

Education for Policy Design Synthesis

Steven Babitch

Eric Gili Fort

Yanin Kasemkosolsri

Christine Kim

Sarah B. Nelson

Systems and Systematic Design Workshop

Fall 2005

Institute of Design



What is policy?

“Policy making is the process by which governments translate their political vision into programs and actions to deliver ‘outcomes’ - desired changes in the real world”

- Modernising Government, White Paper, 1999

Background

Policy is...

intended to effect change to yield better results and serve the public's interests

- > puts laws into place
- > defines processes

Policy making is...

a **problem solving** process

The problem is...

many policies set forward do not produce the intended results

How can we create better policy?

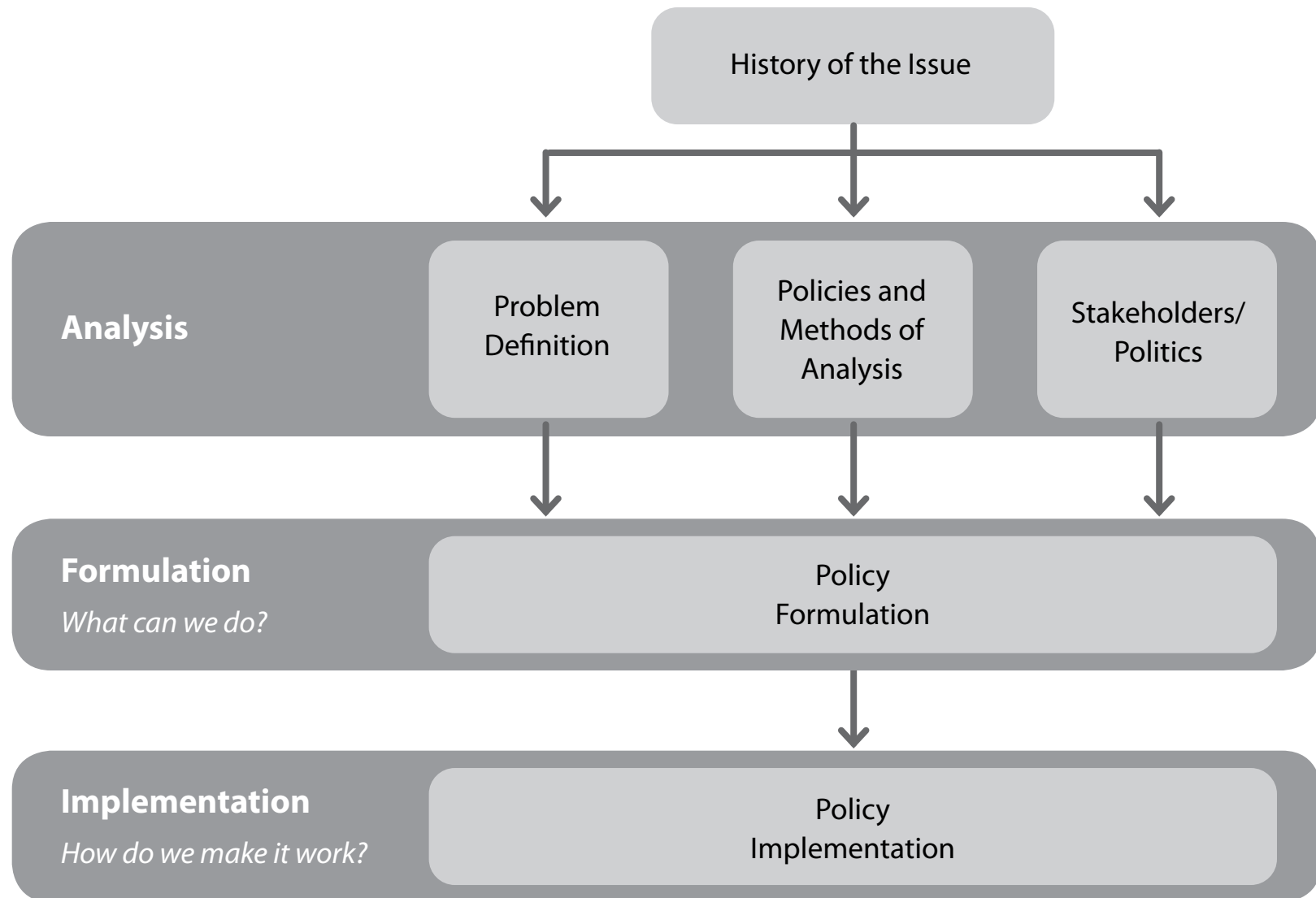
We need to *think* differently

Design thinkers... are able to think *creatively* to develop solutions

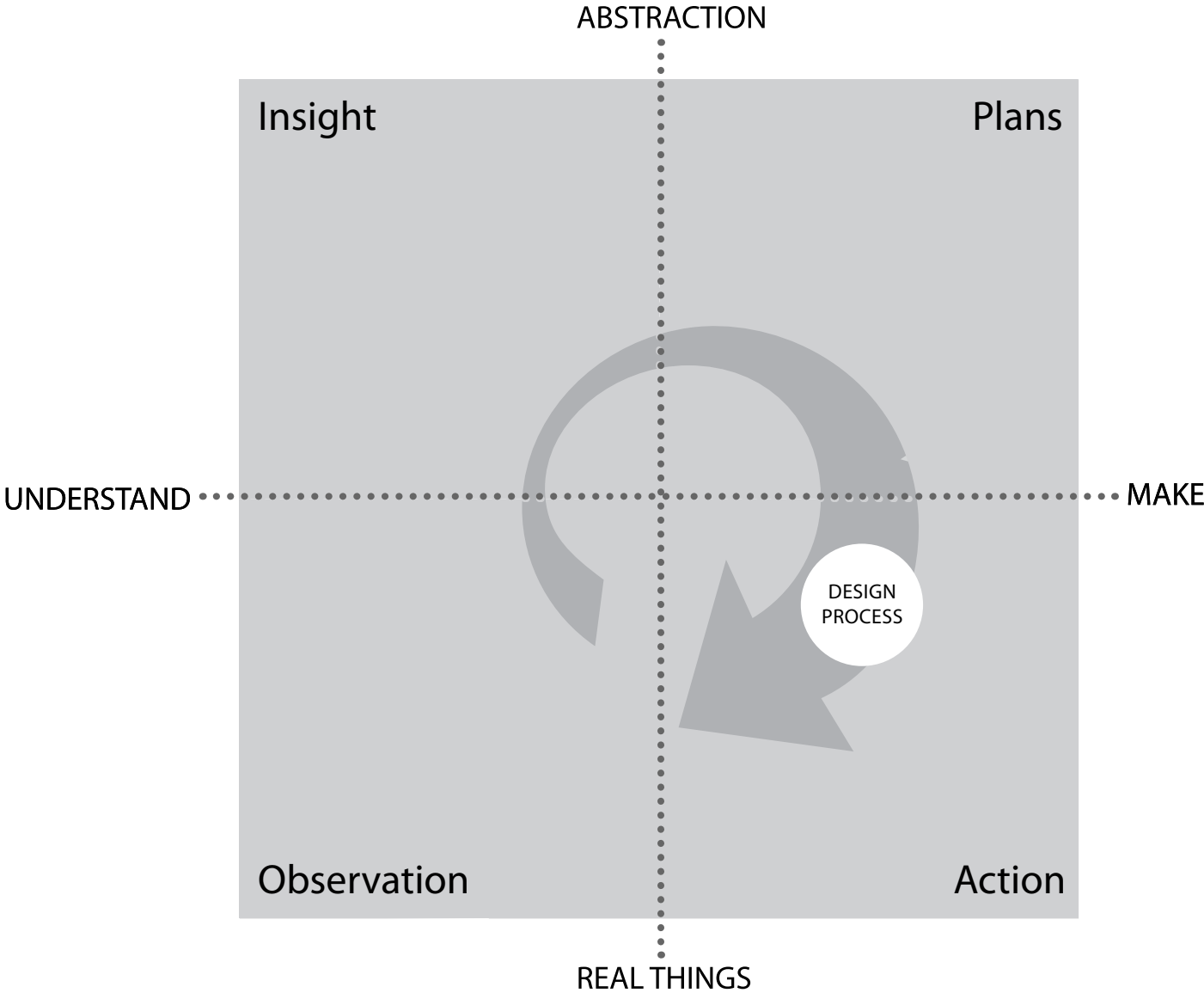
Characteristics of design thinkers...

- Conditioned inventiveness
- Human-centered focus
- Environment-centered concern
- Ability to visualize
- Tempered optimism
- Bias for adaptivity
- Predisposition for multi functionality
- Systemic vision
- View of the generalist
- Ability to use language as a tool
- Affinity for teamwork
- Facility for avoiding the necessity of choice
- Self-governing practicality
- Ability to work systemically with qualitative information

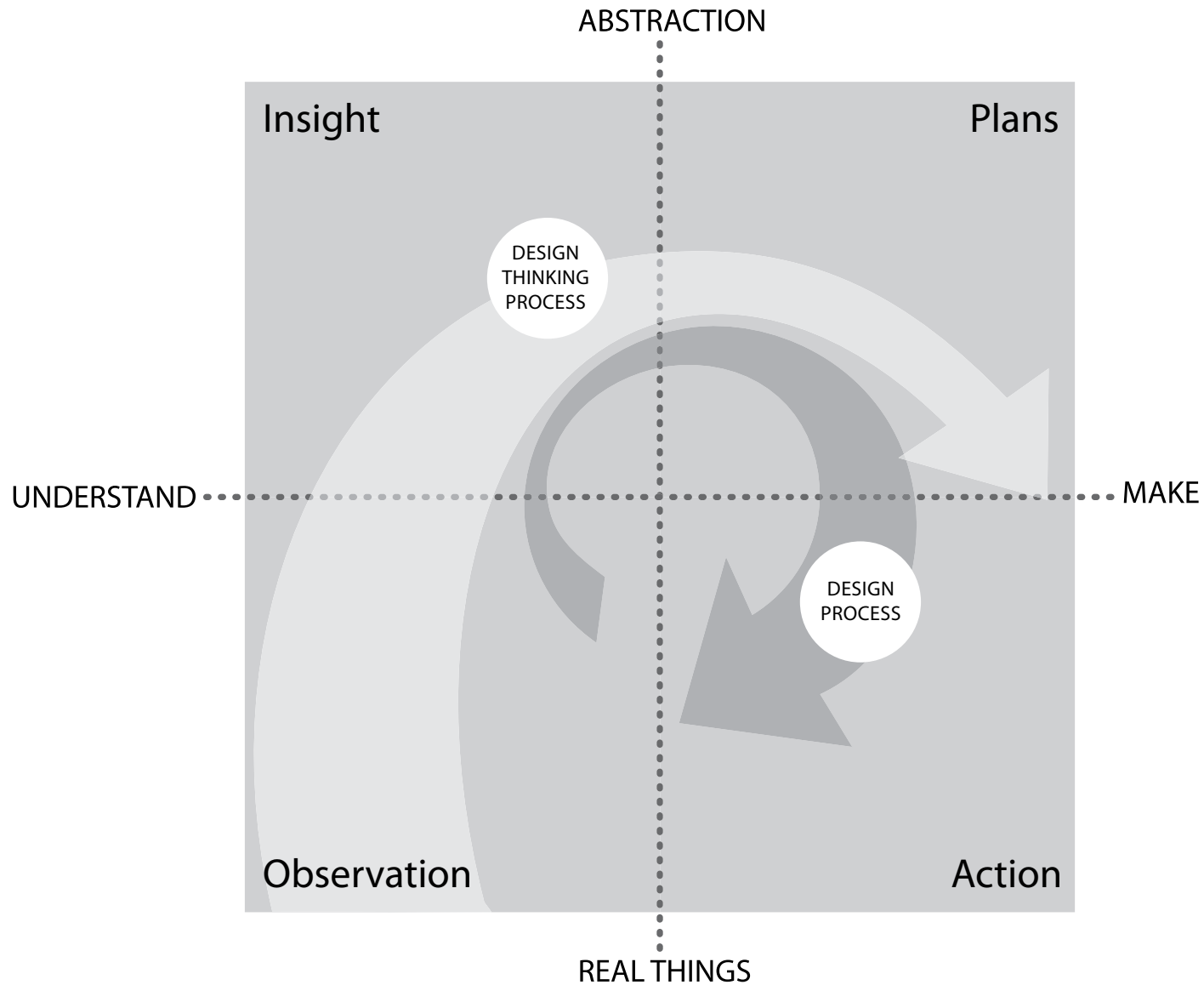
The Policy Making Process



What is the *design* process?

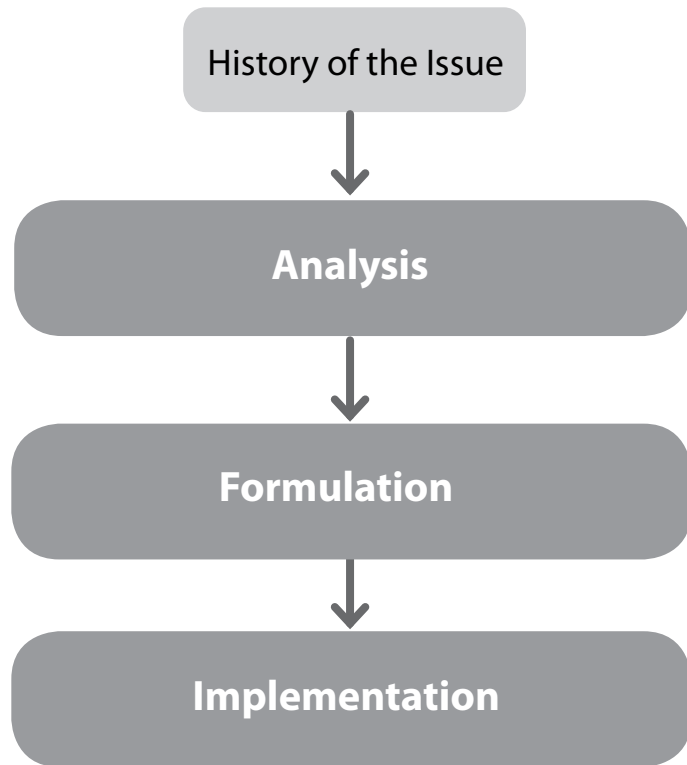


What is the *design thinking* process?

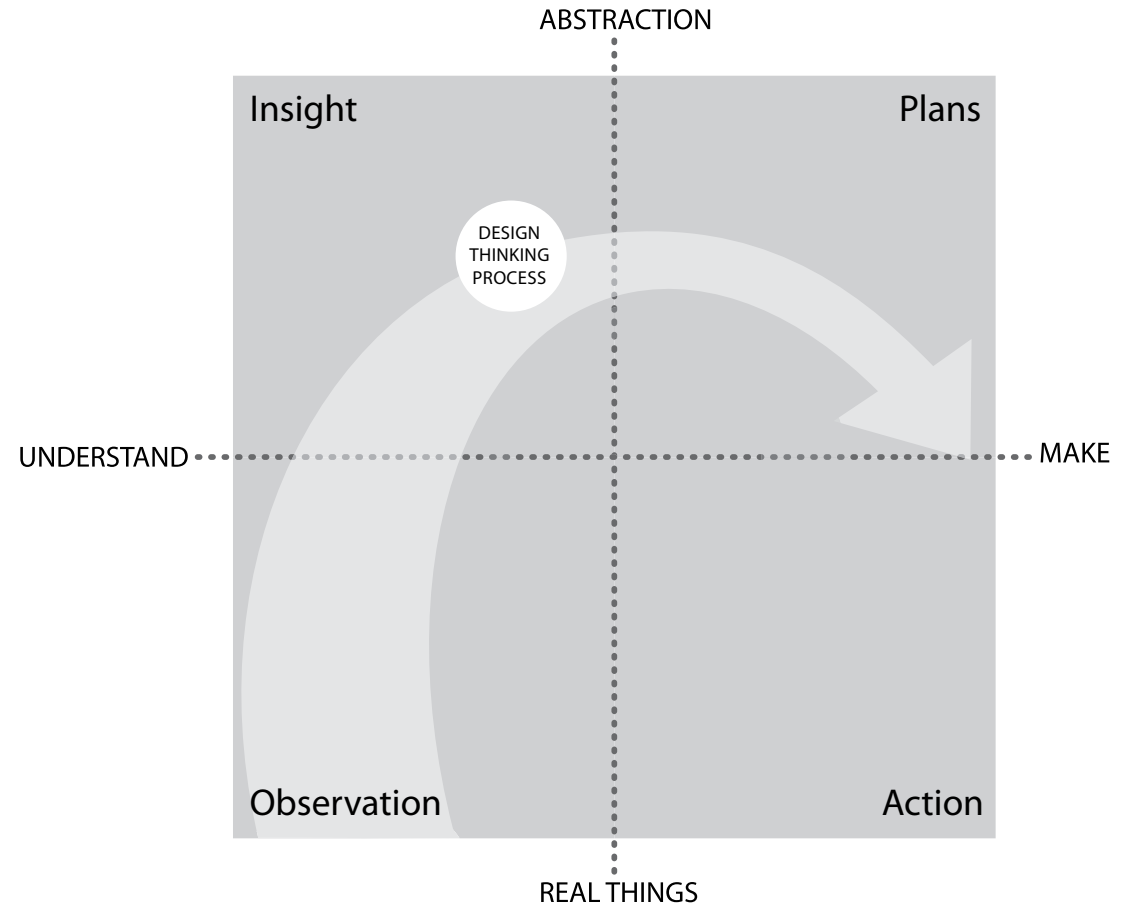


How are these processes different?

