ASPEN TECH POLICY HUB

Aspen Tech Policy Hub Annual Report

2021

aspeninstitute

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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Letter From The Director

I will always look back on 2021 as a year in which the Hub demonstrated significant resilience. While we had all hoped that COVID-19 would be well in the rearview mirror this year, the pandemic continued to wreak havoc with our plans throughout the year. We are thrilled that nevertheless we hosted more programs and trained more people than ever in 2021, with room for even more growth into 2022.

In 2021, we ran two more cohorts of our online Technology Executive Leadership Initiative (TELI) program, preparing executives to go into government. We also reconvened our fellowship program after more than a year on pause; while the Delta variant of the coronavirus limited our ability to hold in-person programming, we did manage a week in person with the fellows, using masks and microphones to ensure we stayed safe throughout.

The lessons we learned this year are myriad. Not least, there is tremendous demand for our training programs. Many more people have expressed an interest in being trained by us than we can currently accommodate, and new partners such as Open Philanthropy have reached out to us to train their recruits. We hope in 2022 to experiment with new ways to reach even more people.

It has also become clear in 2021 that our programs work well. We now have alumni of our program working in the White House, and at top government agencies, such as the Department of Homeland Security and the Small Business Administration. Our alums are also running nonprofits such as the US Digital Response, and making an impact from within companies and academia. While sometimes it takes time for fellows to make the shift from their existing careers into new opportunities, those who do so have tremendous potential for change.

We also learned we can do more than we think we can. With a tiny staff of three for most of the year, we ran three full programs for the first time and launched a challenge grant, as well. As we continue to grow, we will continue to strike a balance between our 'lean startup' mentality and ensuring that we are adequately staffed to support all of our trainees.

Finally, perhaps most of all, we learned this year that we have to appreciate what we've got. The unexpected loss of a beloved staff member in January has reminded us daily that we only have a limited time. We plan to continue seeking the most impact possible in 2022.

BETSY COOPER
Director | Aspen Tech Policy Hub

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Remembering Savilla Pitt

On January 16, 2021, we lost our beloved colleague, Savilla Pitt, due to complications from pancreatic cancer. Savilla was the first employee of the Aspen Tech Policy Hub, and was instrumental to every aspect of our program. She helped review and select every fellow in our first two classes, she served on the selection committee for our COVID-19 Challenge Grant, and she made our events (in-person and virtual) run smoothly, day in and day out. Our work would not have been possible without her.

Beyond her incredible competence at her job, Savilla was also a remarkable friend and colleague, often going out of her way to check on others and offer support. She did this discreetly, never seeking attention, so much so that we didn't realize Savilla had been checking in on all of us until after her passing.

To honor Savilla's memory, we worked with our colleagues at Aspen Digital to establish the Savilla Pitt Memorial Fellowship, an award bestowed on one member of each incoming Hub cohort who best exemplifies Savilla's spirit and the causes she loved. We will provide each Savilla Pitt Memorial Fellow with special opportunities in Washington, DC to pursue their policy interests. Hillary Braseth became the Inaugural Savilla Pitt Memorial Fellow in February 2022; you can read more about Hilary on page 18.

Savilla is deeply missed and fondly remembered. We are honored that the Aspen Tech Policy Hub is a small part of her legacy.

Symptoms of Pancreatic Cancer

In honor of Savilla, we ask everyone reading this report to take a moment to review and keep an eye out for the symptoms for pancreatic cancer.

- Abdominal pain that radiates to your back
- Loss of appetite or unintended weight loss
- Yellowing of the skin or whites of eyes
- Light-color stools
- Dark-colored urine
- Itchy skin
- Fatigue

More than 60,000 Americans are expected to be diagnosed with pancreatic cancer in 2021, according to the Pancreatic Cancer Action Network. It is the 11th most commonly diagnosed cancer in the US.

The Year in Review

Training Policymakers

This year, we ran two cohorts of our Tech Executive Leadership Initiative (TELI), and reconvened our fellowship program after a yearlong hiatus. Our program alumni also launched exciting policy projects that are beginning to bear fruit.

Image by Surface V on Unsplash

Tech Executive Leadership Initiative

We launched TELI in Fall 2020 with a simple goal: to train senior technology executives, who have decades of experience in leading digital transformation and innovation, to apply their skills to pressing policy and government challenges. Hosted with our partners at the Tech Talent Project and the National Conference on Citizenship's Project Redesign, the first cohort was extremely successful. In 2021, we took the feedback from the TELI pilot to make the program even better, training 65 additional technology executives in our Winter 2021 and Summer 2021 cohorts.

Lessons from the Pilot

Like all of our programs, the TELI program trains novices in policymaking through two program segments: a bootcamp training program, and a final project. During the bootcamp phase, participants learn the basics of government structures and policymaking, including how to read and write for policy, and how to apply skills honed in the tech industry to government projects. During the project phase, participants apply their learnings to team projects in the service of real-world government clients. Our 2021 TELI curriculum included two main updates to these program elements: specialized content tracks and client-based projects.

