGY ASSISTANCE IN WASHINGTON STATE

The State of Washington's Low-Income Home Energy Assistance Program (LI-HEAP) is a federally funded program that helps provide energy assistance to low-income households. Though the state's LIHEAP office collects race and ethnicity data on households, these data are not available to community and advocacy groups, making it difficult for them to understand whether LIHEAP is adequately serving communities of color. Fellow Alyssa Poletti proposed new data reporting and evaluation policies to help the state better ensure that it is serving its vulnerable communities.

GREEN TRANSIT EQUITY IN LOS ANGELES

The Los Angeles County Metropolitan Transportation Authority (LA Metro) aims to transform mobility and sustainability in Los Angeles County through a reliable and equitable transit system. To support this mission, Fellows Jaida Nabayan and Emily Doyle recommended that LA Metro use a standard metric system to prioritize bus priority lane implementation using ridership, bus frequency, delay time, equity, and air pollution parameters.

AGRICULTURE TRANSFORMATION IN WASHINGTON STATE

Of the 7.5 million acres of cropland in the state of Washington, only 4.8% uses cover crops and 25% uses no-till farming practices. At the same time, state government and corporations have pledged to reduce 95% of greenhouse gas emissions by 2050, and agriculture needs to play a critical role in such reductions. To increase the adoption of key climate smart practices, Fellows Mira Chokshi and Nicole Capizzi proposed that the state establish a revolving loan fund to help Washington farmers transition to greener agricultural solutions.

DESIGNING A MORE EQUITABLE OFFSHORE WIND INDUSTRY

The United States is aiming to install 30 gigawatts of offshore wind generation capacity by 2030, paving the way for more than $12 billion per year in capital investments. Directed appropriately, such investments can bring numerous benefits to disadvantaged communities that have long been marginalized, underserved, and overburdened by pollution. Fellows Swathi Manchikanti, Stephen Mushegan, and Esther Sosa recommended that the federal government update its offshore wind leasing process to better engage with disadvantaged communities and to incentivize benefits from offshore wind development to flow equitably to these communities.

DEMYSTIFYING LONG-TERM DISASTER RECOVERY GRANT ADMINISTRATION

Though the US Department of Housing and Urban Development offers funding to assist communities with long-term disaster recovery, many communities have difficulty meeting the procedural requirements, resulting in delayed aid. Fellow Nadia Seeteram recommended 2 ways that the agency can take advantage of existing government tools and resources to offer applicants more digital support and expedite the grant disbursement process.


TRANSFORMING ATHLETIC APPAREL RECYCLING

Apparel has a far-reaching environmental impact, contributing about 10% of total global CO2 emissions. As places of convening and apparel retail, stadiums provide an ideal way to engage the broader public and encourage fans to participate in clothing recycling. Fellows Patrick Beckley and Rebecca Peters proposed a comprehensive "Green Game Plan" initiative to help stadiums encourage recycling, engage fans, and partner with athletes to reduce climate impact.

FEEDBACK AND EARLY IMPACT

We are thrilled that the climate cohort pilot was extremely well received by the fellows. In their end-of-program evaluations, fellows gave the program an overall rating of 8.93 out of 10. They also noted that the experience not only expanded their policy skill sets, but also significantly broadened their understanding of the careers and policy touch points accessible to them.