The policy making process



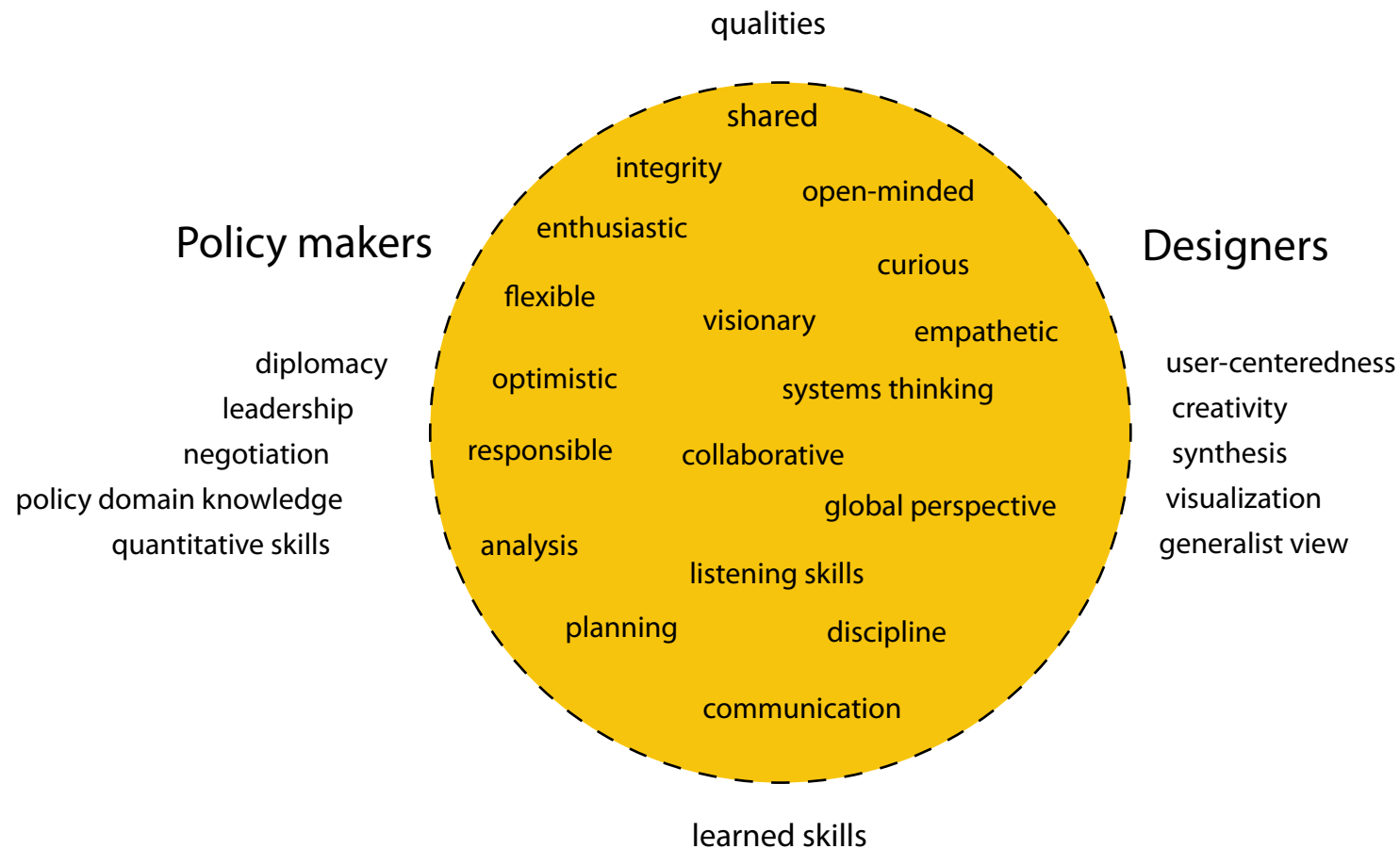
The design thinking process



Shared skills and qualities of policy makers and designers



Skills specific to policy makers and designers

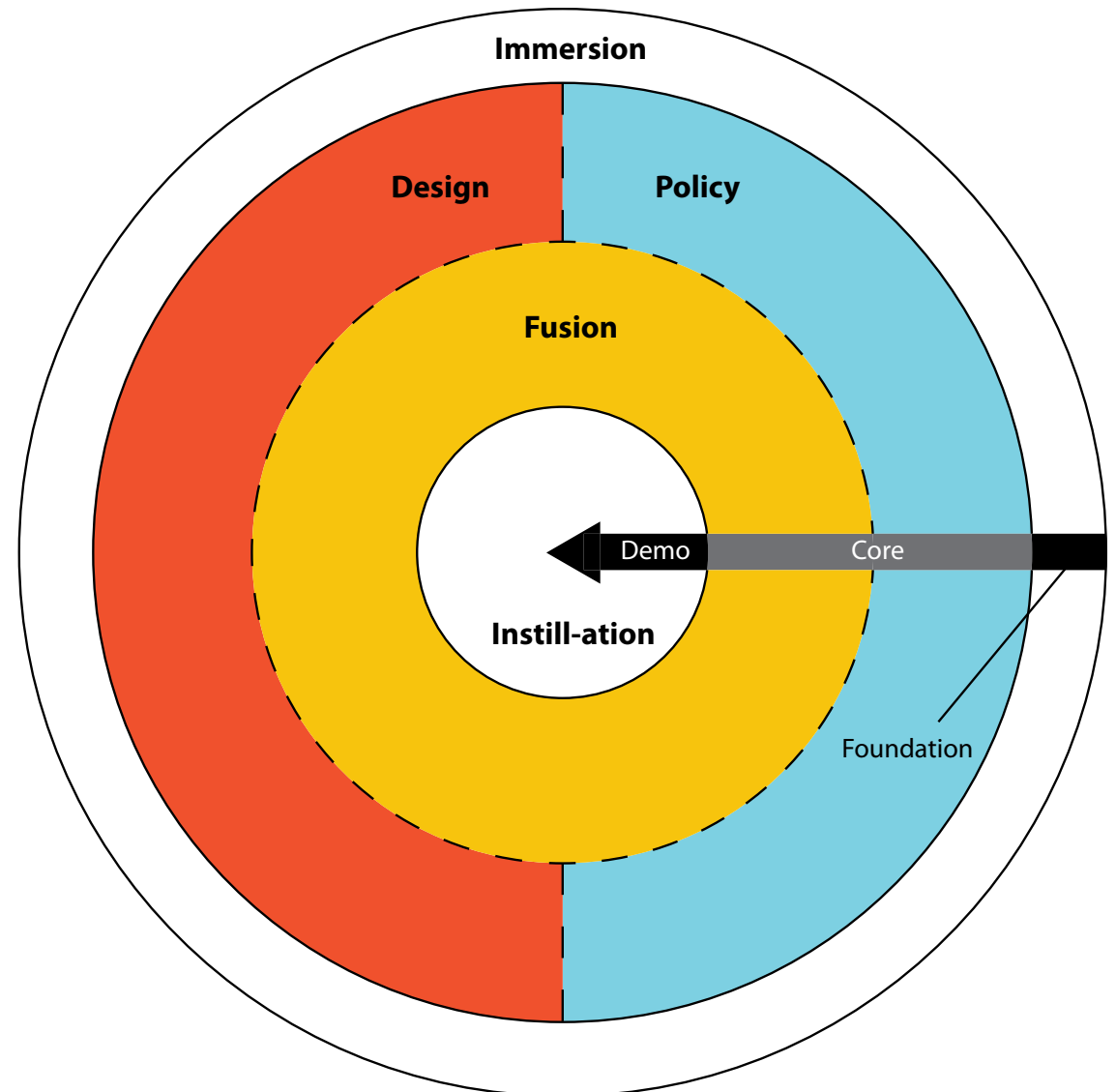


Combining policy and design thinking

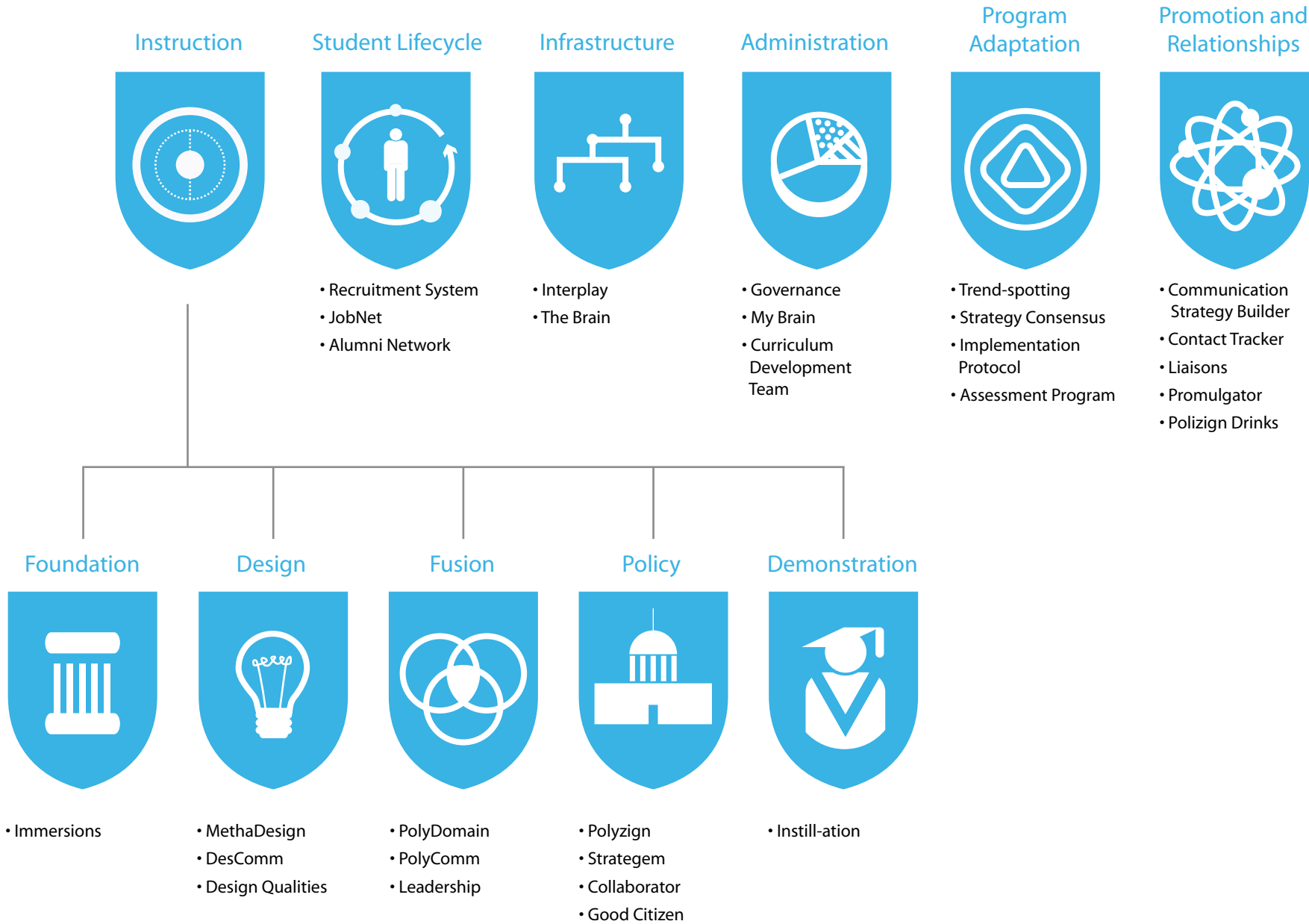


The EPDS Program

The EPDS Program is a blueprint for a master's level program fusing design thinking and methods with policy knowledge and techniques to create a designer capable of working effectively in developing innovative solutions for public policy.



The EPDS Program





Instruction

System Elements



Foundation
Immersion



Design
MethaDesign
DesComm
Design Qualities



Policy
PolyDomain
PolyComm
Leadership



Fusion
Polyzign
Strategem
Collaborator
Good Citizen



Demonstration
Instill-ation



Curriculum Structure

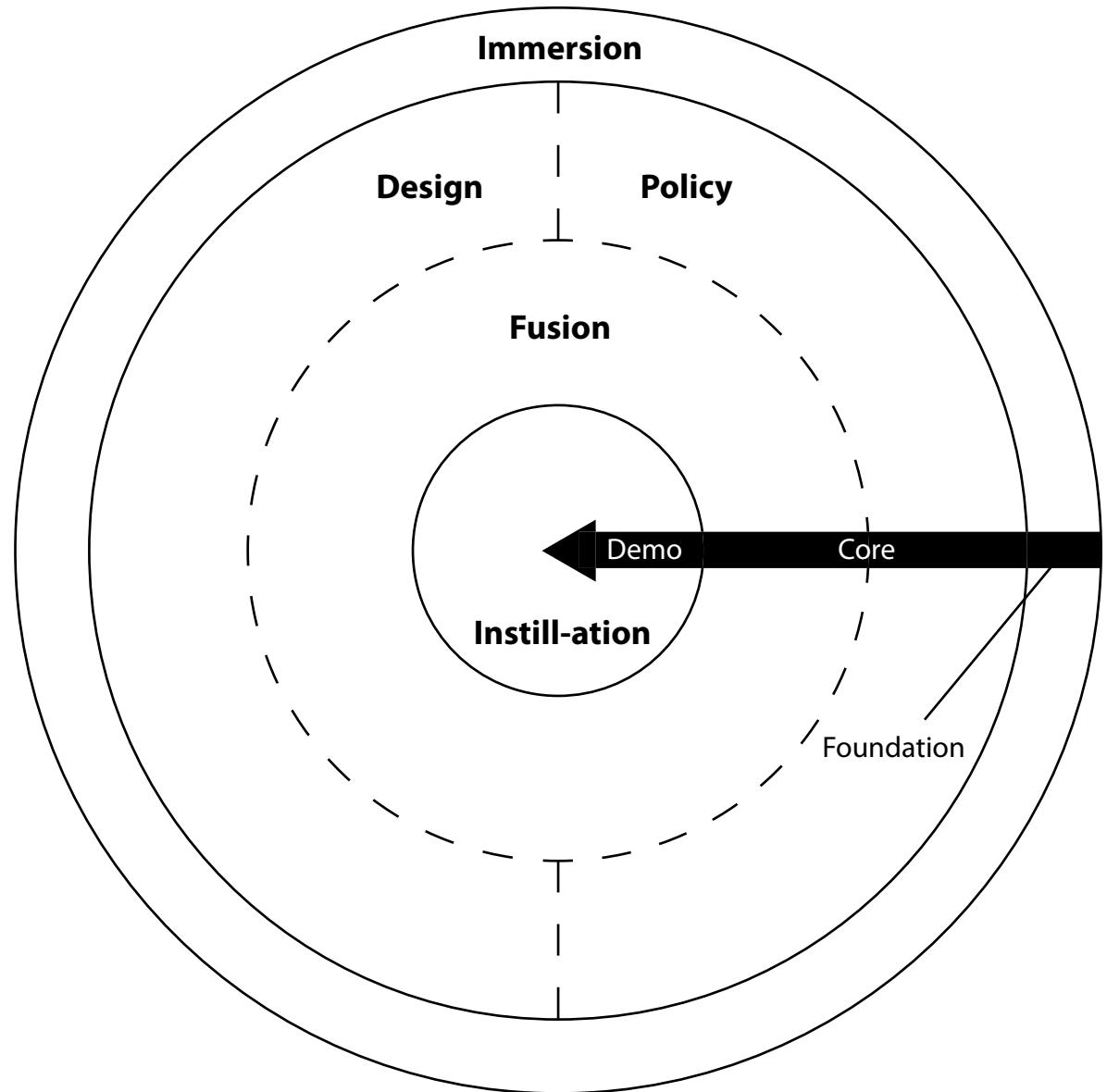
Influenced by the Bauhaus education structure

Has three stages

- Foundation
- Core
- Demo

Length of study (2 years, 4-6 week Foundation)