As our leaders come from diverse backgrounds (some technical, some more managerial/legal), we began offering content tracks in the bootcamp to better address each individual's expertise and goals. The policy track focused on writing, research, and policymaking within specific branches of government. The government systems track focused on topics such as IT, cybersecurity, and budgeting. Leaders were required to pick at least one track, but were encouraged to attend classes in both tracks for the fullest experience. All leaders, regardless of track, joined weekly classes to learn a common core curriculum.
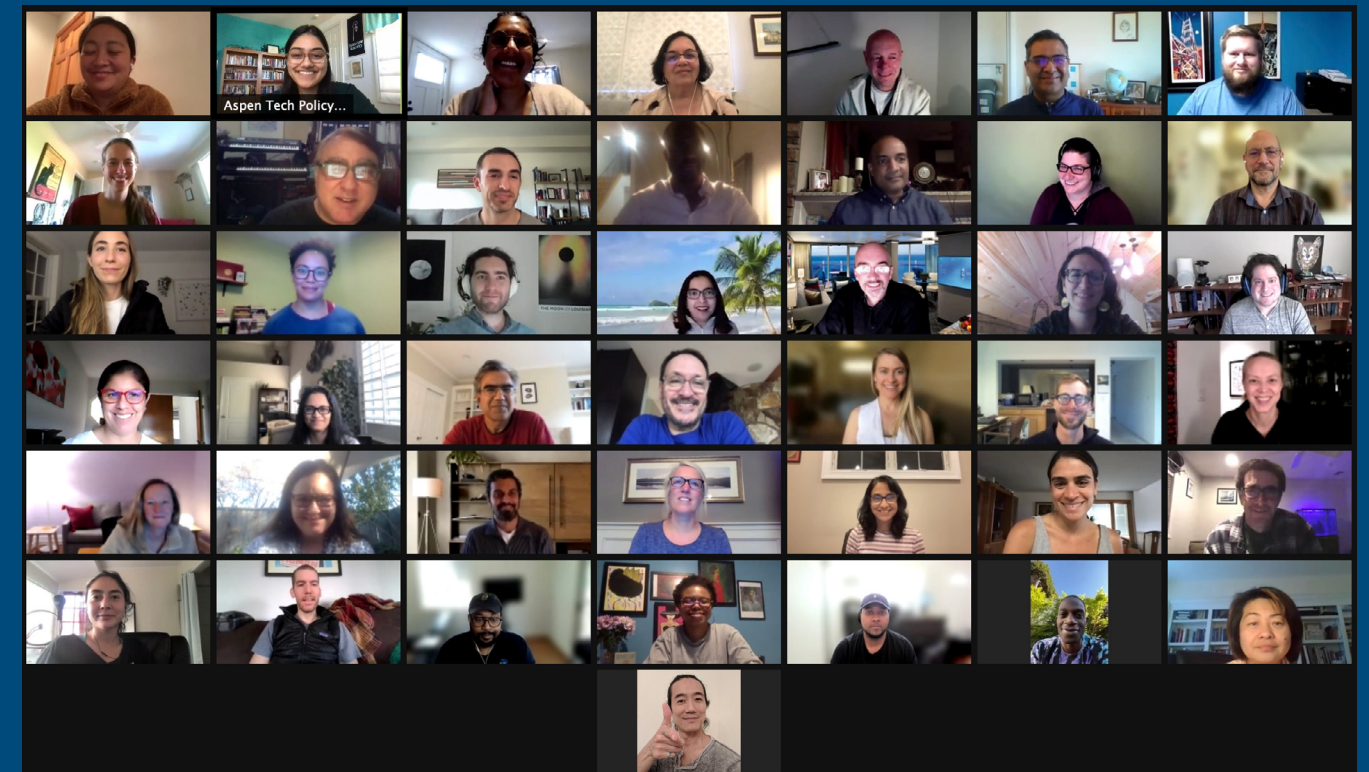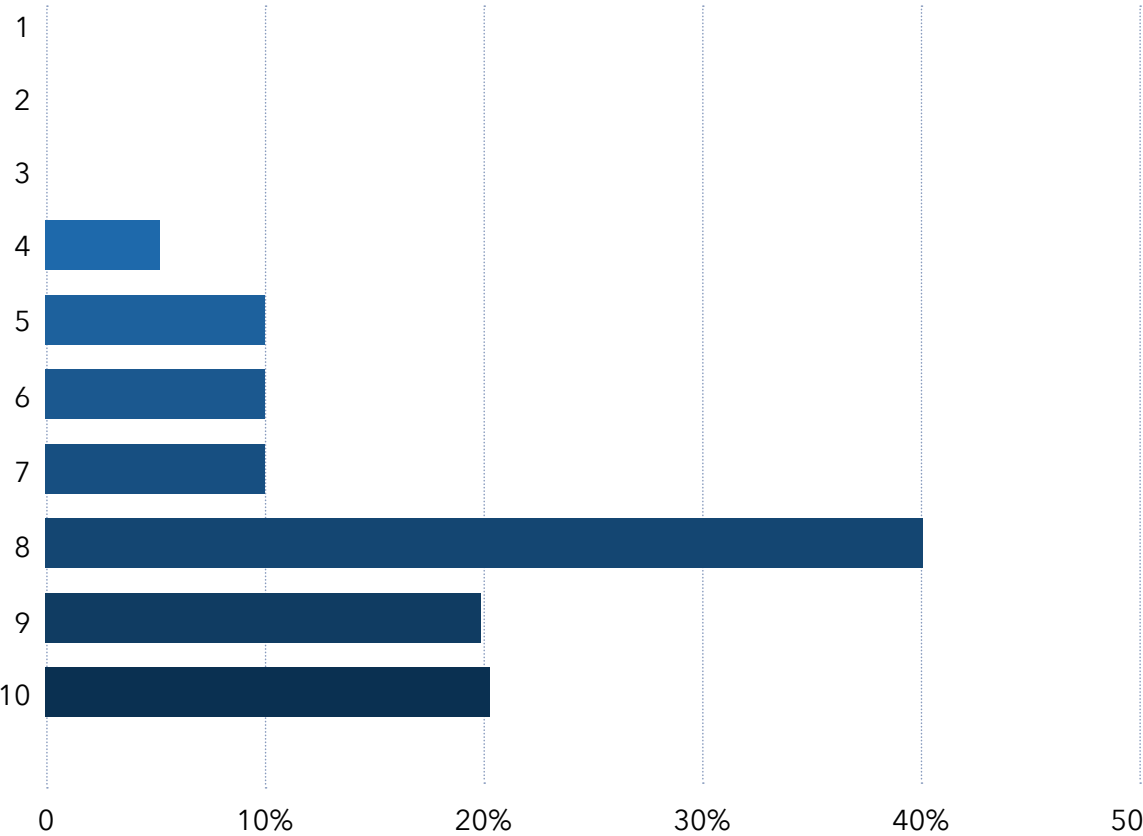
We also restructured the project phase of the program by partnering with real-world government clients to design project prompts and receive ideas from the TELI participants. After an initial introduction to the clients, the executives in the program worked independently to conduct research, contact stakeholders, and develop solutions before presenting their work at the end of the program.