The best indicator of the program's success, however, is the impact the fellows go on to have. And though they completed their fellowships toward the end of 2022, the climate fellows wasted no time deploying their training in new policy oriented opportunities. Rebecca Peters is now International Water Policy Advisor at the US Department of State's Bureau of Oceans and International Environmental and Scientific Affairs. Emily Doyle has begun a new role as Climate Resilience Program Manager for California State Parks Foundation. Stephen Mushegan joined the New York State Energy Research and Development Authority as Senior Project Manager for Hydrogen Innovation. Two Fellows, Patrick Beckley and Nadia Seeteram, are now at the Columbia Climate School, and Nadia also authored an article in *The Hill* on underestimated flooding dangers. Esther Sosa went to join the Offshore Wind Advisory Council at the New York City Economic Development Corporation, and is now a policy advisor at the Environmental Protection Agency's Office of Environmental Justice and External Civil Rights. The need for climate experts in policy has never been greater, and we look forward to seeing this cohort's impact continue to grow.
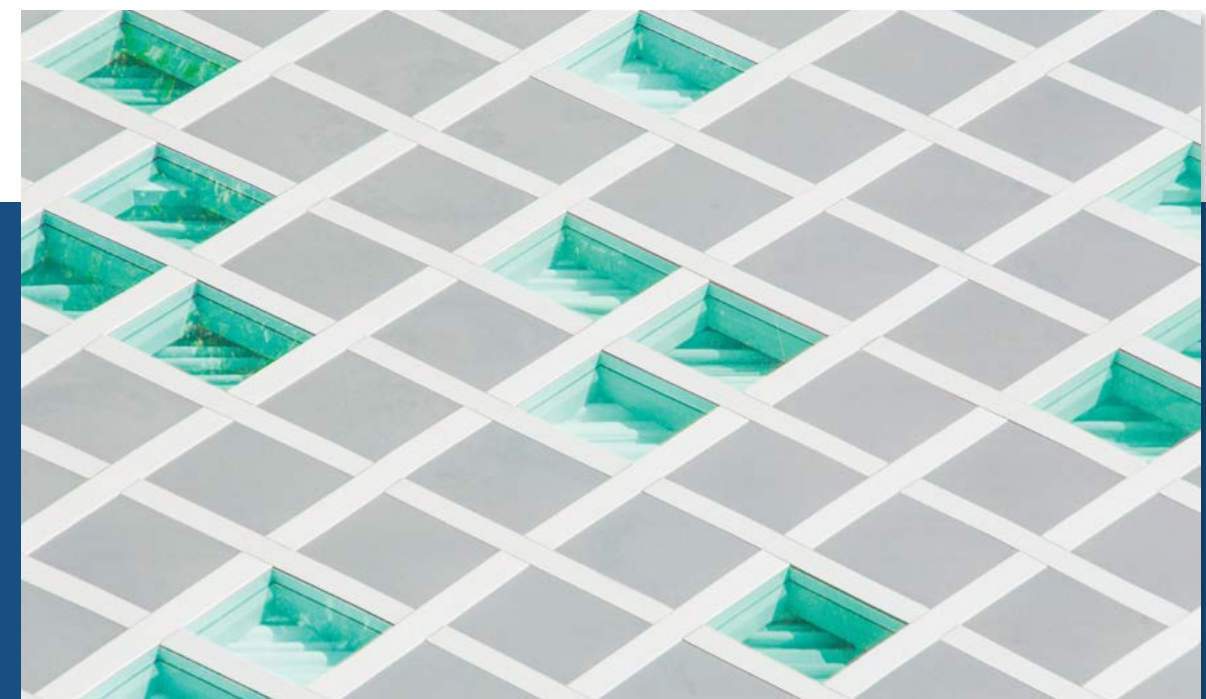
Impact

We seek to have broadly 2 types of impact at the Hub: impact on the people we train and impact on the policies they seek to change. In this section, we summarize our accomplishments for 2022.

PEOPLE IMPACT

When new trainees join us as policy novices, our goal is that they will leave to become policy influencers. Below is a sample of our alumni who exemplified this arc in 2022 by transitioning into impactful policy roles.