Flexible schedule





Foundation: Immersions

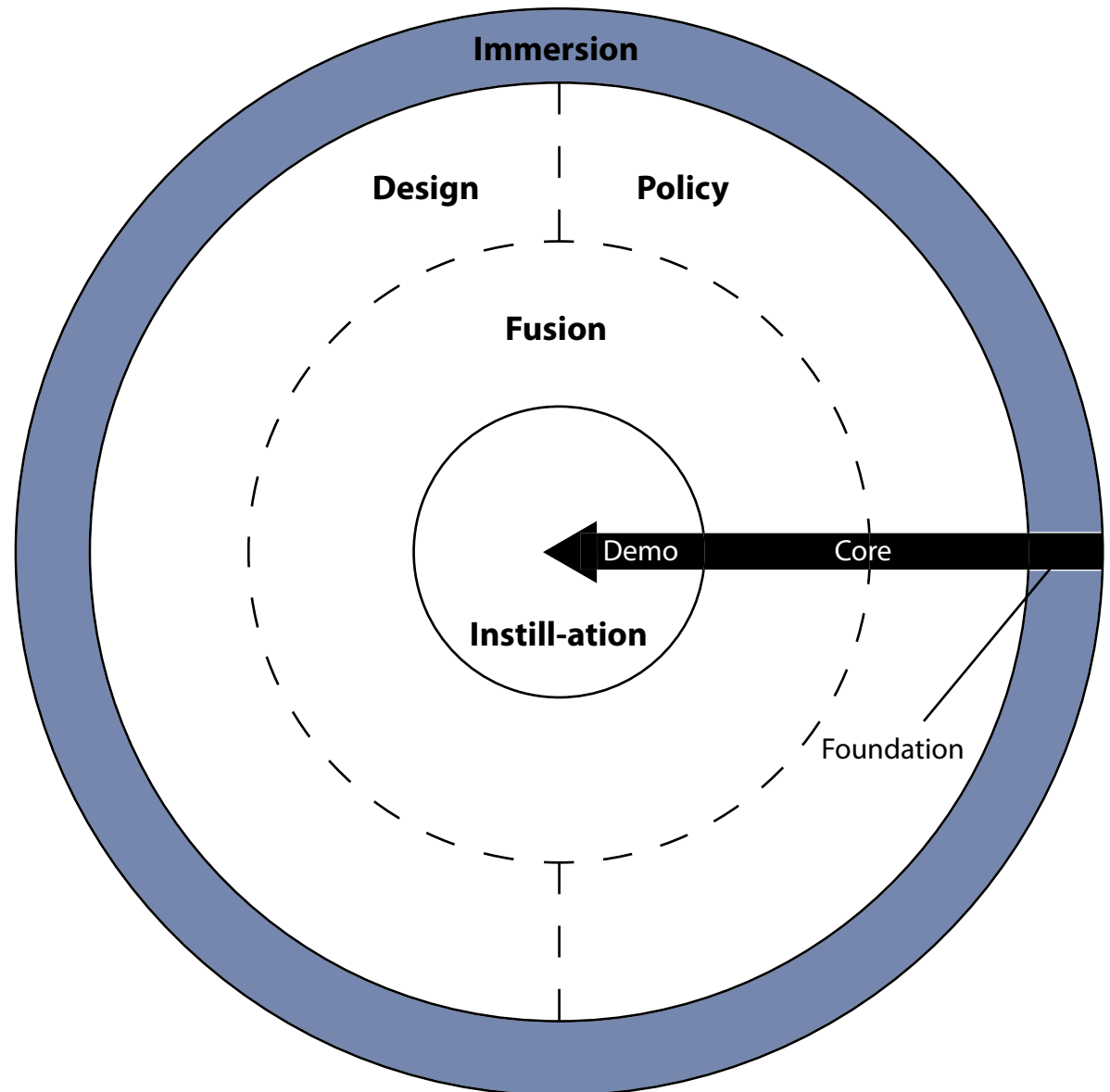
DESCRIPTION: A “foundation program” held off-site where students can be engaged and immersed in workshops and exercises to learn valuable teamwork skills and other soft skills that will prepare them FOR THE MAIN PROGRAM. SHORT “IMMERSION” SESSIONS OF CLASSES Or projects are offered periodically throughout the semester to extend the experience, designed to bring everyone to the same level on various subjects.

PROPERTIES

- Off-site foundation program
- Mini-classes (weekend or week-long)
- Field trips
- Experiential learning opportunities

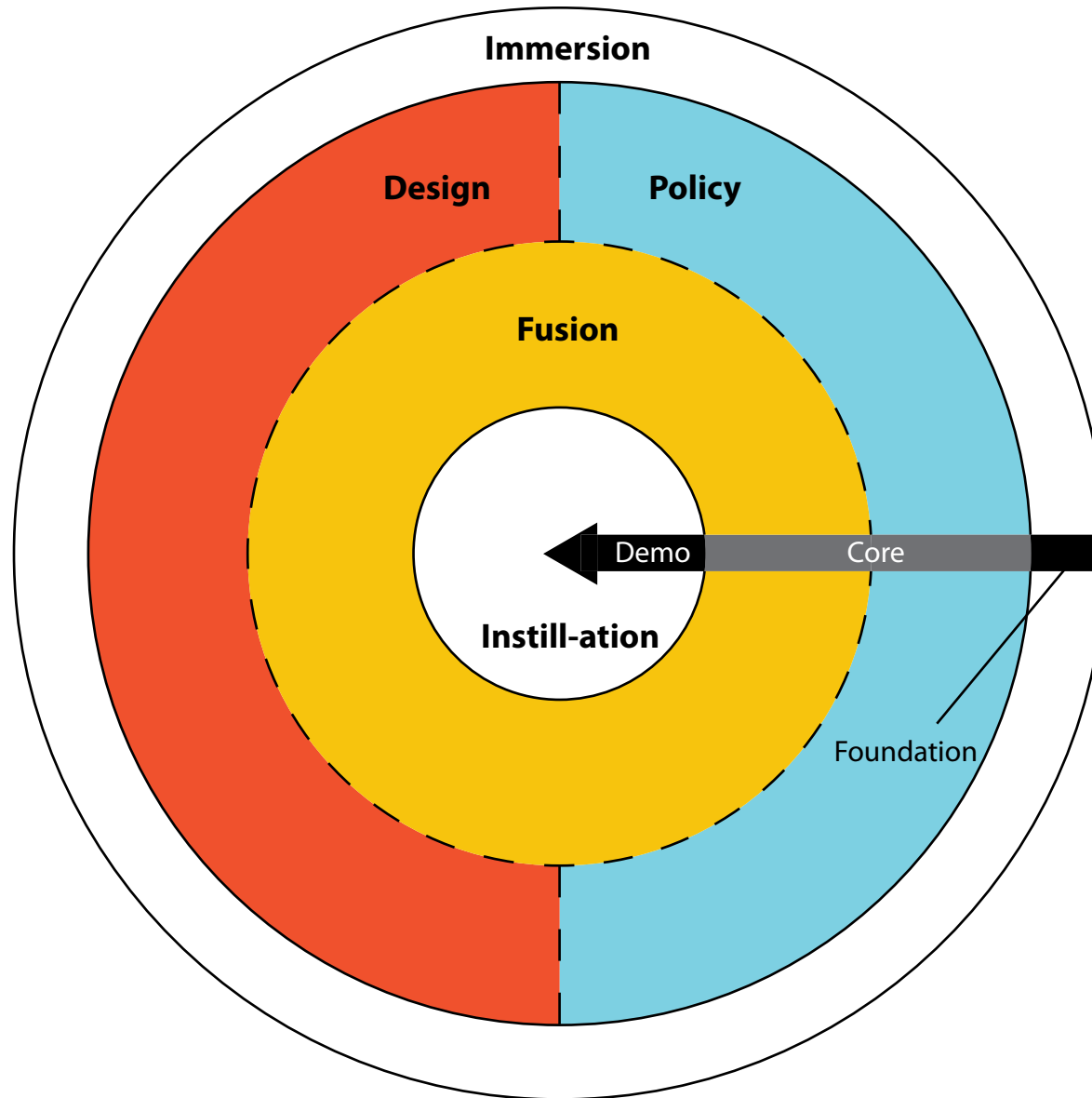
FEATURES

- Introduces students to different subject areas
- Provides students with opportunities to engage in experiential learning
- Builds teamwork and other soft skills



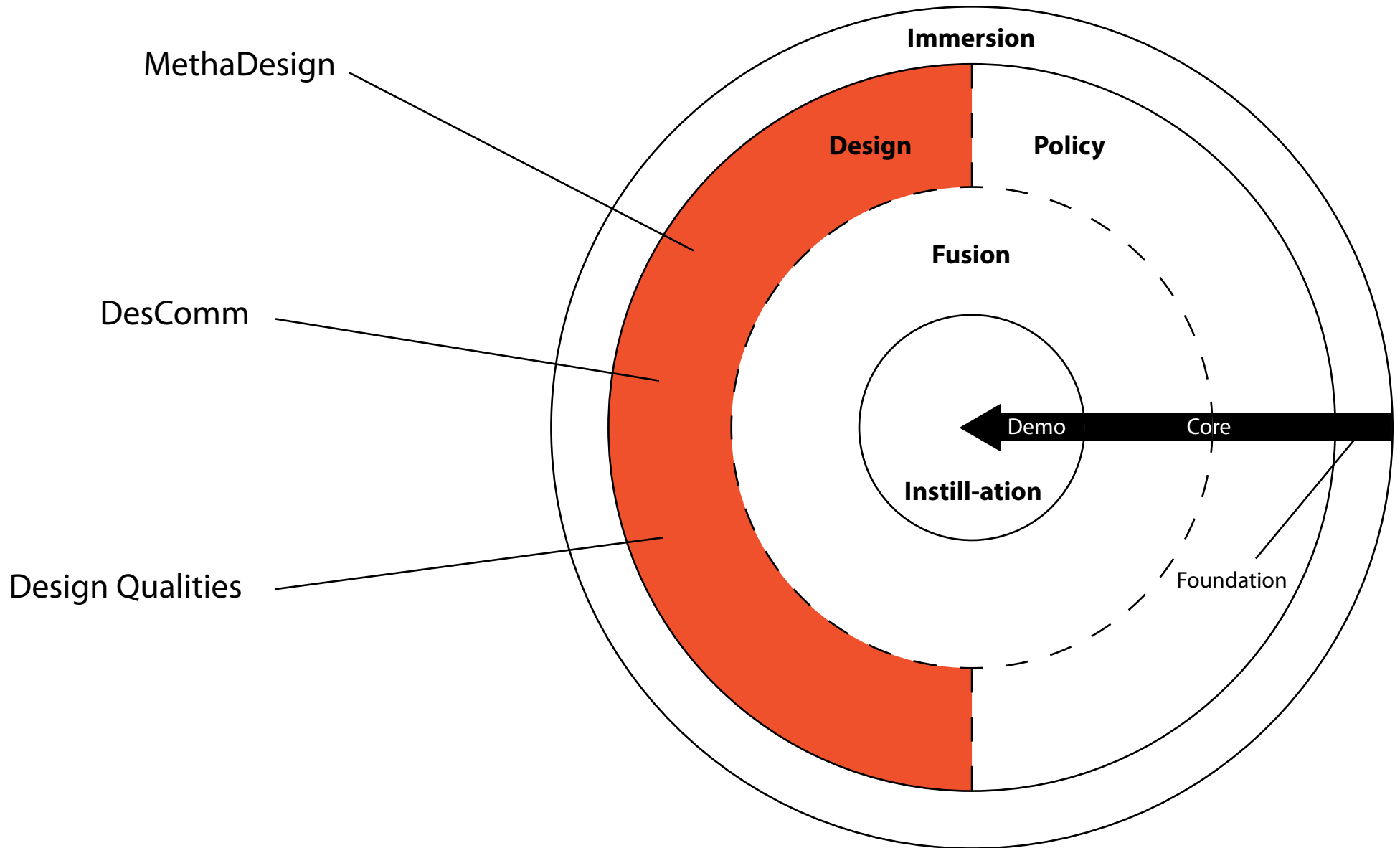


Core: Overview





Core: Design





MethaDesign

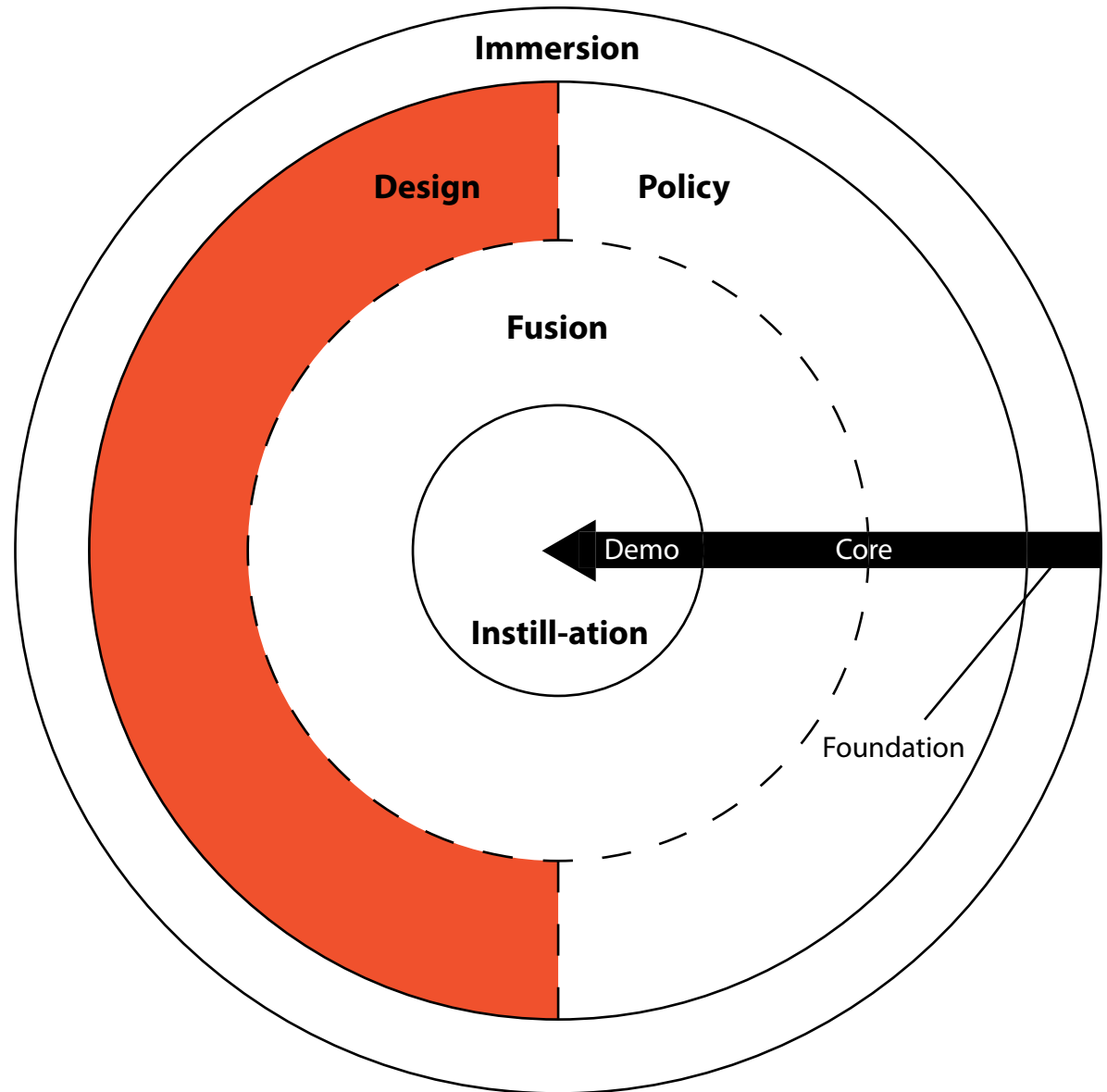
DESCRIPTION: MethaDesign is an evolving set of techniques and methods that students and graduates of EPDS, in a strategic planning or policy planning role, can use to think about and approach a problem. A summary of the methods can be found in the MethaDesign Database.

PROPERTIES

- A collection of frameworks and methods
- Problem analysis tools
- Methods to turn analysis insights into synthesized solutions
- Observation exercises
- Decomposition/problem breakdown exercises
- Critical questioning perspective
- Framing exercises
- A database

FEATURES

- Provides students structured ways of approaching problems
- Trains students to be more disciplined when approaching a design problem
- Provides students with guidelines and frameworks to follow in order to cover as many aspects as possible in problems.