Program Satisfaction

Our updates to the TELI program were well-received; ratings from our second and third cohorts' exit surveys were even higher than those from the first cohort. Participants gave the program an overall score of 8.24/10 and reported that they felt well-equipped to navigate federal government work.

Overall, on a scale of 1 to 10 (where 1 is very unsatisfied and 10 is very satisfied), how satisfied were you with the TELI program as a whole?

Average = 8.24

BENJ AZOSE, PRODUCT ANALYST LEAD FOR GOOGLE CHROME

ANITA BALARAMAN, FOUNDER AT EPIXEGO; ADJUNCT FACULTY AT UC BERKELEY AND CARNEGIE MELLON UNIVERSITY

ALICIA BLUM-ROSS, PUBLIC POLICY LEAD, KIDS AND FAMILIES PRODUCT STRATEGY AT YOUTUBE

ALEX BORES, HEAD OF BUSINESS DEVELOPMENT AT PROMISE

JASON BOTTS, BOARD MEMBER AT THE NORTH CAROLINA DEPARTMENT OF COMMERCE

ROHIT CHANDRA, CHIEF DIGITAL OFFICER AT CLEVELAND CLINIC

LODRINA CHERNE, PRINCIPAL SECURITY ADVOCATE AT CYBEREASON; DIGITAL FORENSICS INSTRUCTOR AT THE SANS INSTITUTE

ERIKA CHEUNG, EXECUTIVE DIRECTOR AT ETHICS IN ENTREPRENEURSHIP

JENNIE CRICHLOW, VICE PRESIDENT OF DELIVERY AT SAVVI AI

ANUPAM DATTAMAJUMDAR, VP ULTRASOUND GLOBAL R&D LEADER AT PHILIPS

NEELAM DWIVEDI, ASSISTANT PROFESSOR AT CARNEGIE MELLON UNIVERSITY

LAURA ELLENA, RESEARCH DIRECTOR AT AD HOC

ANDREA FLORES, INFORMATION TECHNOLOGY BUSINESS RELATIONSHIP DIRECTOR AT LA CARE HEALTH PLAN

JANETTE FONG, CO-FOUNDER AND CORE TEAM MEMBER AT U.S. DIGITAL RESPONSE

BINDU GAKHAR, HEAD OF PRODUCT AT PAYSTAND

REBECCA GASSER, CHIEF INFORMATION OFFICER AT OMNICOM HEALTH GROUP

JOSHUA GORDON, FOUNDER AND CEO AT RED POCKET

ANGELA GOVILA, HEAD OF PRODUCT, PAYMENTS AND BANKING PLATFORMS AT JPMORGAN CHASE

TRISH GRAY, HEAD OF CAPACITY ENGINEERING AND CLOUD ARCHITECTURE AT PINTEREST

SUE HENDRICKSON, EXECUTIVE DIRECTOR AT BERKMAN KLEIN CENTER FOR INTERNET & SOCIETY

BENJAMIN HERSH, STAFF INTERACTION DESIGNER AT GOOGLE'S WORKSPACE STUDIO

GARRETT HOUGHTON, SENIOR MANAGER, STRATEGY AND OPERATIONS AT TWITTER

GUNA JAYASEELAPANDIAN, DIRECTOR OF ENTERPRISE DATA GOVERNANCE AT AVIDXCHANGE

COLIN JENKEL, APPLICATION SECURITY AUDIT MANAGER, FINANCIAL OPERATIONS AT AMAZON

ENRIQUE JENKINS, VICE PRESIDENT, BUSINESS TECHNOLOGY AT PENDO.IO

SRIDEVI JOSHI, CO-FOUNDER AND CHIEF TECHNOLOGIST AT FORESIGHT RESILIENCE STRATEGIES

ANJALI JOSHI, CO-FOUNDER AND CBO AT TAKE TWO CO., BOARD MEMBER AT ALTERYX, LATTICE SEMICONDUCTOR, AND ITERIS

REBECCA KANTAR, HEAD OF EDUCATION AT ROBLOX

MAGGIE KLANCNIK, SENIOR IT ADVISOR AT HARTMAN EXECUTIVE ADVISORS

LAURA LANFORD, CHIEF TECHNOLOGY OFFICER AT CENTER FOR MEDICARE AND MEDICAID INNOVATION

MICHELLE LEE, PRODUCT LEAD AT PROTOCOL LABS

GENEVIEVE LIANG, PROJECT DEVELOPMENT AT CATALYZE

DWIGHT LIN, GLOBAL HEAD OF EVENT SECURITY AT GOOGLE

CECILIA MARIHART, DIRECTOR, BUSINESS ARCHITECTURE AT SPLUNK

PHIL MARSHALL, FORMER CO-FOUNDER AND CHIEF STRATEGY OFFICER AT CONVERSA

HARRY MAX, CONSULTANT AND LEADERSHIP COACH AT APPLIED PRIORITIES

MATT MCDONALD, HEAD OF NEW ENVIRONMENTS & FORMAT INNOVATION AT GOOGLE

CLAY MCGUYER, OUSD RESEARCH & ENGINEERING, RAPID REACTION TECHNOLOGY AT ANSER

SAM MCVEETY, DISTINGUISHED ENGINEER AT GOOGLE

DAN MILLER, FOUNDER AND CHIEF EXECUTIVE OFFICER AT SPORA HEALTH

CRAIG MONTUORI, CO-FOUNDER AT C19 COALITION AND GLOBAL EIR

QUASEER MUJAWAR, PRODUCT LEADER, DATA WAREHOUSE AT FACEBOOK

ELIZABETH NASH, CHIEF DATA OFFICER AT POLICYMAP