Government

- **Anjana Rajan** – Assistant National Cyber Director for Technology Security at the White House

- **Ann Lewis** – Director of the General Services Administration's Technology Transformation Services

- **Alex Bores** – Elected Representative for District 73 in the New York State Assembly

- **Lisa Einstein** – Executive Director of the Cybersecurity and Infrastructure Security Agency's Cybersecurity Advisory Committee

- **Daniel Bardenstein** – Tech Strategy and Implementation Lead at the Cybersecurity and Infrastructure Security Agency

- **Chizobam Nwagwu** – Product Manager of Digital Services at the Centers for Medicare & Medicaid Services; Inaugural US Digital Corps Fellow

- **Ashley Llorens** – Cochair of the White House's National Artificial Intelligence Advisory Committee working group on Leadership in Research and Development

- **Rebecca Peters** – International Water Policy Advisor at the US Department of State's Bureau of Oceans and International Environmental and Scientific Affairs

- **Stephen Mushegan** – Senior Project Manager, Hydrogen Innovation/R&D, at the New York State Energy Research and Development Authority

- **Katarina Watney** – Acting Deputy Plans Lead at US Department of Health and Human Services

- **Emily Doyle** – Program Manager, Climate Resilience, for California State Parks Foundation

- **Sonya Pryor-Jones** – Chief of Youth and Family Success at the City of Cleveland

- **Nichole Dennis** – IT Cybersecurity Specialist at the Cybersecurity and Infrastructure Security Agency

- **Cecilia Marihart** – Foreign Service Officer at the US Department of State

- **Max Katz** – Legislative Fellow of the US Senate

- **Julia Pan** – Technology Fellow of the US Senate

Private and Social Sectors

- **Sue Hendrickson** – Executive Director of the Berkman Klein Center

- **Carlos Torres** – Chief Legal Officer of Mozilla

- **Rohit Chandra** – Chief Technology Officer of the Cleveland Clinic

- **Alyssa Harvey Dawson** – Chief Legal Officer of HubSpot

- **Anirma Gupta** – Senior Vice President and General Counsel at Unity

Nichole Dennis

Winter 2022 Tech Policy Primer

In late 2022, Nichole Dennis joined the Cybersecurity and Infrastructure Security Agency as an IT Cybersecurity Specialist. She works closely with other federal agencies to minimize cybersecurity risk across the government. Nichole credits her Hub experience for both preparing her to perform this job and enabling her to be recruited for it; at the Hub, her final project was aimed directly at CISA, proposing guidelines that the agency can implement to facilitate Bug Bounty Programs across federal agencies. She was recruited to CISA after presenting her final project to agency staff.

Nicole also tells us that her policy writing training comes in handy daily, helping her communicate effectively with the wide range of stakeholders involved in government cybersecurity. Reflecting on her time at the Hub, she says: "From the members of the cohort to the guest speakers and Aspen staff, everyone I worked with was passionate about technology and making a tangible impact. Each session educated and energized me to continue pursuing work in the public policy sphere, as they revealed new avenues for growing personally while also making a difference."

Read more about Nichole's story here.

Anupam DattaMajumdar

Winter 2021 Tech Executive Leadership Initiative

Anupam DattaMajumdar is a Global R&D Leader at Philips, the market leader in ultrasound technology. With decades of experience in healthcare technology, Anupam applied to join the Hub during the COVID-19 pandemic, which moved him to better understand how the federal government approaches policymaking around scarce resources. During the project phase of their program, Anupam and his team developed a chatbot to help small businesses navigate complex government websites and forms to apply for pandemic relief funds. He recalls that the experience gave him a better appreciation of the scale of the impact of the federal government, and of the practical ways industry leaders like him can leverage their skills to help: "My big realization has been that one can be a changemaker outside the federal government, especially in partnership with the federal government and other NGOs. Since the Hub program, my team and I are partnering with the US Biomedical Advanced Research and Development Authority and the Bill and Melinda Gates Foundation to build solutions for trauma triage and mass casualty events, and improve maternal fetal care outcomes in low- and middle-income countries."

Read more about Anupam's story here.

The best evidence that our training is effective is the success of our alumni at driving policy change. Below are a few examples of the policy impact our community achieved in 2022.