MethaDesign: Future Vignette

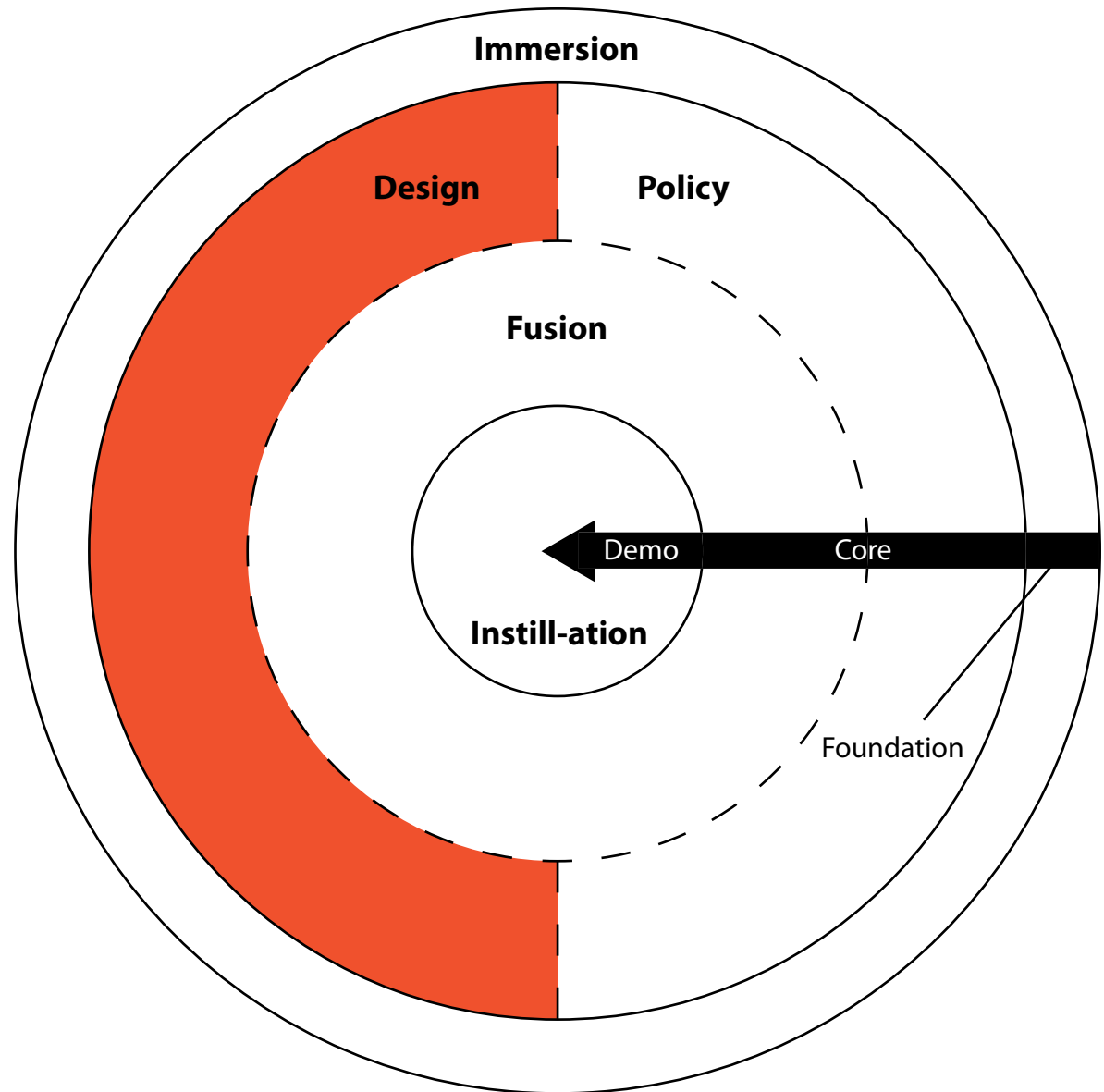
DESCRIPTION: A brainstorming technique that frees participants from the constraints of the present by imagining their idea or situation many years into the future. Once the ideal future scenario has been envisioned, users can look back to the present to determine the appropriate course of action required to achieve the vision.

PROPERTIES

- A framework or model for thinking about future scenarios
- Guidelines to using technique effectively
- Evaluation criteria to assess scenarios
- Scenario creation tool

FEATURES

- Identifies objectives and constraints
- Creates ideal future scenarios
- Helps anticipate unintended consequences
- Assesses scenarios against current reality
- Helps identify effective investments, strategies, actions, and tools that meet objectives





DesComm

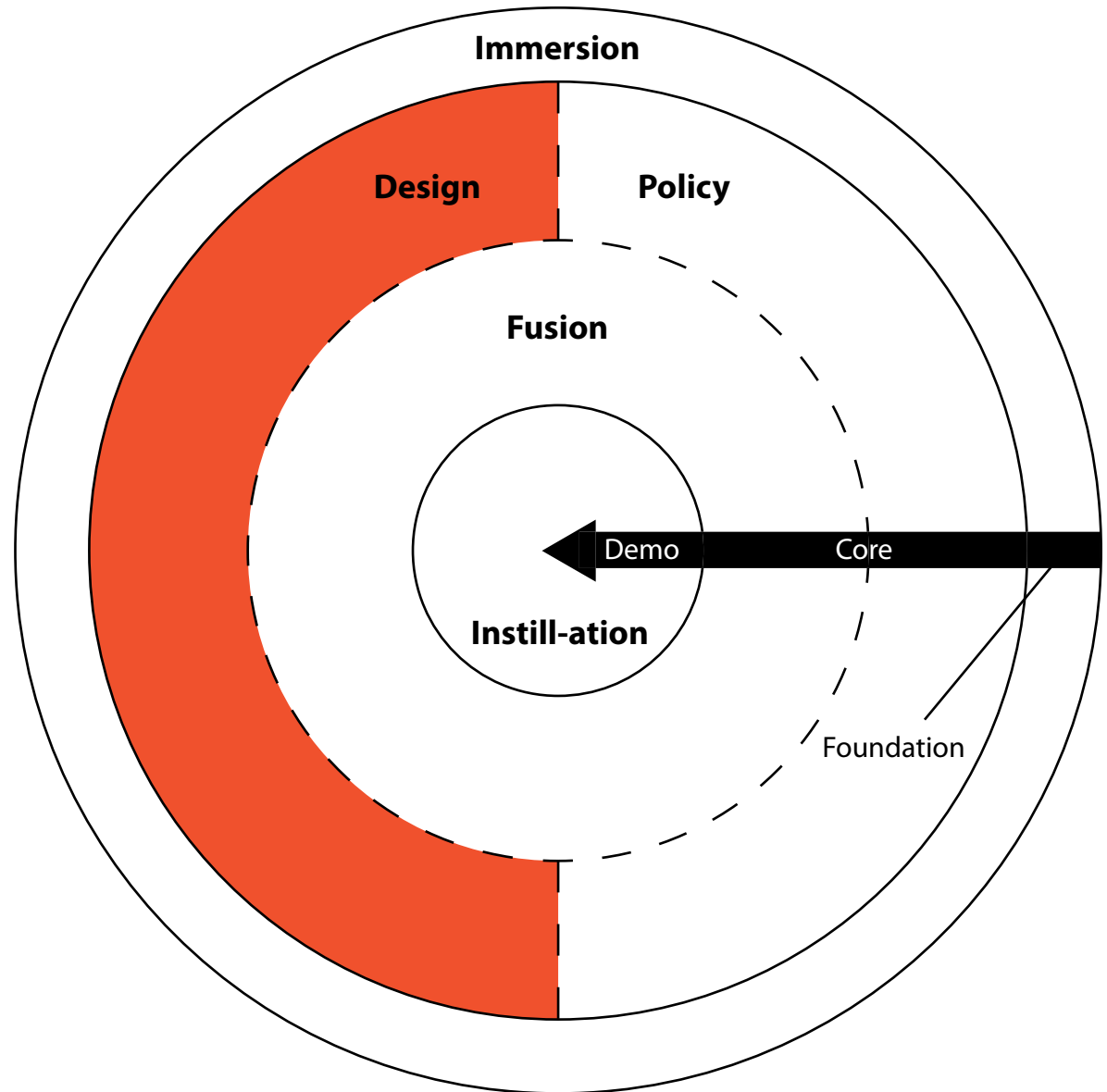
DESCRIPTION: Design Communication requires skills such as visualization, persuasion, and effective storytelling. DesComm is a tool that helps create powerful scenarios and visualizations by helping the user think through the process. DesComm can also be taken offline with printed guidelines that can be used in lesson plans or team projects.

PROPERTIES

- Visualization module
- Persuasion module
- Storytelling module
- Scenario development
- Guidelines

FEATURES

- Helps students use visualization methods to analyze a scenario
- Helps students with their abilities to craft a solution and to get buy-in
- Teaches students how to create a well-told story that brings together their ideas and solutions
- Allows for guidelines to be printed and taken outside of the computer to be used in lesson plans or project





Design Qualities

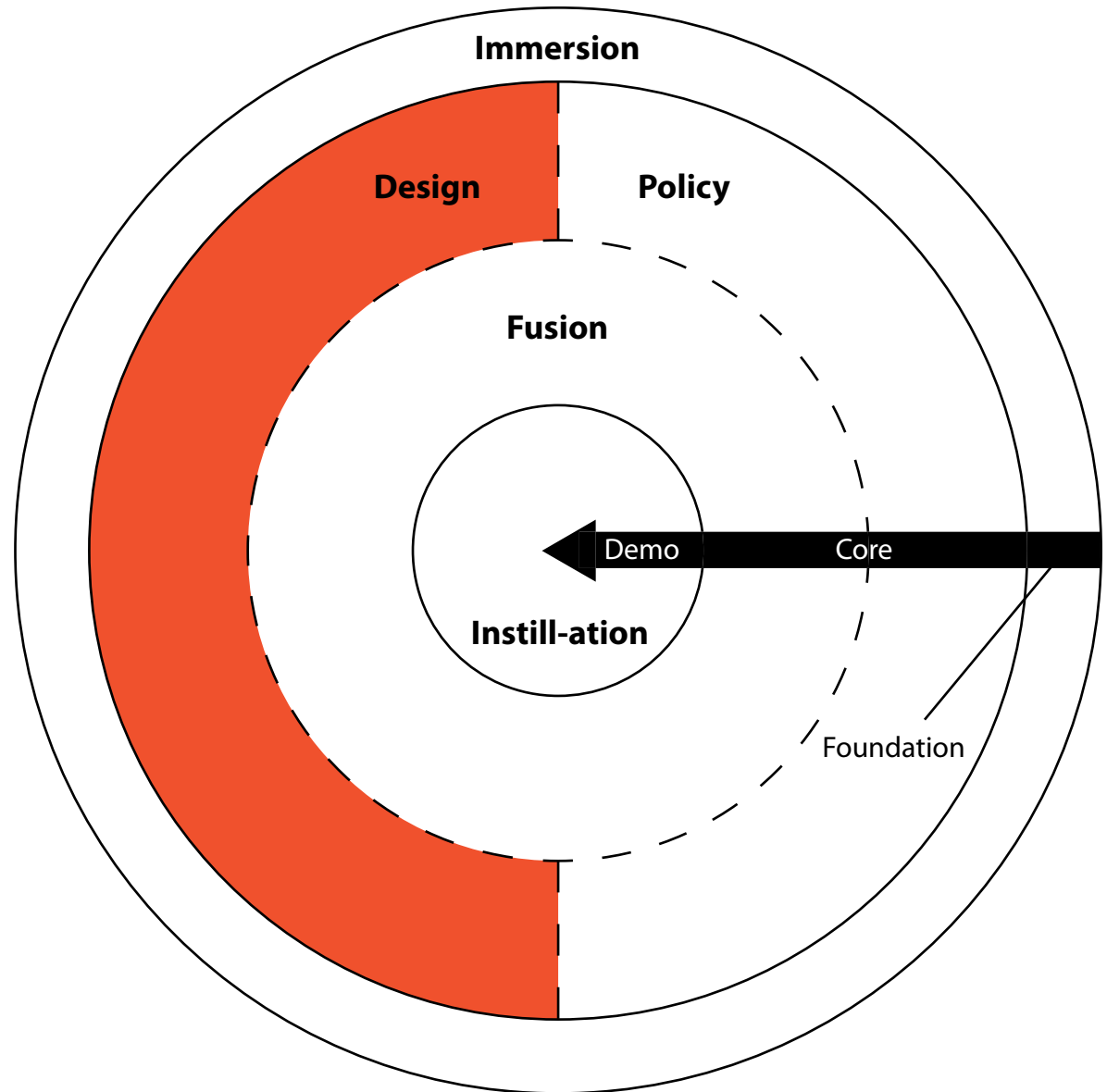
DESCRIPTION: Design Qualities are the characteristics of a designer that the Education program instills in its graduates. These are the design or innovation traits that help form a successful candidate for strategic planning in the context of the policy making arena.

PROPERTIES

- A set of qualities of characteristics
- Abstract in nature
- Traits that tend to be found in systematic design thinkers

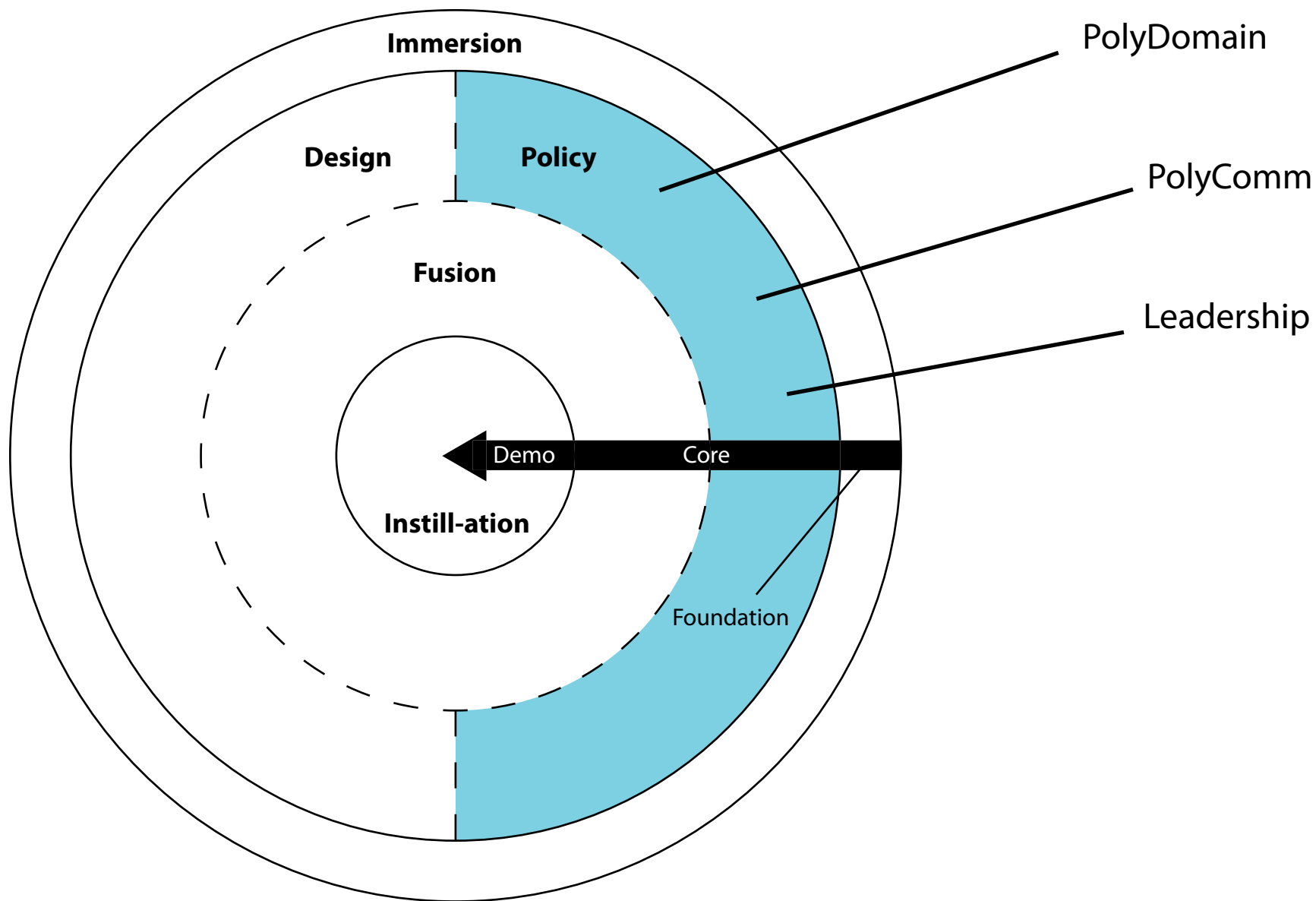
FEATURES

- They help policy advisors and strategists create conditions for exploration and ideation of policy related solutions
- They foster an open collaboration between various advisors in the context of forming policy or plans relating to the public sector issues
- They focus on human-centeredness
- They help to visualize, imagining, story-telling,
- They foster a bias for adaptivity and multi-functionality
- They allow for systemic and systematic ways of approaching problems
- They build an affinity for teamwork