LADAN NASSERIAN, ENGINEERING PRODUCT MANAGER, SIRI AT APPLE

GREG NOVICK, DIGITAL SERVICES EXPERT AT UNITED STATES DIGITAL SERVICE

AARON OGLE, DIRECTOR OF ENGINEERING AT NAVA PUBLIC BENEFIT CORPORATION

MATT PERKINS, CHIEF PRODUCT OFFICER AT RONDO ENERGY

SONYA PRYOR-JONES, CHIEF IMPLEMENTATION OFFICER AT THE FAB FOUNDATION

MIRO RABVASS, CEO AT VINGILOTE

PARIMALA RAO, FORMER CHIEF TECHNOLOGY OFFICER AT USHIP

BRIAN SAGER, CHIEF TECHNOLOGY OFFICER AND CO-FOUNDER AT REVEAL NETWORKS

CHRISTINE SAKUDA, EXECUTIVE DIRECTOR AT TRANSFORM HAWAII GOVERNMENT

RATNA SARIPALLI, VICE PRESIDENT AI/BIOINFORMATICS/SOFTWARE ENGINEERING AT BERKELEY LIGHTS, INC.

NICOLE SCHNEIDMAN, HEAD OF COMMUNITIES PRODUCT PARTNERSHIPS AT FACEBOOK

TONY SEBRO, GENERAL COUNSEL AT CHANGE.ORG

GIRISH SESHAGIRI, DIRECTOR OF THE BOARD OF DIRECTORS AT ISHPI INFORMATION TECHNOLOGIES

LAURA THOMAS, SENIOR DIRECTOR OF NATIONAL SECURITY SOLUTIONS AT COLDQUANTA

JEREMY TOEMAN, EXECUTIVE ADVISOR AT EXPLORER'S LAB; FOUNDER AT AUGX LABS

CARLOS TORRES, LEGAL & DIRECTOR OF STRATEGIC INITIATIVES AT FLASHBOTS

TEJASH UNADKAT, ENTREPRENEUR IN RESIDENCE AT KLEINER PERKINS CAUFIELD BYERS

BILL WARD, LEAD OPERATOR AT BIOFIRE

GREGORY WARDEN, VP OF ENGINEERING AT SEATGEEK

ISABEL YANG, SVP AND CHIEF TECHNOLOGY OFFICER AT ADVANCED ENERGY INDUSTRIES

GENE YOON, CANDIDATE FOR CALIFORNIA STATE SENATE

NEVIN ZIMMERMANN, CHIEF TECHNOLOGY OFFICER AT TECH MAHINDRA

SELECTION OF TELI FINAL PROJECTS

BALANCING TECH OVERSIGHT AND INNOVATION IN STATE GOVERNMENTS
Client: State of California

The State of California sought feedback on how to improve its oversight process for technology projects in order to facilitate much-needed innovation. 16 leaders from our Winter 2021 cohort developed solutions to help the State of California improve its internal IT project approval processes. The fellows produced an operational plan for a cross-departmental fellowship program; a requirements guide for a new project management tool; and a policy brief detailing recommendations for a more agile approval process.

CONSIDERING THE MERITS OF A COVID-19 VACCINE CREDENTIAL
Client: Anonymous State of Outdoorsville

As people across the country began receiving COVID-19 vaccines in early 2021, governments grappled with the question of whether to develop digital vaccine credentials. 14 leaders from our Winter 2021 cohort pitched state officials their recommendations for privacy-conscious and technically feasible vaccine credentials. They built a decision-making framework to help states assess their existing capabilities; a sample credential that could be integrated into existing mobile apps; and a memo advocating for federal standards on vaccine credentials.

HELPING SMALL BUSINESSES ACCESS COVID-19 RELIEF
Client: Anonymous "City of Foggyton"

To help small businesses that were devastated by COVID-19, local cities sought innovative ways to ensure that small businesses received the relief funds for which they were eligible. 13 leaders from our Winter 2021 cohort proposed technology-based solutions to help cities better support struggling small businesses. Designed with equity and accessibility in mind, deliverables from the project included a chatbot to help small business owners navigate city services; an operational plan for leveraging client relationship management (CRM) software in government; and a playbook for developing a universal online form to connect small businesses with relief options.