Securing Our National Infrastructure

This year, several Hub alumni were instrumental in bridging a key gap in our nation's cybersecurity standards. In recent years, cybersecurity threats against the government have risen alarmingly across the federal, state, local, tribal, and territorial levels. At the same time, there historically have not been baseline cybersecurity goals for critical government infrastructure. In October, the Cybersecurity and Infrastructure Security Agency sought to correct this by deploying comprehensive cross-sector Cybersecurity Performance Goals. The goals are intended to be a common set of cybersecurity practices for the country's critical systems, applying equally to large, established operations and smaller, less cyber-experienced ones. The Hub's Daniel Bardenstein, as CISA's Tech Strategy and Implementation Lead, led execution of this project for the agency, with support from other Hub alums in government, including Anil Dewan, Alexander "RoRo" Romero, and Lisa Einstein.

Encouraging Better Education Technology Design

In 2022, Nidhi Hebbar and Madison Jacobs continued to lead the charge in improving how education technology tools are designed and deployed. In January, the duo's nonprofit, Edtech Equity, partnered with Digital Promise to create a Prioritizing Racial Equity in AI Design Product Certification. The certification is based on a prototype that Nidhi and Madison developed as an element of their nonprofit for their final project at the Hub in 2020. In October, SoapBox Labs became the first company to earn the certification.

Making Roosevelt Island More Accessible

Building on an exercise he completed at the Hub, Alex Bores persuaded New York City officials to add the Roosevelt Island Tram to Google Maps, enabling more visitors to access the island. Alex first noticed the tram's absence from Google Maps while living there when a friend did not see it displayed alongside other transit options and assumed it was not operational. Alex realized that this small barrier was likely preventing many people from visiting the island and its businesses, not to mention making it difficult for residents to plan their commutes. When the opportunity arose during his Hub bootcamp, Alex wrote a memo to New York City officials outlining the simple steps it would take to include the Roosevelt Island Tram on Google Maps and emphasizing the meaningful difference it would make to residents and visitors. After leaving the Hub, he continued his advocacy, ultimately teaming up with a local State Assembly member and the Roosevelt Island Operating Corporation to capture the tram's schedule and code it into the proper format. As a result of Alex's effort, residents and visitors can now pull up tram directions as easily as they can for the subway.

Advising the Federal Government

In May, Hub alumna Raylene Yung testified before the House Oversight and Reform Committee in her capacity as Executive Director of the Technology Modernization Fund. Since joining the fund in September 2021, Raylene has overseen its work helping federal agencies deliver public services more quickly and secure sensitive digital systems. Raylene was also featured on *FedTech* magazine's list of 30 Federal IT Influencers Worth a Follow for her work leading the fund.

Support for Our Veterans

Mayank Mishra's social venture Televeda was selected as a finalist for the Mission Daybreak project run by the US Department of Veterans Affairs. Mission Daybreak is a challenge open to all eligible solvers – including veterans, researchers, technologists, advocates, clinicians, health innovators, and service members – to submit detailed concepts that help combat suicide among veterans. Televeda is a digital platform that is designed to be accessible to older adults so they can build and engage in virtual and hybrid communities.

Informing National Cyber Workforce Strategy

In addition to helping our fellows achieve policy impact, the Hub team strives to have policy impact of our own. This year, Executive Director Betsy Cooper and Deputy Director Mai Sistla responded to a request for information from the White House's Office of the National Cyber Director (ONCD) on what a national cyber workforce, training, and education strategy should look like. The Hub's response focused on actions that ONCD should take to improve diversity, equity, and inclusion in the cybersecurity space. The memo's recommendations are based on findings from 2 workshops hosted by the Hub and Aspen Digital in 2021, where an intergenerational, multidisciplinary, and multicultural group of cybersecurity professionals came together to draft recommendations to improve DEI in cybersecurity.