Core: Policy





PolyDomain

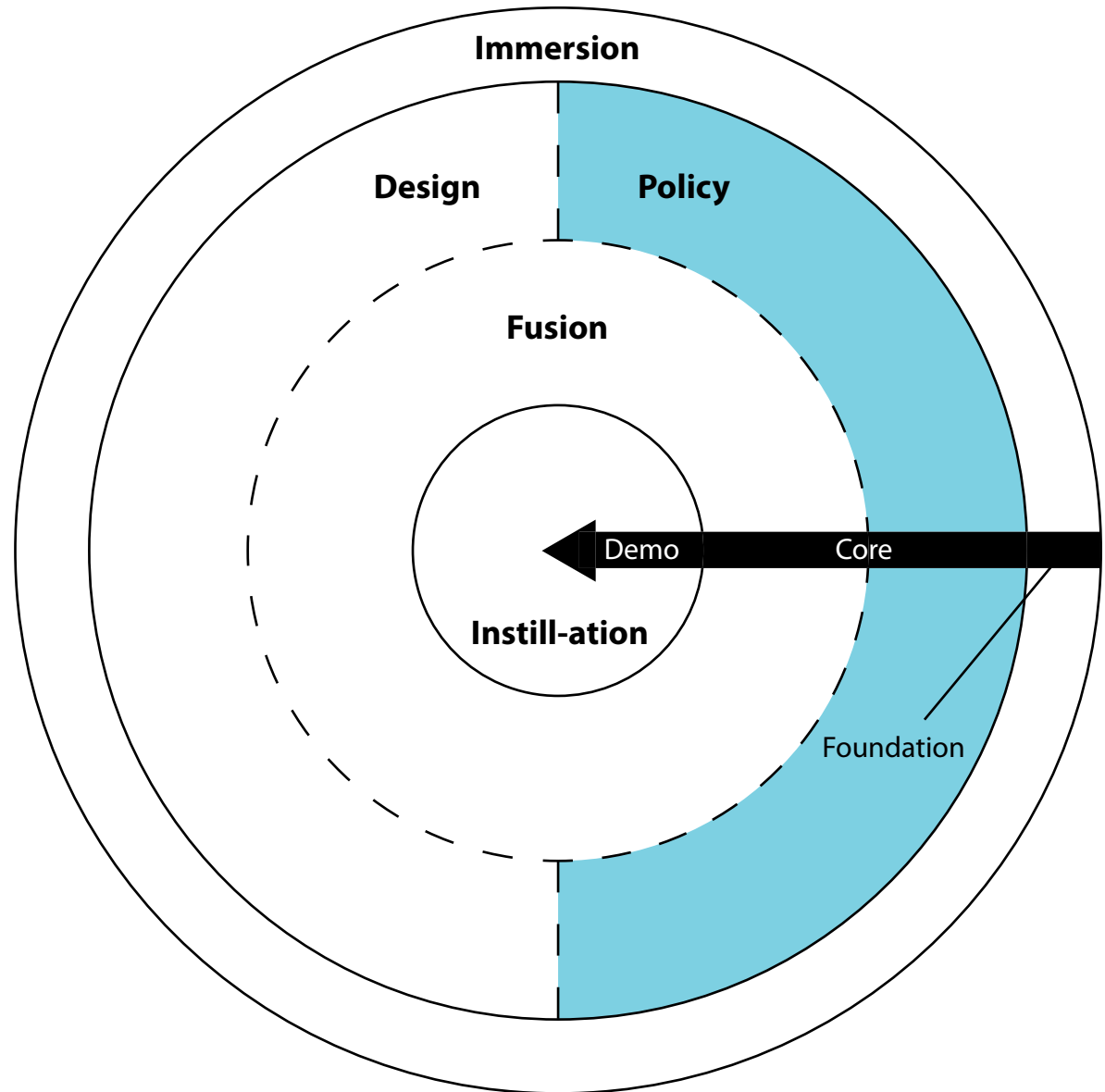
DESCRIPTION: Policy Domain Knowledge is the set of fundamental policy related topics that must be included in the EPDS program. Because of the nature of this program, it is essential that our graduates have the necessary skills and understanding of the public policy landscape. They need to be able to succeed in the context of advising policy makers in a variety of contexts.

PROPERTIES

- Sets of knowledge
- Specializations – in a particular area of interest, e.g., healthcare, politics, education, the environment
- Specific Topics
- Country specific issues, e.g., Natural Disasters, Emerging markets, etc.

FEATURES

- They provide public policy domain knowledge such that students and graduates can enter a policy arena or situation and delve into the issues with credibility.
- They provide skills necessary to be a credible strategist or advisor in the policy planning process (or policy making role)





PolyComm

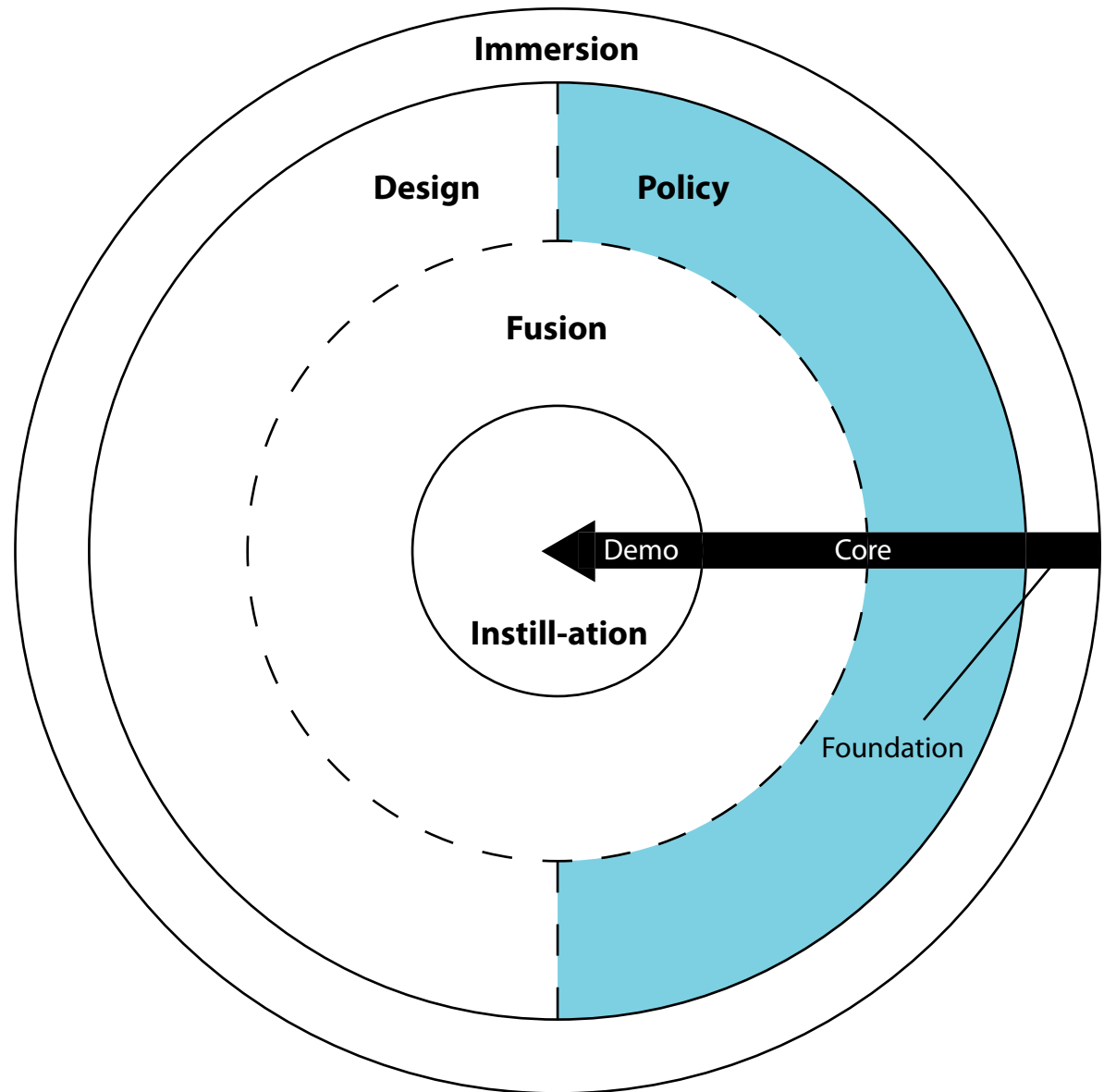
DESCRIPTION: Graduates of EPDS must be adept at the art (or skills) of PolyComm, the policy-related communication skills of negotiation, empathy, and diplomacy. These skills are typically considered “soft skills,” perhaps with the exception of negotiation, which can be taught more explicitly. In addition to more concrete tools involved in the policy forming process such as quantitative analysis and policy domain knowledge, i.e., healthcare and educational policy, interpersonal skills are an essential set of more abstract traits required of effective policy advisors.

PROPERTIES

- A set of qualities of characteristics
- Abstract in nature, not concrete
- Traits that tend to be found in effective strategic planners and policy makers
- Workshop

FEATURES

- Allows students to master the skills of negotiation, empathy, and diplomacy
- Allows students to critique each other on the basis of how successful they were able to facilitate a discussion or negotiation





Leadership

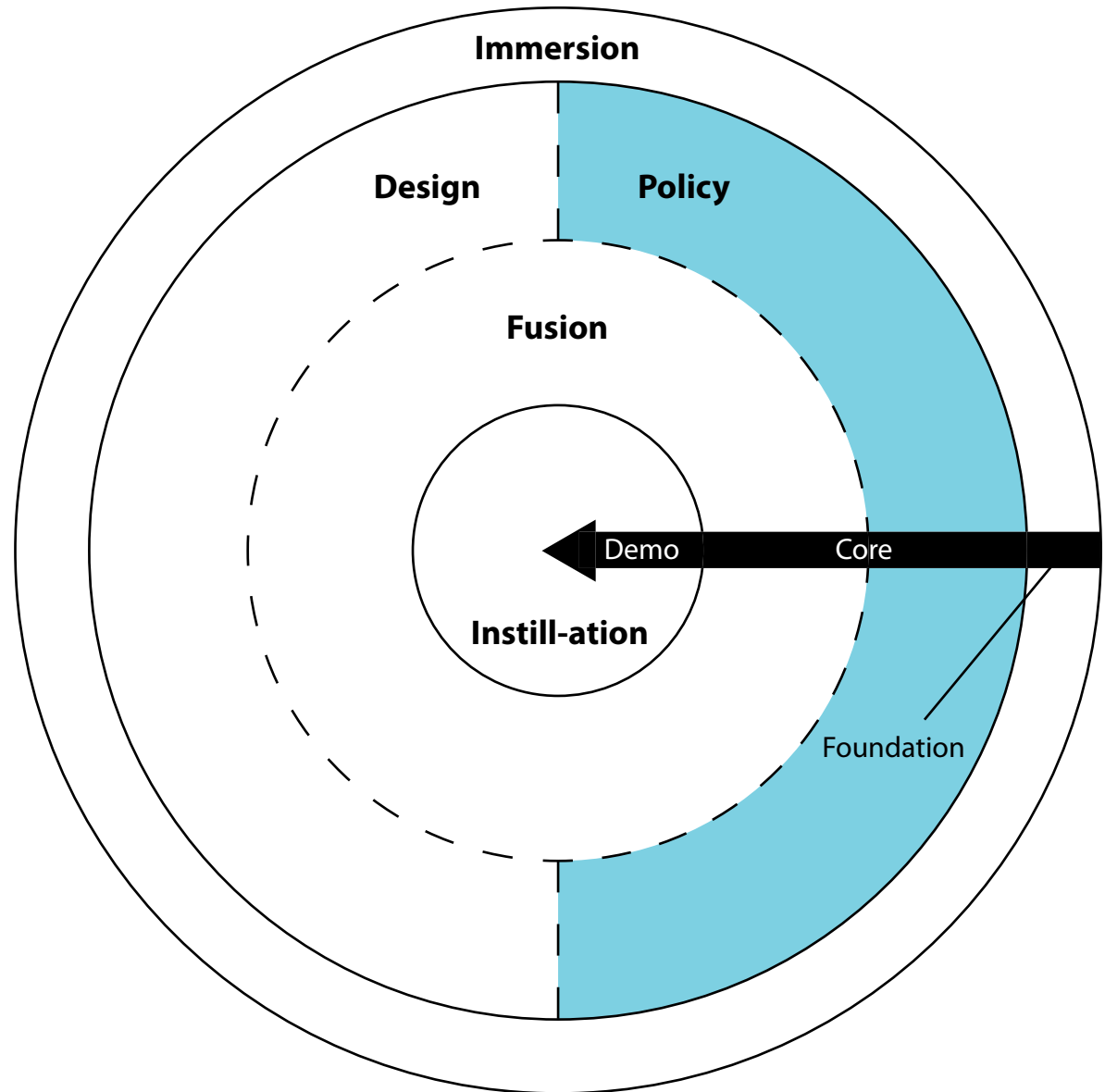
DESCRIPTION: Leadership is the quality and set of skills required to be an effective leader.

PROPERTIES

- Leadership is the characteristic
- Abstract in nature (qualities)
- Concrete in nature
- Exercises
- Process

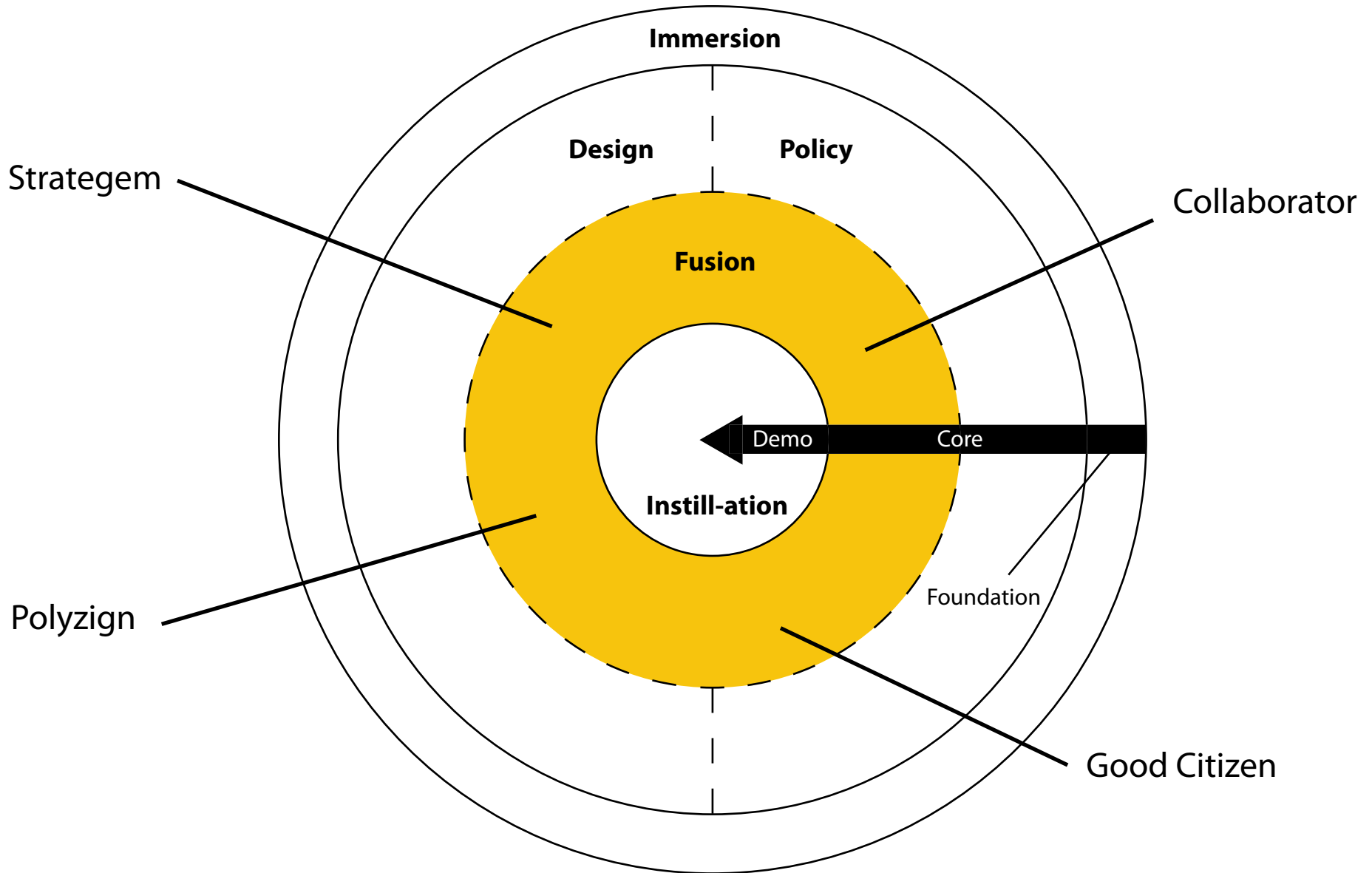
FEATURES

- They provide public policy domain knowledge such that students and graduates can enter a policy arena or situation and delve into the issues with credibility.
- They provide skills necessary to be a credible strategist or advisor in the policy planning process (or policy making role)