EMBEDDING EQUITY IN CITY BROADBAND INVESTMENTS
Client: City of New York

The City of New York is currently carrying out the nation's largest city-led initiative to close the digital divide. The 22 leaders in our Summer 2021 cohort proposed ways New York's city leaders could ensure that investments in broadband would support digital inclusion principles such as equity, performance, affordability, privacy, and choice. The teams produced such outputs as a dashboard to track community feedback; an operational plan to expand the existing Electronic Benefits Transfer program; and a model that draws from city data to compute digital equity scores.

In addition to their final projects, leaders participating in the TELI program also completed memos and shorter "idea sprints" in service of real-world clients.

We thank the following government agencies and organizations for their partnership on these exercises in 2021:

▸ US Small Business Administration
▸ US Department of Energy
▸ US Government Services Administration
▸ City of New York
▸ The Day One Project
▸ Several government agencies that asked to remain anonymous

To browse all our projects, visit
aspentechpolicyhub.org/projects.

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Fellowship

After a year's delay due to the COVID-19 pandemic, we launched the third cohort of our fellowship program in late 2021. The Fall 2021 program ran full-time from September to November, and included one in-person week in the Bay Area. After spending several weeks immersed in a bootcamp learning the basics about government, policy, and advocacy, the fellows spent the remainder of their time in the program pitching projects, crafting solutions, and creating deliverables that they could share with policymakers.

The Long-Deferred Cohort

The gap between our second and third cohorts of fellows was much longer than anticipated due to the difficulty of gathering safely in person during the COVID-19 pandemic. Many of the fellows in our third cohort had applied to our program in early 2020, and waited more than a year to finally join us.

Despite the rise of the Delta variant, the Hub was able to convene our fellows for a week of masked, socially distant, in-person learning at the Oceano Resort and Spa, in Half Moon Bay. During this week, our fellows were given a crash course in the policy process, presented their preliminary project ideas, and got to know each other through a variety of group projects, lunches, and speed dating sessions. To accommodate two fellows who joined us remotely, we leveraged a combination of Zoom, microphones, TVs, and iPads for lectures and breakout activities.

Inaugural Savilla Pitt Memorial Fellow: Hilary Braseth

We are thrilled to announce our Inaugural Savilla Pitt Memorial Fellow, Hilary Braseth. The Savilla Pitt Memorial Fellowship is awarded to a member of each Aspen Tech Policy Hub Fellowship or Tech Executive Leadership Initiative cohort who has an interest in engaging in Washington, DC policy, and who embodies Savilla's selflessness and generosity of spirit. Hilary stood out to our staff and to her peers, who highlighted her knack for organizing group work with joy, her kindness, and her dedication to making a difference in her communities. As the first Savilla Pitt Memorial Fellow, Hilary will soon embark on a paid trip to visit Washington, DC to meet with high-level Aspen Institute and government executives working in her areas of interest.

FALL 2021 FELLOWS

Daniel Bardenstein
Product Manager at the
Defense Digital Service

Alija Blackwell
Transition Design Fellow at Natural
Resources Defense Council

Hilary Braseth
Associate Director
of Product at Huge

Lodrina Cherne
Principal Security Advocate at
Cybereason; Digital Forensics
Instructor at the SANS Institute

Dillon Cruz
Senior Software Engineer
at Sidewalk Labs

Angelina Dayton
Senior Virtual Reality Research
Scientist for the Virtual World
Society

Lucy He
Former Software Engineer
at Flatiron Health

Arman Jaffer
Product Manager at the Chan
Zuckerberg Initiative

Christine Keung
Chief Data Officer for
the City of San Jose

James Liu
Product Lead
for US Digital Service

Micah Mutrux
Organizing and Research Manager
for Code for America; Volunteer
Team Lead for US Digital Response

Trevor Pels
Former Product
Manager at Lyft

Michael Rain
Founder
of ENODI

Sage Salvo
Founder and CEO of Words Liive, Inc.;
Founder & President of Opus World

Matthew Zhou
Senior Data Engineer
at Peloton

Final Projects

As with our past cohorts, this group of fellows developed final policy projects during the last six weeks of the program — a task they were forced to complete virtually due to the pandemic. The cohort developed 11 projects focused on solving critical tech policy issues, including pay inequities at Big Tech companies, racial bias in health tech tools, and more. Their projects were showcased at Demo Days in February and March 2022. See below for a preview of some of our fellows' projects.

IMPROVING MEDICATION ACCESS WITH BETTER PRIOR AUTHORIZATION

How can technology be used to improve prior authorization, the process of getting insurance approval before a physician provides a treatment? Lucy He and Christine Keung propose a state-wide standard for real-time benefit tools, software products that physicians consult before finalizing prescriptions.

ACCELERATING ADOPTION OF THE 988 MENTAL HEALTH CRISIS HOTLINE

Every year, approximately 18 million calls are made to 911 that involve mental or behavioral health crises. The rapid, police-led response for which 911 is optimized is not well suited for these situations. Fellow Micah Mutrux recommends four low-cost tech interventions that states should take up to divert mental and behavioral health crisis calls from the 911 system to new 988 Suicide Prevention and Mental Health Hotline that will be launching in July 2022.

ADVANCING STUDENTS' DIGITAL RIGHTS

Without comprehensive student data protections, educational technology increasingly exposes students to data mining practices that could limit their access to future opportunities. Moreover, school-issued device monitoring software and ed-tech data collection practices disproportionately impact students of color and students from low-income communities. To redress these harms, Fellow Alija Blackwell recommends a cross-sector plan for building more comprehensive student data protections.

Impact

Our programs broadly seek to have two types of impact: impact on the people we train and impact on the policies they seek to change. Here we review our accomplishments for 2021.