Other Efforts

POLICY 101s

An important skill we cultivate at the Hub is the ability to translate technical concepts into plain language. Yet, as we searched for good examples of such writing to provide to our trainees, we found that most introductions to tech policy topics are full of jargon, far too long, or both. To remedy this, we launched our Policy 101 series: quick and to-the-point overviews of key tech policy issues of the day, written by Hub staff and experts. Our first few 101s have focused on topics such as data privacy, antitrust, Section 230, and misinformation, and we have been thrilled to see them shared on social media and receive emails about their helpfulness. **Browse the 101s here.**

INFORMATION DISORDER PRIZE COMPETITION

In spring 2022, we celebrated the conclusion of the Information Disorder Prize Competition, our initiative to support innovative projects that make meaningful progress toward combating mis- and disinformation. With our colleagues at Aspen Digital, we launched the prize competition in fall 2021 to help drive action on the Aspen Institute Commission on Information Disorder's 15 expert recommendations for government, the private sector, and civil society. Over 100 teams responded to our call for proposals, from which we awarded 4 semifinalists $5,000 each to develop a prototype of their solution.

At a live final pitch competition in April, each of the semifinalist teams demonstrated their prototypes before judges from the Commission on Information Disorder: Chris Krebs, Deb Roy, and Amanda Zamora. After a tight deliberation, the judges awarded Alterea the grand prize of $75,000 for its project Agents of Influence, a spy-themed media literacy video game for middle and high school students. We thank Craig Newmark Philanthropies and Schmidt Futures for enabling this competition, and are eager to see what the Alterea team accomplishes with the boost of support from this competition.

Agents of Influence
Grand Prize, Information Disorder Prize Competition

Agents of Influence is a video game that teaches middle- and high-schoolers to recognize misinformation, think critically, and make more responsible decisions. Through interactive narrative and games that teach counter-misinformation best practices, students save the fictional Virginia Hall High School from the plots of Harbinger, an evil spy organization using misinformation to manipulate the student body.

Learn more here.

SAVILLA PITT MEMORIAL FELLOWS

In loving memory of our colleague Savilla Pitt, we award the Savilla Pitt Memorial Fellowship to the member of each Hub cohort who best exemplifies Savilla's selfless spirit and passions. In 2022, we added 4 new Savilla Pitt Memorial Fellows: Arthine Cossey van Duyne, Nancy Mandujano, Chizobam Nwagwu, and Alexander "RoRo" Romero.

As part of the Memorial Fellowship, each of the fellows received a paid trip to visit Washington, DC, and met with high-level Aspen Institute and government executives in their areas of interest. Each recipient also received a book about Savilla's life. We celebrated all 5 Savilla Pitt fellows in person at our Climate Cohort demo day.

You can learn more about the Savilla Pitt Memorial Fellowship here. We also ask that you take a moment to read about the signs for pancreatic cancer here, and keep an eye out for them.

Reunions

After a long break from in-person programming, we were excited to welcome many of our alumni at Hub reunions in the Bay Area and Washington, DC. We look forward to more meetups and policy bonding to come!