Core: Fusion





Polyzign

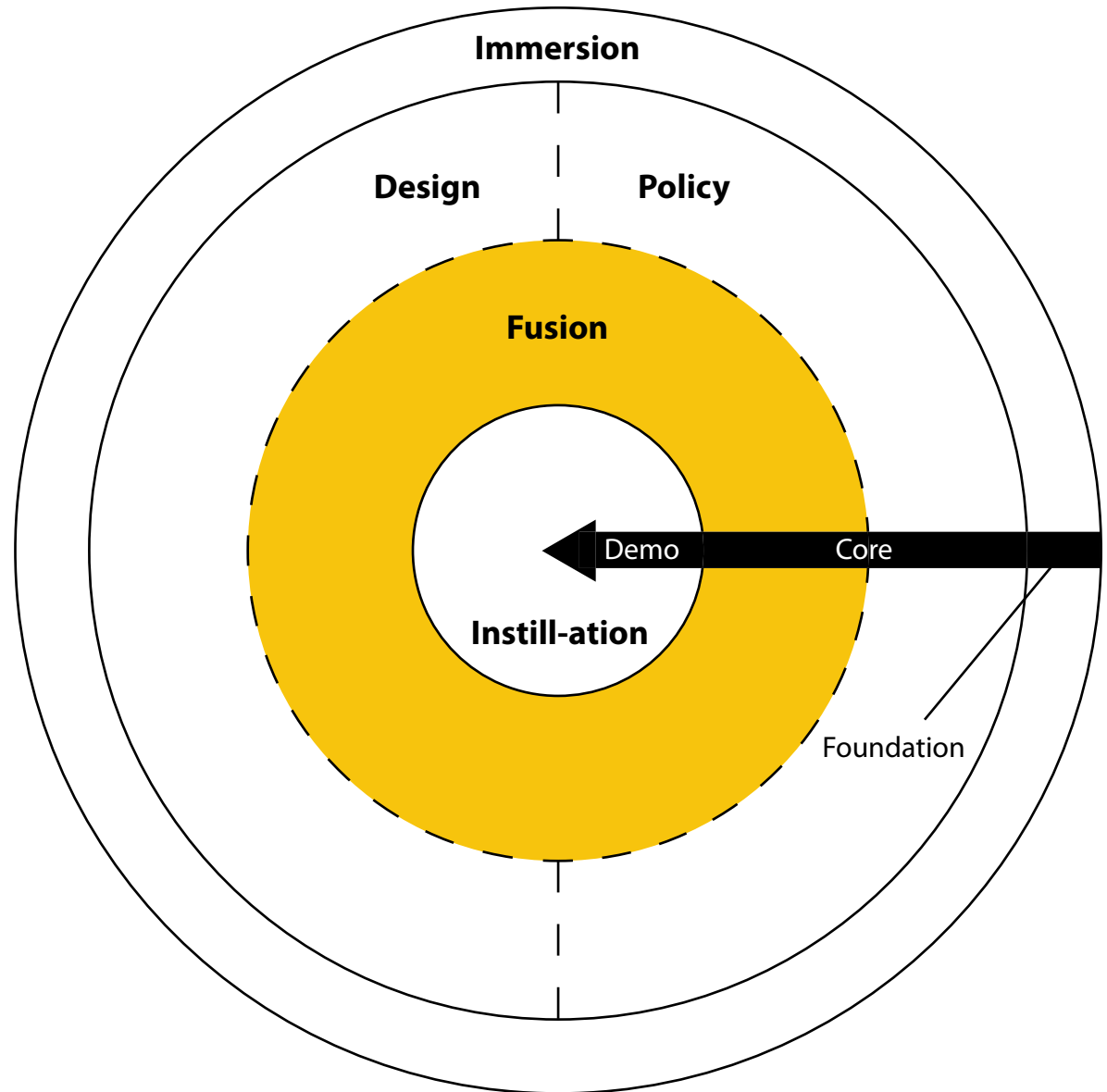
DESCRIPTION: PolyZign is the set of processes through which design thinking and policy planning can be fused throughout the curriculum of the Education for Policy Design Synthesis.

PROPERTIES

- A process
- A software application
- A workshop
- A series of exercises

FEATURES

- Links appropriate design methods with policy course work
- Allows the creator(s) to determine what design methods are most appropriate for a given policy topic, course, or exercise
- Allows students to determine what design method might be most appropriate for a specific situation or problem
- Allows students to track their progress toward fulfilling requirements of design and policy





Strategem

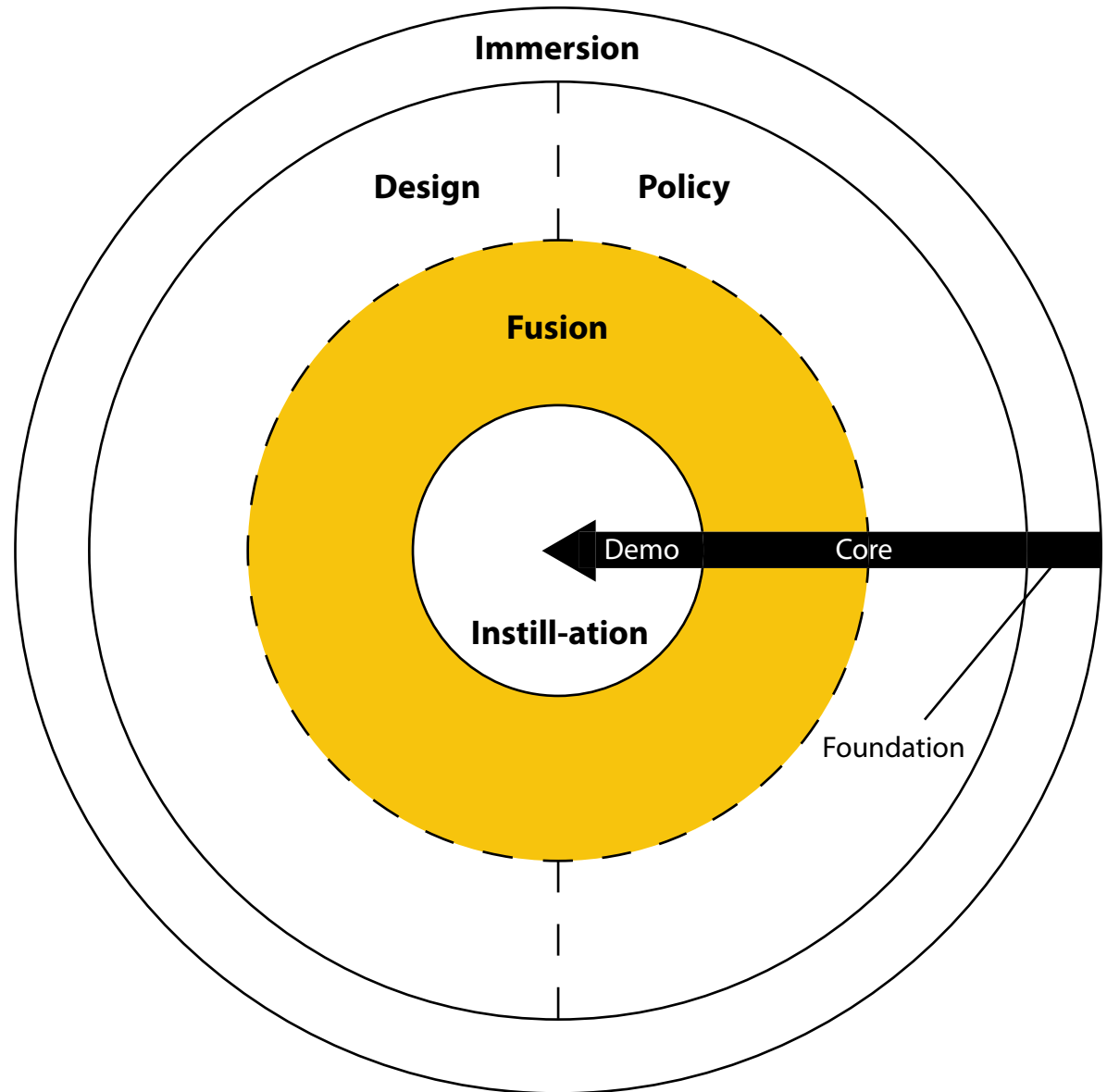
DESCRIPTION: Strategem is a tool to teach students how to use business frameworks, create strategic plans, and to think strategically.

PROPERTIES

- Business frameworks
- Link to Design Methods Database
- Strategy simulations
- Strategic diagram creation tool
- Environmental strategy tools
- Information and Resources, such as articles, examples of strategic plans, and case studies

FEATURES

- Teaches students how to use business frameworks
- Teaches students how to think strategically and decision-making skills
- Creates visual models of strategy that can be printed, emailed, or saved in a presentation
- Teaches students about corporate responsibility and environmental strategy





Collaborator

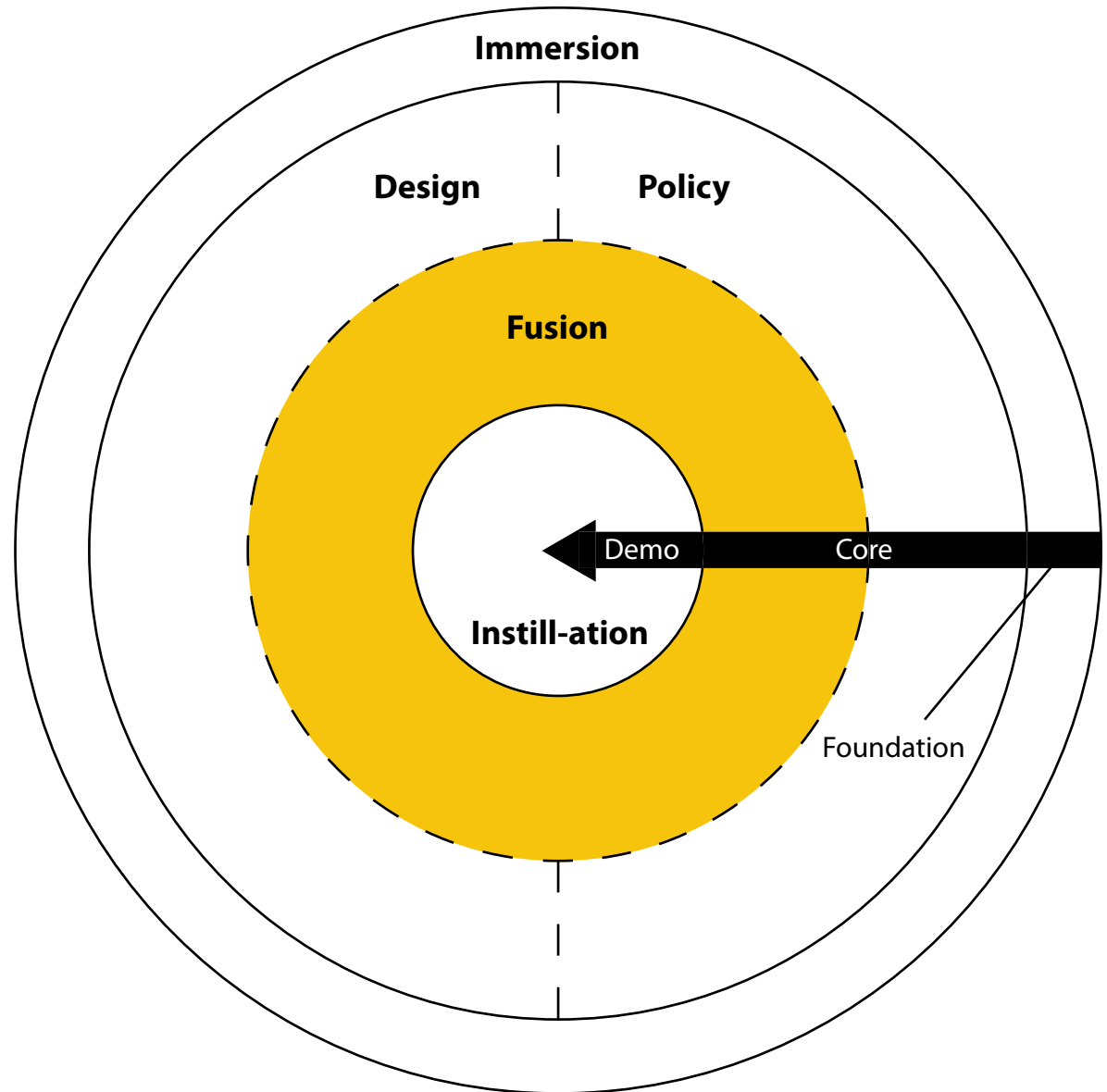
DESCRIPTION: A team building tool that facilitates effective team communication and interaction by assigning roles, establishing guidelines, and creating an environment for mutual respect between team members. Collaborator helps teams work together to create better ideas.

PROPERTIES

- Interdisciplinary, structured teams for class projects
- Rules for effective team engagement
- A tool for building teams

FEATURES

- Helps student groups understand how to operate effectively as a team
- Ensures individual and project goals are openly shared
- Helps students gain experience not just in areas of current strength but in new areas
- Offers supportive environment to try new things
- Develops interpersonal skills (negotiation, diplomacy, mobilization)
- Teaches techniques for managing group dynamics





Good Citizen

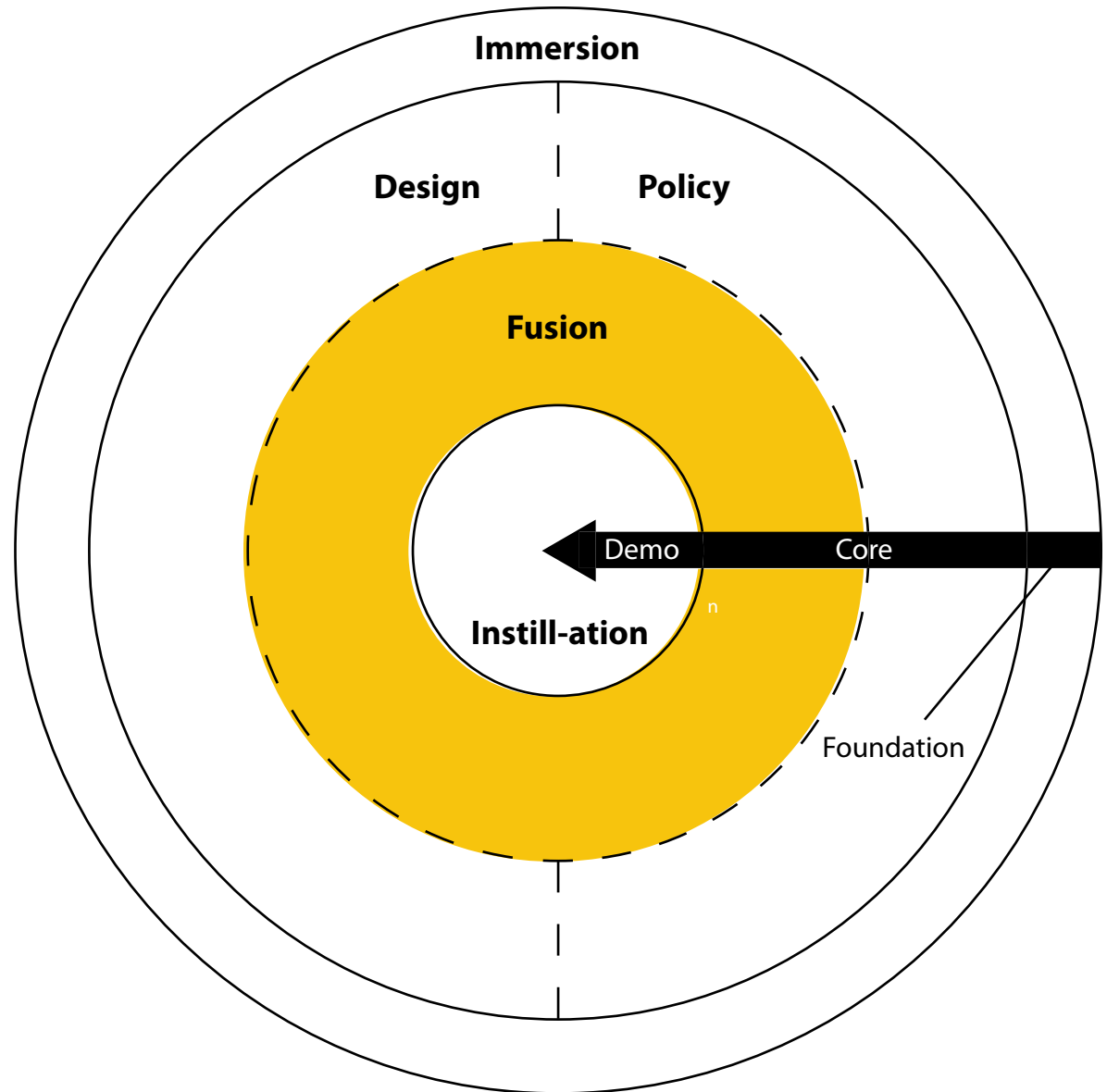
Description: Good citizen is a tool that helps teach social and environmental responsibility and awareness to help students understand the consequences of the decisions they make to the environment around them.