People Impact

When our trainees exit our programs, it's just the beginning of their journey. Many of our alumni have transitioned into exciting new roles, extending the Hub into new areas in academia, industry, and all levels of government.

Check out a sample of the new positions our alumni took on in 2021.

Government

- **Anil Dewan** – Senior Advisor to the CIO at the Department of Homeland Security

- **Marcela Escobar-Alava** – Deputy Director of Technology at the White House and Special Assistant to President Biden

- **Laura Lanford** – Chief Technology Officer of the Center for Medicare and Medicaid Innovation

- **Ann Lewis** – Senior Advisor for Technology Delivery at the Small Business Administration

- **Ashley Llorens** – Steering Team Member of the Global Partnership on Artificial Intelligence, by nomination of the White House

- **Clay McGuyer** – OUSD Research and Engineering, Rapid Reaction Technology at ANSER

- **Matt Sievers** – Air Force Major assisting cybersecurity policy at the Department of Defense

- **Raylene Yung** – Executive Director of the Technology Modernization Fund at the General Services Administration

Private and Social Sectors

- **Jessica Cole** – Interim CEO at US Digital Response

- **Sue Hendrickson** – Executive Director, Berkman Klein Center

- **Alex Rosenblat** – Head of Marketplace Policy, Fairness, and Research at Uber

- **Tony Sebro** – General Counsel at Change.org

- **Samara Trilling** – Staff Software Engineer at Justfix.nyc

Marcela Escobar-Alava

Deputy Director of Technology at the White House and Special Assistant to President Biden

Earlier this year, Marcela Escobar-Alava became the Special Assistant to the President and Deputy Director of Information Technology at the White House. In this role, Marcela is responsible for enterprise applications across the Executive Office of the President where she drives the priorities delivered by the White House Information Technology teams. Prior to joining the inaugural TELI cohort, Marcela was a seasoned chief information officer with experience working at Monarch Landscape Companies, the Hispanic Scholarship Fund, and Sony Pictures. Motivated by her drive to serve others, Marcela joined the TELI program to get an immersive view of work in the federal government. While she did not intend to transition to the public sector, her interactions with civic tech experts at US Digital Service, 18F, and US Digital Response inspired her to apply her skills in government.

Samara Trilling

Staff Software Engineer at Justfix.nyc

In March of 2021, Samara Trilling joined JustFix.nyc, an organization working to create digital tools to help tenants, organizers, and legal advocates fight displacement and achieve stable, healthy housing for all. At Jusfix.nyc, Samara builds and maintains the organization's online tools, while also continuously learning about the housing justice landscape in New York. Prior to joining JustFix.nyc, Samara was a software engineer at Google. She joined the Hub to tackle questions related to corporate responsibility and technology, and completed a project on improving the fairness of algorithms used to assign housing loans.

Policy Impact

One of the main goals of our programs is to teach our trainees the skills they need to have an impact in shaping policies. This year, our trainees had policy impact at all levels of government, in academia, and in the private sector.

See below for examples of the policy impact our trainees had in 2021.

Policy at the Speed of Tech: The Vulnerability Disclosure Program

In 2019, two Hub fellows, Anil Dewan and Alexander "RoRo" Romero, started working within the Department of Defense (DOD) to expand the Vulnerability Disclosure Program (VDP), through which researchers can find and report vulnerabilities in DOD systems without getting in trouble for meddling in government systems. When it was first introduced, the policy that allowed vulnerability disclosure only applied to public-facing DOD websites. Anil and RoRo saw the need to expand the policy to include all DOD information systems, web property, or data, to better identify vulnerabilities and protect the DOD.

In January 2021, after two years of work, Anil and RoRo were able to get the policy language changed, and they expanded the scope of the VDP to include all DOD information systems, web property, and data, broadening the protection of the DOD's systems. (See here for the DOD press release on this initiative.)

Image by Fauxels on Pexels

Image by Monstera on Pexels

Policy at the Speed of Tech: The City of Oakland

In March 2020, our second cohort of Hub fellows pitched officials from the City of Oakland on how they can better provide technology-based services to the city's homeless population. With support from our friends at Code for America, the city is now deploying an app that was based on the fellows' recommendations. (See here for coverage by the San Jose Mercury News.)

We're thrilled that the fellows' ideas are having an impact, especially considering the short time frame in which they were developed; the fellows only had 48 hours to receive the prompt, conduct research, develop solutions, and present to City of Oakland officials!

Policy at the Speed of Tech: AI Governance

Two of our fellows, Neal Parikh and Brandie Nonnecke, have been at the center of two major artificial intelligence policy projects this year.

In October, the New York City Mayor's Office of the Chief Technology Office (MOCTO) released the NYC Artificial Intelligence Strategy, a first-of-its-kind document guiding the responsible use of AI at all levels of city government. As Director of AI for MOCTO, Neal played a central role in creating this strategy.