19 NEWS	EDITORIALS 24	KSRO	SKY NEWS
ABOVE THE LAW	EDTECH	LABPULSE.COM	SOAPBOX BLOG
ACAMS TODAY	EDUCATION WEEK	LAKE COUNTY NEWS	SPICEWORKS
ACCESSWIRE	EDWEEK	LAKE COUNTY RECORD BEE	STAR ADVERTISER
ADWEEK	EDWEEK MARKET BRIEF	LAW.COM	STATESCOOP
AMNY	ENTREPRENEUR	LAW360	STREETSBLOGNYC
AOL	EXECUTIVE GOV	LONGEVITY	SYRACUSE UNIVERSITY NEWS
ASAMNEWS	FCW	MARIN INDEPENDENT JOURNAL	TECHCRUNCH
BECKER'S HEALTHCARE	FEDERAL NEWS NETWORK	MARKET SCREENER	TECHNICA.LY
BERKELEY NEWS	FEDSCOOP	MD+DI	TECHSTORY
BIOSPACE	FIERCE HEALTHCARE	MERITALK	TECHTARGET
BLOOMBERG CITIES NETWORK	FINSMES	MICROSOFT RESEARCH BLOG	TECH POLICY PRESS
BOLLYINSIDE	FORBES	MIDWEEK	THE DAILY HERALD
BOSTINNO	GAMESBEAT	NEWSWISE	THE GLOBAL LEGAL POST
BUILDING A BETTER WORLD	GLOBAL NEWSWIRE	NEXTGOV	THE HECHINGER REPORT
BUSINESS POST	GN24 VIDEO GAME NEWS	NEW YORK DAILY NEWS	THE HILL
BUSINESS STANDARD	GOVCIO	OUR TOWN	THE JOURNAL
BUSINESS WIRE	GOVERNMENT MATTERS	PACIFIC INNO	THE LAND
CAPACITY	GOVERNMENT TECHNOLOGY	PATCH	THE MINING JOURNAL
CHELSEA NEWS	HEALTH LEADERS	PATCH.COM	THE PRESS DEMOCRAT
CISION	HEALTHCARE INFO SECURITY	PCMAG	THE RAFU SHIMPO
CLEVELAND.COM	HEALTHCARE IT NEWS	PHARMALIVE	THE REGISTER
CMSD NEWS BUREAU	HEALTHLINE	MIT TECHNOLOGY REVIEW	THE ROOT
CODE REVIEW	HELP NET SECURITY	MODERN HEALTHCARE	THE SHEPHERD OF THE HILLS GAZETTE
CORPORATESECRETARY	HONOLULU CIVIL BEAT	POLITICO	THE SPIRIT
DAILY MAIL	HOW TO FIX THE INTERNET	PROTOCOL	THE TRINITY JOURNAL
DAILY WIRE	IDEASTREAM PUBLIC MEDIA	ROOSEVELT ISLANDER ONLINE	THE WALL STREET JOURNAL
DATAMATION	ILLINOIS PUBLIC MEDIA	SC MEDIA	THE WASHINGTON POST
DAY ONE PROJECT	INDIA CRN	SCENE	TITLE PRESS
DBT NEWS	INVENTIVA	SDXCENTRAL	VENTURE BEAT
DEL NORTE TRIPLICATE	INVEST CHRONICLE	SECURITY INFOWATCH	WE GOT THIS COVERED
DIGINOMICA	ISSUE ONE	SEEKING ALPHA	YAHOO
EAST COUNTY TODAY	JEFFERSON PUBLIC RADIO	SK POP	
EBN	KAUI NOW		

ASPEN TECH POLICY HUB

Making This Work Possible

To support our expanding programming, our team expanded as well in 2022. To provide more robust mentorship to our trainees, we welcomed Brooke Hunter and Nicole Tisdale as Senior Advisors. Both Brooke and Nicole had been invaluable supporters of our work in previous years, and we were thrilled to formally welcome them onto our team. In the summer, Allison Rogers joined us as Climate Policy Advisor, providing a wealth of knowledge in the climate space and quickly becoming a highlight of the program for our fellows. In the late summer, Emma Calkins came on staff as our new Program Assistant, as Maeve Sneddon departed and Meha Ahluwalia shifted to a part-time position as she moved on to graduate school. Emma Brown and Sarah Frei provided support as staff designers throughout the year.

In addition to our staff, we also relied on a trusted group of external vendors to help us carry out our programs, maintain our systems, and produce high-quality outputs. We thank the web developers at Studio 1500; designers at CCM Design; communications professionals at the Glen Echo Group; copy editors Chuck Kapelke, Nancy Watkins, and Mandy Hagee; photographer Bryan Walker Ting; and facilities personnel at the University of California, Berkeley, and the Aspen Institute for all their help.

We are also extraordinarily thankful for our funders, who enable us to continue growing and do our best work. In 2022, we were supported by Craig Newmark Philanthropies, the Ford Foundation, the William and Flora Hewlett Foundation, Schmidt Futures, the Omidyar Network, Additional Ventures, and the Walton Family Foundation.