PROPERTIES

- Experiential learning tool
- Citizen scenario tool
- "Cause and effect" tool
- Environmental responsibility tool
- Field trips

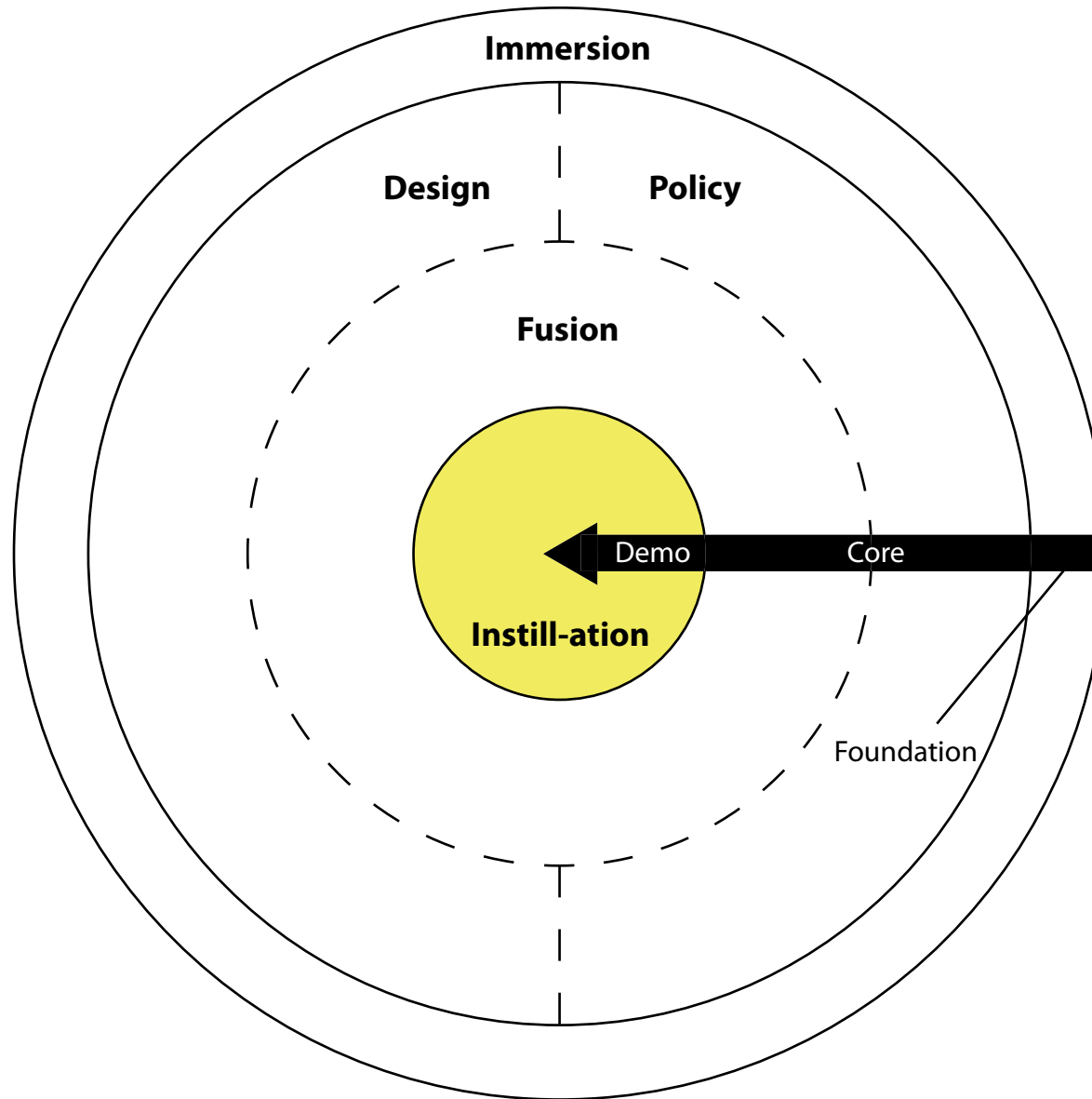
FEATURES

- Helps teach students how their decisions affect the environment
- Instills responsibility in students' policy design thinking
- Incorporates social responsibility in decision making process
- Creates a way for students to give back to society and fosters thinking to create solutions that improve the environment





Demonstration





Demonstration: Instill-ation

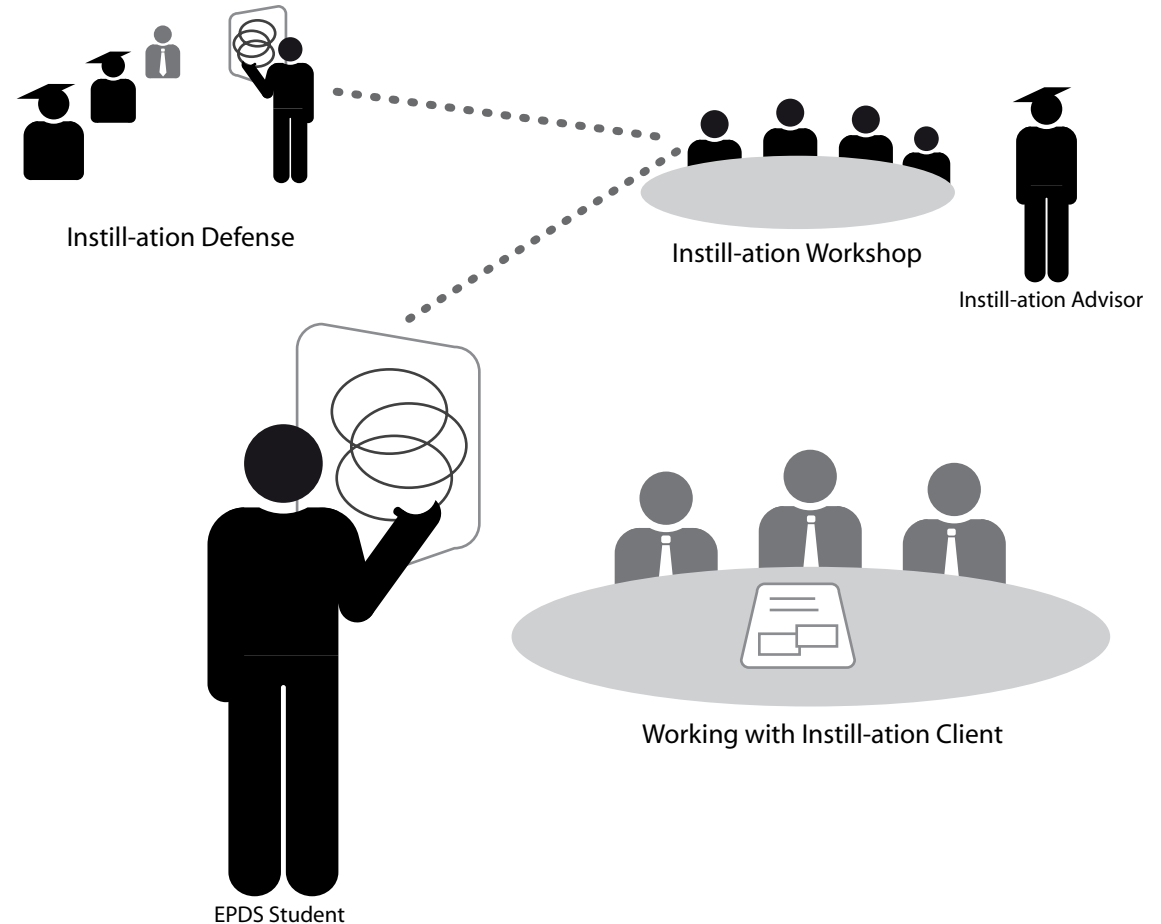
DESCRIPTION: Students complete their EPDS work and demonstrate their skills with a significant thesis-like project for a non-profit or government agency.

PROPERTIES

- A final demonstration of the student's skills
- A work-experience program
- A partnership building tool
- Support system made up of both advisors and students

FEATURES

- Allows students to apply their skills
- Builds relationships between program and potential employers/partners
- Demonstrates the capabilities of design thinking within a policy environment
- Provides a safe environment for students to produce real world solutions
- Builds a collaborative community amongst students
- Builds a strong relationship between program and potential employers





Student Lifecycle

System Elements

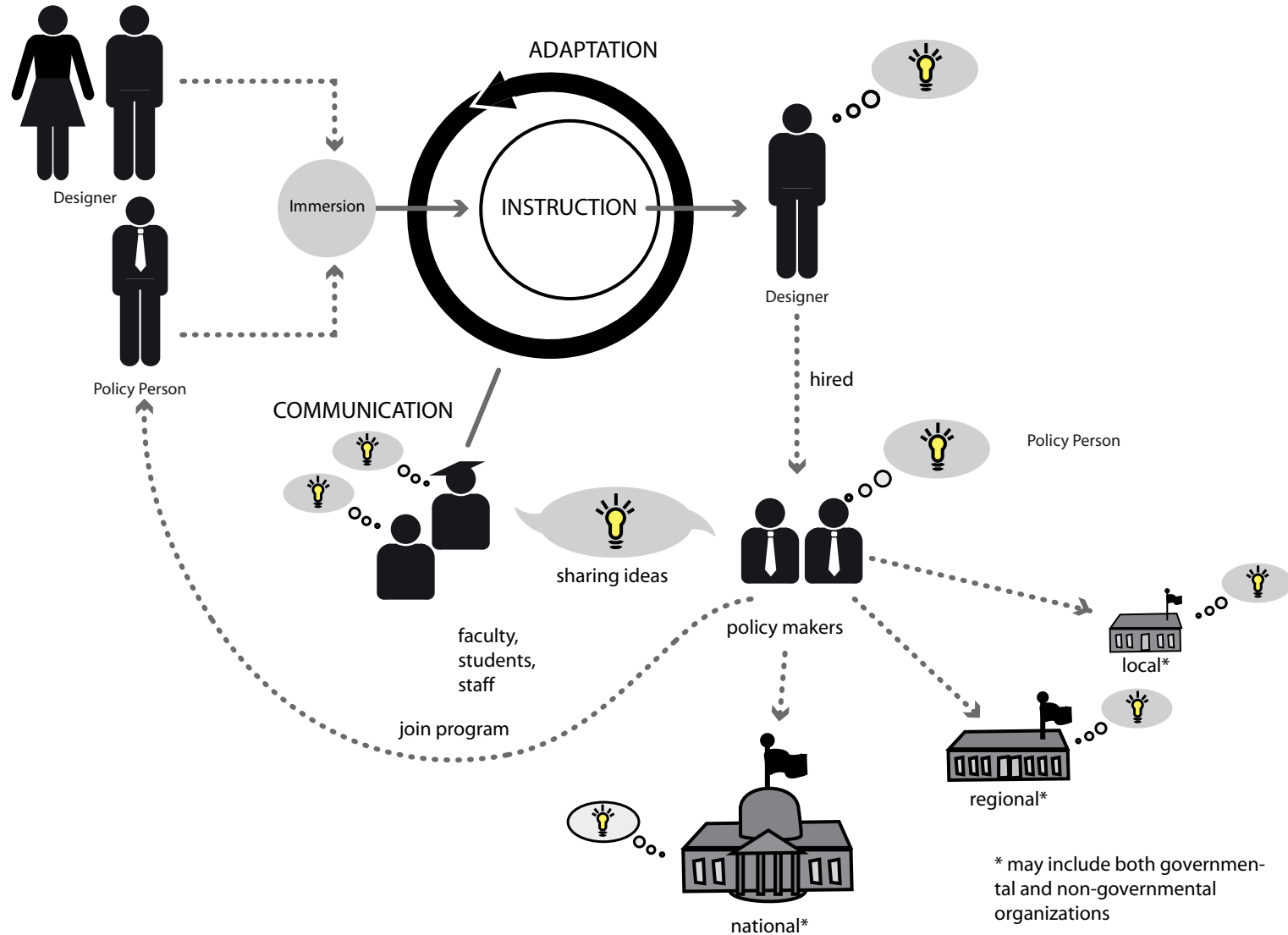
Recruitment System

JobNet

Alumni Network



Student Lifecycle





Recruitment System

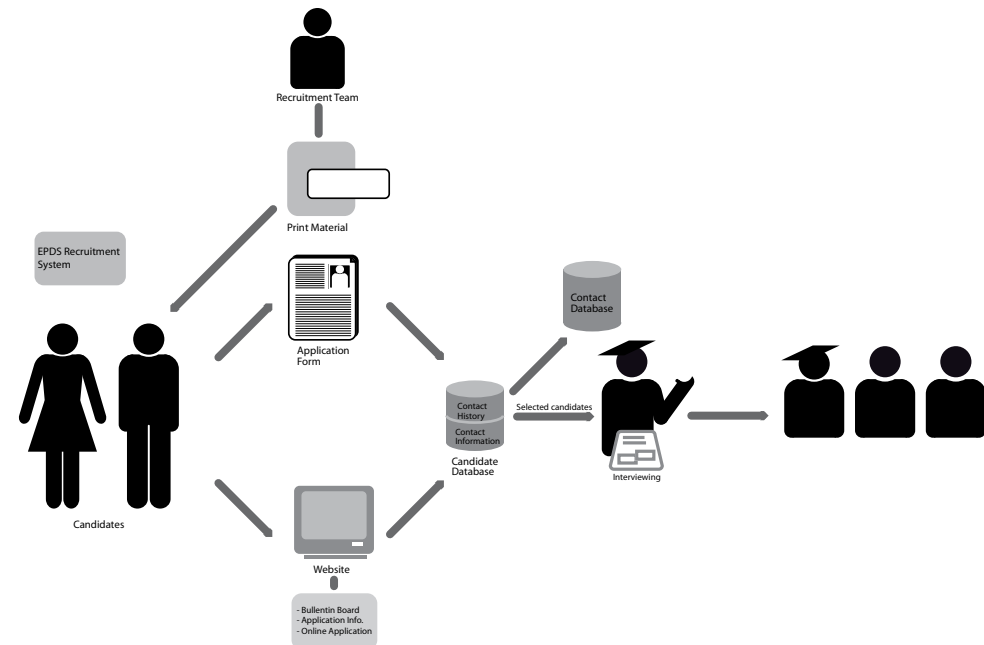
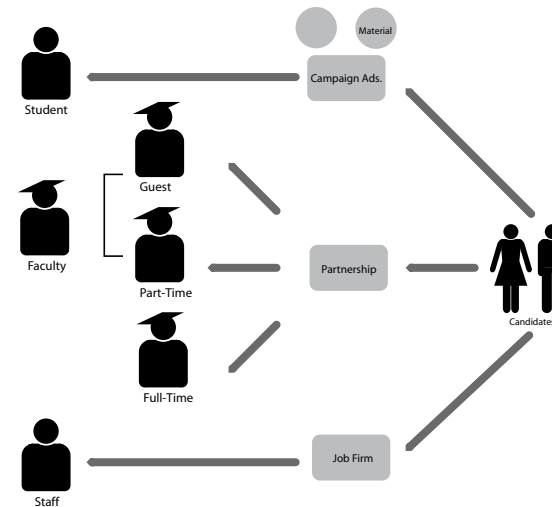
DESCRIPTION: The recruitment tools and data to gather, identify, collect applicants' information.

PROPERTIES

- A web-based electronic tool
- Database of application information
- Recruitment tool to evaluate applicants
- Events for the recruitment program
- Team of people who work on recruitment events
- Promotion material

FEATURES

- Used in each recruitment processes
- Plans the schedule for recruitment time.
- Gather all applicant's information and compare
- Input all recruitment information
- Houses applicant data
- Keep and collect data in the system
- Host recruitment events
- Monitor applicant qualifications





JobNet

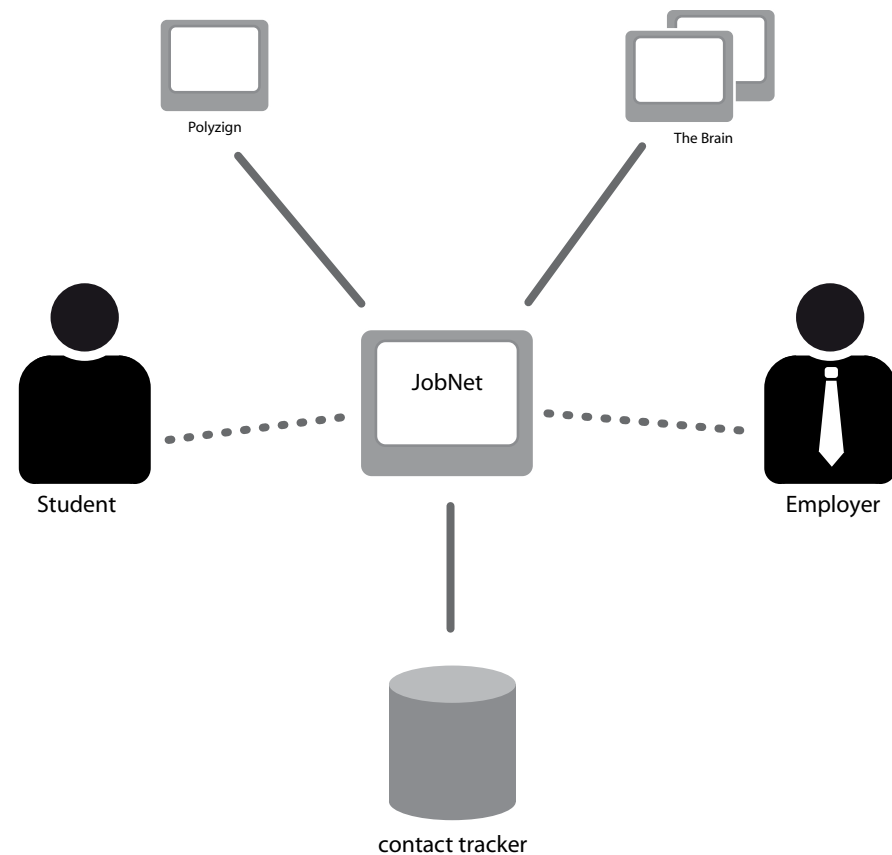
- Description: JobNet is a web tool with a that matches EPDS students to positions in policy design based on criteria entered by both parties. It also helps students determine career options or plan their career and by researching job opportunities to match their skillset, or by learning what skills they need to acquire to meet the criteria for a desired career.