Also in October, the University of California system adopted a set of principles for the responsible use of AI across its campuses. These guidelines were created by the Presidential Working Group on Artificial Intelligence, a group co-chaired by Hub fellow Brandie Nonnecke.
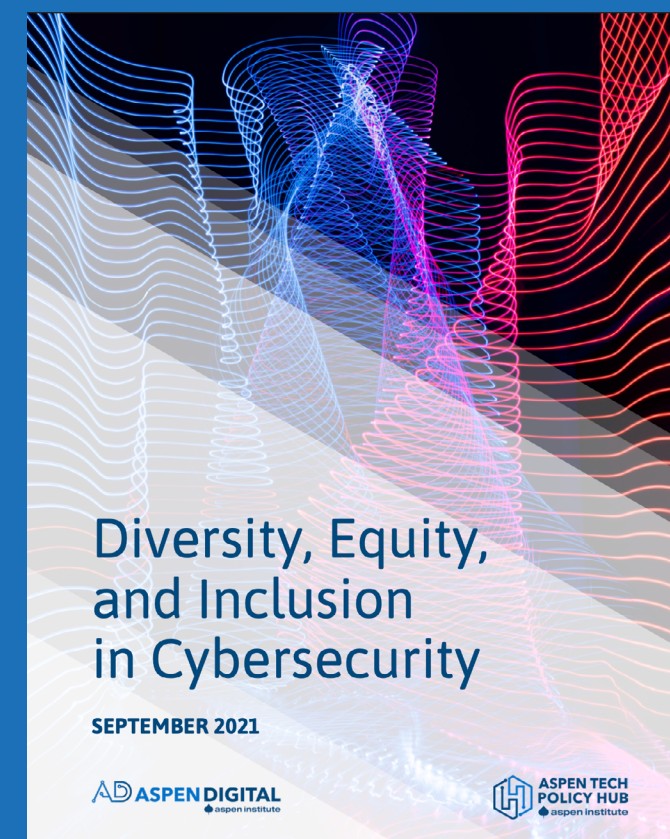
Additional Ventures

Launching New Voices

In September, we launched New Voices, a collaboration with Tech Policy Press to highlight tech and policy pieces from thought leaders in the Hub network. Our alumni and staff published nine articles throughout the year, covering topics ranging from access to technology in the American prison system to the need for a more diverse cybersecurity industry.

Building a More Inclusive Cyber Future

In 2021, we collaborated with our colleagues at Aspen Digital to put together a concrete, impact-oriented set of commitments to improve diversity in the cybersecurity field. In October 2020 and February 2021, we convened a multidisciplinary and intergenerational group of experts for two roundtables, bringing together leading cybersecurity professionals with representatives from affinity and other diverse groups. Over 60 attendees participated, representing academia, cybersecurity firms, government agencies, multinational corporations, nonprofits, and startups.

We then authored a report detailing the recommendations that stemmed from these roundtables, based on the themes of education, recruitment and hiring, retention, mentorship, and shifting the narrative. The report was released at a webinar featuring a panel of cybersecurity experts and a keynote from Representative Lauren Underwood.

Diversity, Equity, and Inclusion in Cybersecurity

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To learn more about the "Diversity, Equity, and Inclusion in Cyber" report, check out *The Hill's* coverage here. You can also find the full report on our website here.

Information Disorder Prize Competition

This year, with our colleagues at Aspen Digital, we launched the Information Disorder Prize Competition, based on the findings of the Aspen Institute Commission on Information Disorder. The Commission was created to identify the most critical sources of mis- and disinformation and deliver a set of recommendations to help government, the private sector, and civil society respond to this challenge. Following months of internal discussion and consultation with experts, the Commission — comprising a diverse group of leaders representing academia, government, philanthropy, and nonprofits — released a report detailing 15 actionable recommendations to combat information disorder.

Working with the Commission, the Hub seeks to fund unique and innovative projects that make meaningful progress toward ending information disorder, in direct connection to one or more of the Commission's 15 recommendations. Up to 5 semi-finalists will be awarded $5,000 each to develop prototypes of their deliverables over an 8-week period, after which 1 team will be awarded a $75,000 grand prize toward executing their proposed idea.

External Engagement

The following is a selection of the outlets that featured Hub fellows, programming, and staff in 2021.

Featuring Hub Alumni & Programming

500Startups	Honolulu Magazine	Security Boulevard
AdWeek	Law.com	Sesame Workshop
Bloomberg	Law360	Startup Health
Cision	Lawfare	TechTopia Podcast
Exchange4Media	Mercury News	The Daily Sentinel
FCW	MeriTalk	The Hill
Federal News Network	Orlando Business Journal	Wall Street Journal
Free Press Journal	PC Mag	Washington Post
GCN	Politico (Morning Tech)	WFMZ
GovConWire	PR Newswire	Yahoo!
GovReport	San Mateo Daily Journal	Yahoo! Finance
Health Leaders Media	ScienceDaily	ZDNe

Authored by Hub Alumni & Staff

AdExchange	Fedscoop	StateScoop
Berkeley Patch	Forbes	VentureBeat
California News Times	Fortune	
Dark Reading	Nature	

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

Making This Work Possible

The Hub staff continued to grow in 2021. Meha Ahluwalia was promoted to Project Manager, enabling us to then hire Maeve Sneddon as our new Program Assistant. Sarah Frei and Molly Naylor–Komyatte also provided support through the year.

In addition to our staff, we rely on a strong group of external vendors to help our programs and outputs come alive. In 2021, we appreciated the support of the designers at CCM Design; web developers at Studio 1500; copyeditors Chuck Kapelke, Jeremy Durant, and Jerome Uher; photographer Bryan Walker Ting; and the A/V technicians at Local Productions.

We are also extremely grateful to our funders, whose support enables us to grow and improve year after year. In 2021, our work was supported by Craig Newmark Philanthropies, the Ford Foundation, the William and Flora Hewlett Foundation, Schmidt Futures, and the Omidyar Network. We are excited to be welcoming new funders in 2022 to support our future work.