To follow our work in real time, follow us on Twitter at @aspenpolicyhub, or on LinkedIn at www.linkedin.com/company/aspentechpolicyhub/

Our 2022 Team

BETSY COOPER
Director

ALLI ROGERS
Policy Advisor

MAI SISTLA
Deputy Director

MEHA AHLUWALIA
Project Manager

EMMA CALKINS
Program Assistant

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Senior Advisor

NICOLE TISDALE
Senior Advisor

EMMA BROWN
Design Intern

SARAH FREI
Designer

SAABIAH HUSSEIN
Design Intern

Thank You

We are grateful to the community of experts who generously support our programs by speaking to our cohorts, reviewing our applicants, mentoring our trainees, providing feedback, and much more. We would not be able to do our job without them.

USMAN AHMED
NEWSHA AJAMI
ADILIO ALFARO
SUNDEEP AMIN
JOHN ANDREW
CHRISTINA ANGELIDES
SNEHA AYYAGARI
SIDDHARTHAN BALASUBRA-MANIA
VICTOR BATEN
DANIELLE BAUSSAN
LAURA BISESTO
BRANDON BJERKE
BEN BRODY
JUSTINE BURT
DOUG CALIDAS
FREYA CHAY
ALAN COHN
MICHAEL CONATHAN
MARIANO-FLORENTINO CUÉLLAR
DANNY CULLENWARD
MELISSA DENENA
RICK DIAMOND
MELANIE DIAZ
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NOELLE DUONG
CONNOR FARRY
JEREMY FREEMAN

GREG GERSHUNY
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ANGELA GOVILA
SEKITA GRANT
MATTHEW HABER
ELI HARLAND
LUCY HE
SUE HENDRICKSON
JUSTIN HENDRIX
ZHULI HESS
MARY ANNE HITT
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GINNY HUNT
JILL HYLAND
ALEX IFTIMIE
MADISON JACOBS
KATE JAFFEE
UMAIR JAVED
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TYRONE JUE
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KATE LARSEN
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ERIK MARTIN
TIMOTHY MASON
MEGHAN MCDERMOTT
GRACE MCKINNEY
BRIAN MILLER
PETER MINOR
MARIKA NELL
MARINA NITZE
JENNIFER PAHLKA
KITTY POLLACK
ADRIANA QUINTERO
DJ PATIL
AMEE RAVAL
DOUG RAND
CHANTELLE RENN
CHRIS RILEY
DEB ROY

DAVID RUBIN
SHASHANK SAMALA
AMY SCHATZ
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KOURTNEY VACCARO
SRI VEDACHALAM
TRACI WALKER
ROGERS WEED
STEVE WEISS
RIDDHIMA YADAV
AMANDA ZAMORA
CORI ZAREK
JING ZHANG

The Way Forward

While we are extremely proud of the impact our alumni have had, 2022 was proof that this is just the beginning. The positive receptions to our Tech Policy Primer and Climate Cohort confirmed that our programs can help people from diverse backgrounds, and that by providing more touch points to our curriculum, we can help many more experts have policy impact.

Looking ahead, we are excited to build on this momentum in several ways. First, we plan to focus on scaling our training ability. To date, our full time programs have consisted of close-knit cohorts of 15 people, while our part time programs have accommodated up to 45 per cohort. Though these formats were critical for the early years of our organization – they enabled us to iterate on our curriculum, cultivate close relationships, and prove the value of our training – we now have a tried and tested model that is ready to be made more widely accessible. In the near future, we plan to pilot new formats for delivering our curriculum, such as short courses on specific topics and train-the-trainer modules to enable us to hire more teachers for our programs.

Second, we are also proud that the past few years have solidified our reputation as effective trainers of the tech policy ecosystem, with many partners approaching us to train participants of their own programs. We look forward to exploring new partnerships and integrations with other organizations.

Third, in addition to these new formats, we also look forward to offering well-loved programs like the Tech Executive Leadership Initiative again, which received mounting demand throughout 2022. Our first program of 2023 will be our 4th Tech Executive Leadership Initiative cohort, in partnership with our friends at the Tech Talent Project.

Finally, as we prepare for these exciting next steps, we are eager to bring more team members on board to grow with us. 2022 fueled us with energy and vision, and we are excited for everything still to come for the Aspen Tech Policy Hub.

Image by Akwice on Pexels

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