Craig Newmark Philanthropies · William + Flora Hewlett Foundation · Omidyar Network · Ford Foundation · Schmidt Futures

Our Team

BETSY COOPER
Director

MAI SISTLA
Deputy Director

MEHA AHLUWALIA
Project Manager

MAEVE SNEDDON
Program Assistant

SARAH FREI
Design Assistant

MOLLY NAYLOR-KOMYATTE
Consultant

Thank You

We wouldn't be able to do our work without the many guests who donate their time and expertise to speak to our trainees, hear their ideas, provide feedback, review applications, and much more. We are extraordinarily grateful to the 100 experts who supported us in 2021.

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KATIE FROST	PETER LIEBERT	VIVIAN SCHILLER	CORI ZAREK

The Way Forward

Looking ahead to 2022, we seek to scale our programs to train a growing number of STEM experts and pilot new ways to deliver our curriculum.

In Winter 2022, we launched our Policy Primer, a program that combines the part-time format of our Tech Executive Leadership Initiative with the curriculum of our full-time fellowship. With a cohort of roughly 40 participants, the first Policy Primer will run for 10 weeks, from January 8 to March 18.

We also plan to recruit participants for a new iteration of our full-time fellowship: the Aspen Climate Cohort. Hosted in partnership with the Aspen Institute's Energy and Environment Program, the program will train climate scientists and technologists on the policy process to in-fuse the climate policymaking space with more technical expertise. The program is tentatively scheduled to run from June to August of 2022, and we plan to administer a portion of the curriculum in person, if public health conditions permit. We hope that the Climate Cohort will be the first of many expansions of our curriculum into other policy areas.

To expand our reach even further, we also hope to explore new curriculum delivery formats, including short-form courses and massive open online courses (MOOCs). Our mission is to provide policy training to every STEM professional who seeks to have policy impact, and we are eager to get even closer to this goal in 2022.
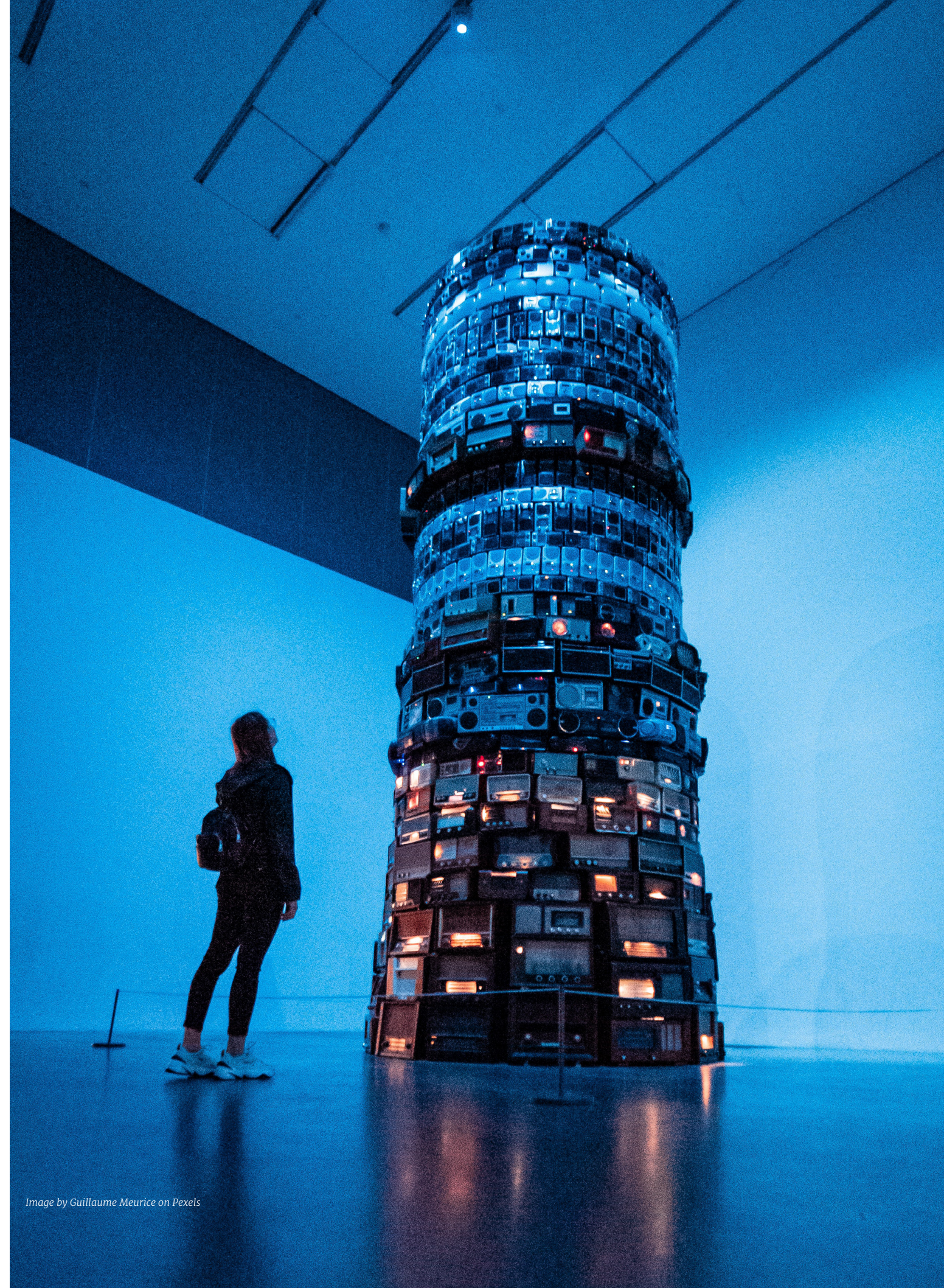
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