PROPERTIES

- Information resource for jobs
- CareerMatch that uses a questionnaire to match jobs to applicant's skills
- Skills4jobs provides skills required for different jobs
- Guidebooks for the job search process, industry information, and career paths
- Discussion board
- Surveys conducted of employers and employees
- Policy design news

FEATURES

- Provides networking options/contacts
- Store current resumes online
- Both employers and job-seekers can post positions online
- Help students target their aptitudes and career potentials and match them to potential job opportunities





Alumni Network

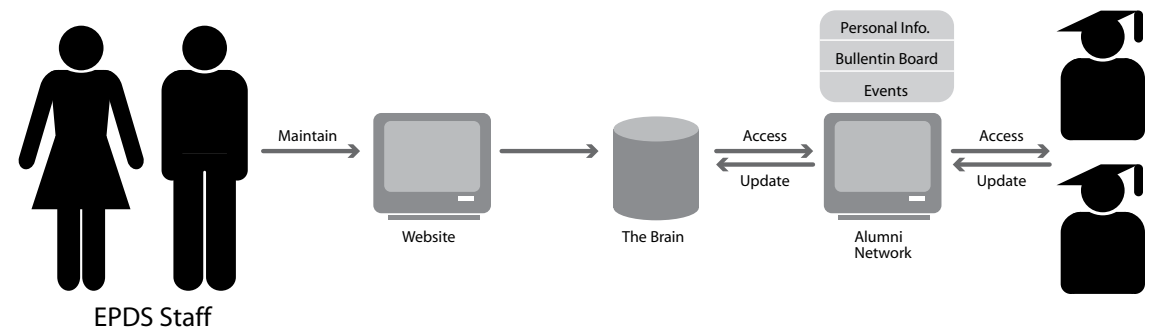
DESCRIPTION: The convergence tool for communicating and collaborating with alumni in order to maintain relationships and encourage alumni to support the program

PROPERTIES

- A web database for alumni information
- Web site to interact in various issues
- Team members
- Web board
- Blog
- Bulletin board to inform and update news and events

FEATURES

- Identify and inform the alumni personal information from past-present
- Identify the update news and upcoming events
- Receive the news from school/program the upcoming events
- Interact with each alumnus
- Keep connection
- Recommend recruitment, seminars, and activities
- Share opinions, issues, discussions
- Associate with school/program





Infrastructure

System Elements

Interplay

The Brain



Interplay

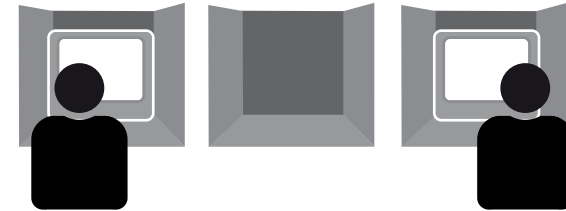
DESCRIPTION: An environment suited to all modes of a student's life to facilitate work, inspiration, and restful states. Interplay is the design of the environment to create a culture of positive interaction between students and to increase workplace productivity.

PROPERTIES

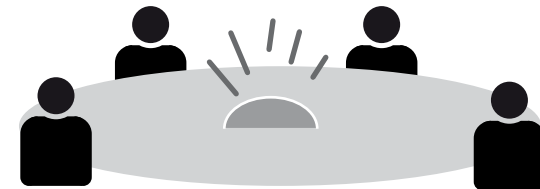
- Modular furniture for easy reconfiguration
- Museum to display history, photos, project work
- The Union for lounging and eating
- Inspiration area
- Classrooms
- Team Rooms areas for teamwork and brainstorming
- Playroom for rejuvenation during study breaks
- Study hall for quiet, independent study
- Prototyping Lab
- Teleconferencing center

FEATURES

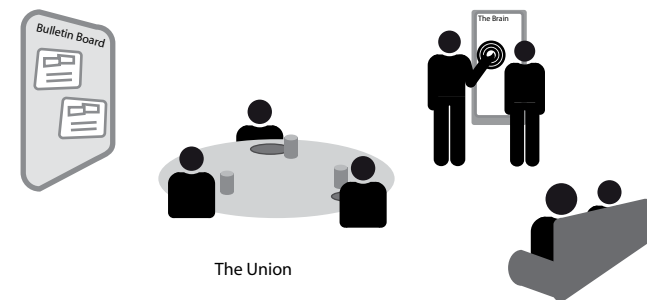
- Facilitates the process of communicating and sharing ideas
- Fosters accidental engagement and impromptu meetings
- Facilitates the process of collective co-creation



Study Hall



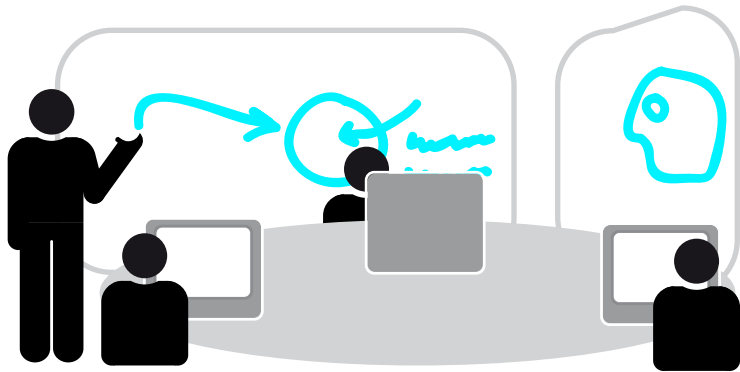
Teleconferencing Center



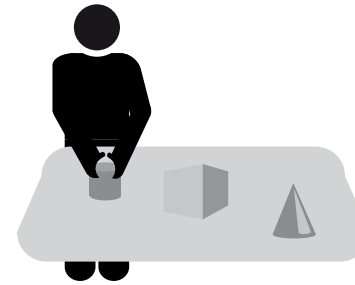
The Union



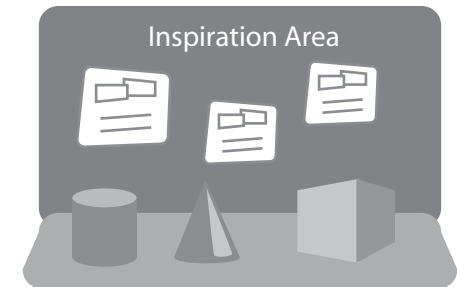
Interplay



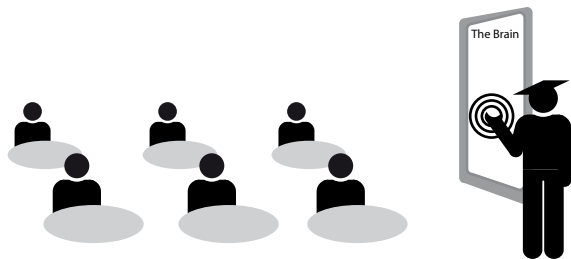
Team Rooms



Prototyping Lab



Inspiration Board



Classroom, Configuration 1



Classroom, Configuration 2



The Brain

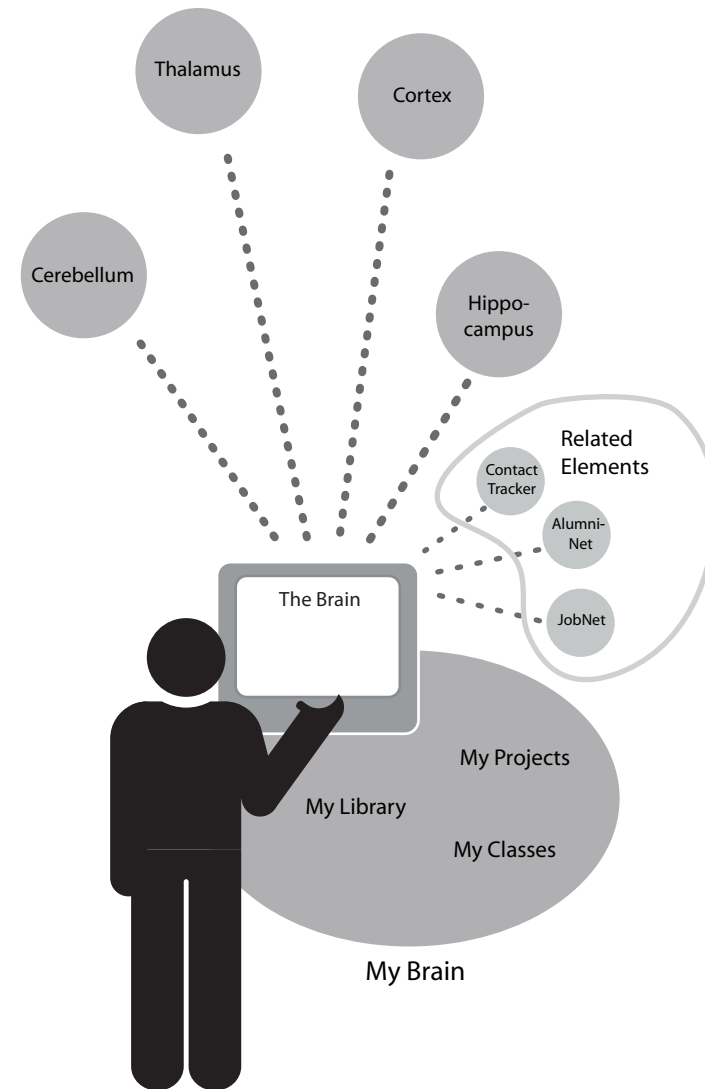
DESCRIPTION: A communication, collaboration, and archiving system accessible by all members of the EPDS community.

PROPERTIES

- A web-based electronic information system
- Stores electronic documents
- Users can add, edit, and delete items
- Users can search
- Users can print and download items
- Users can access items from anywhere at anytime
- Users can save items they find to their own library of documents within the system
- An account management and permissions-based system
- Ties multiple systems together

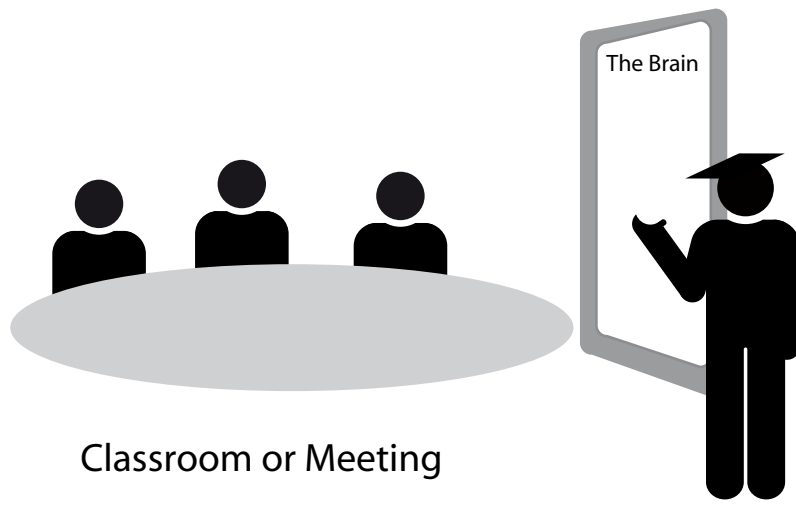
FEATURES

- Provides a central location for community knowledge and communication
- Provides a centralized point of access to all electronic data





The Brain: Kiosk



Classroom or Meeting



Casual Usage

Brain Kiosk



The Brain: Thalamus Communication Tool

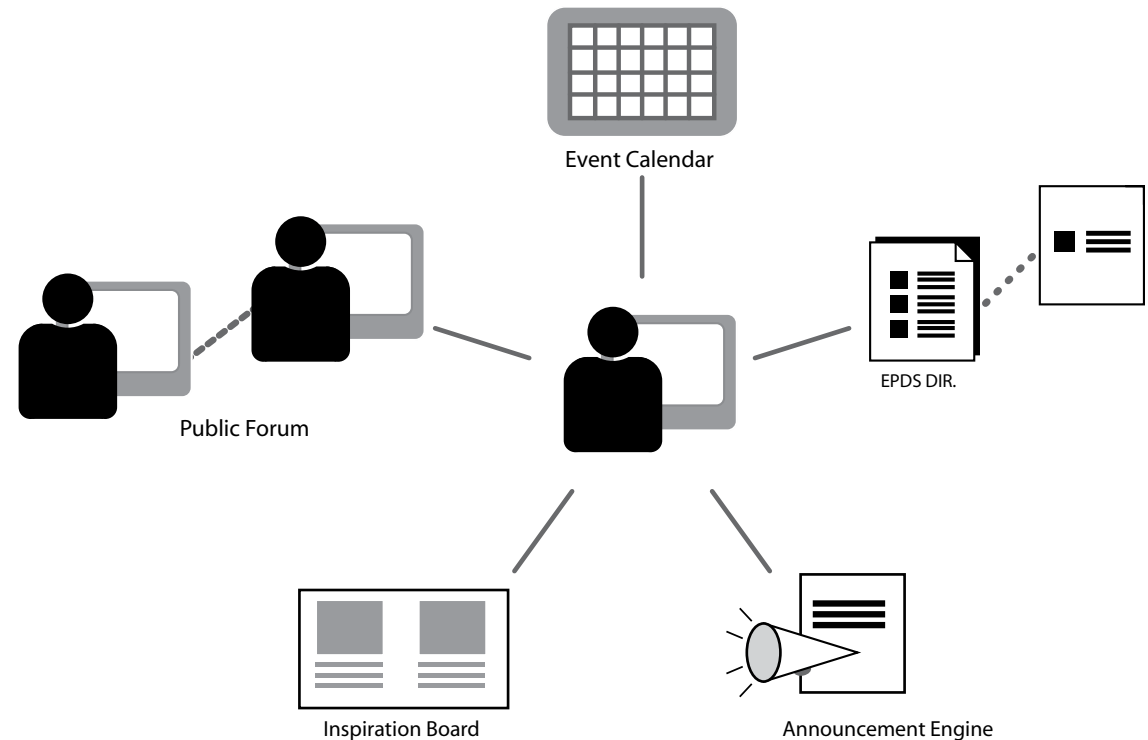
DESCRIPTION: A central communication and information broadcasting system.

PROPERTIES

- A web-based interface communication system
- Accessible from both PCS and a publicly-placed kiosk

FEATURES

- Binds different web systems into a single portal
- Standardizes the interface across all databases
- Allows the sharing of data in different context





The Brain: Cerebellum Project Management Tool

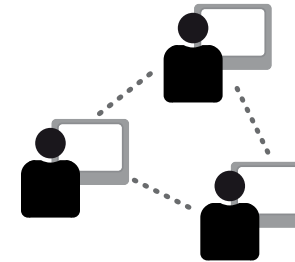
DESCRIPTION: A project management system, accessed through a web-based interface. This system allows any project group to share files, exchange ideas, track schedules and assignments, and develop ideas collaboratively.

PROPERTIES

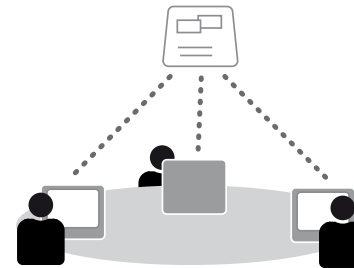
- A web-based, data-driven application
- A tool for managing project information
- A collaborative writing tool
- A system for sharing and tracking versions of project documents
- An asynchronous discussion tool
- A task allocation and schedule tracking tool
- Has multiple user accounts
- Allows users to manage multiple projects and teams

FEATURES

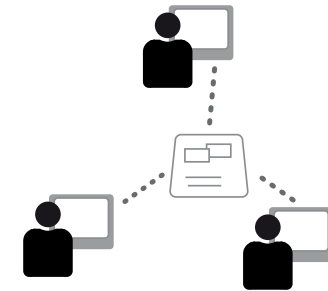
- Ensures team has access to files they need both at and away from the program
- Facilitates both distance and group work
- Provides a central resource for all materials related to the project
- Captures the history of the project for later use



Gabber & BlogChat



GroupThought



FileTracker



The Brain: Cortex Classroom Intranet

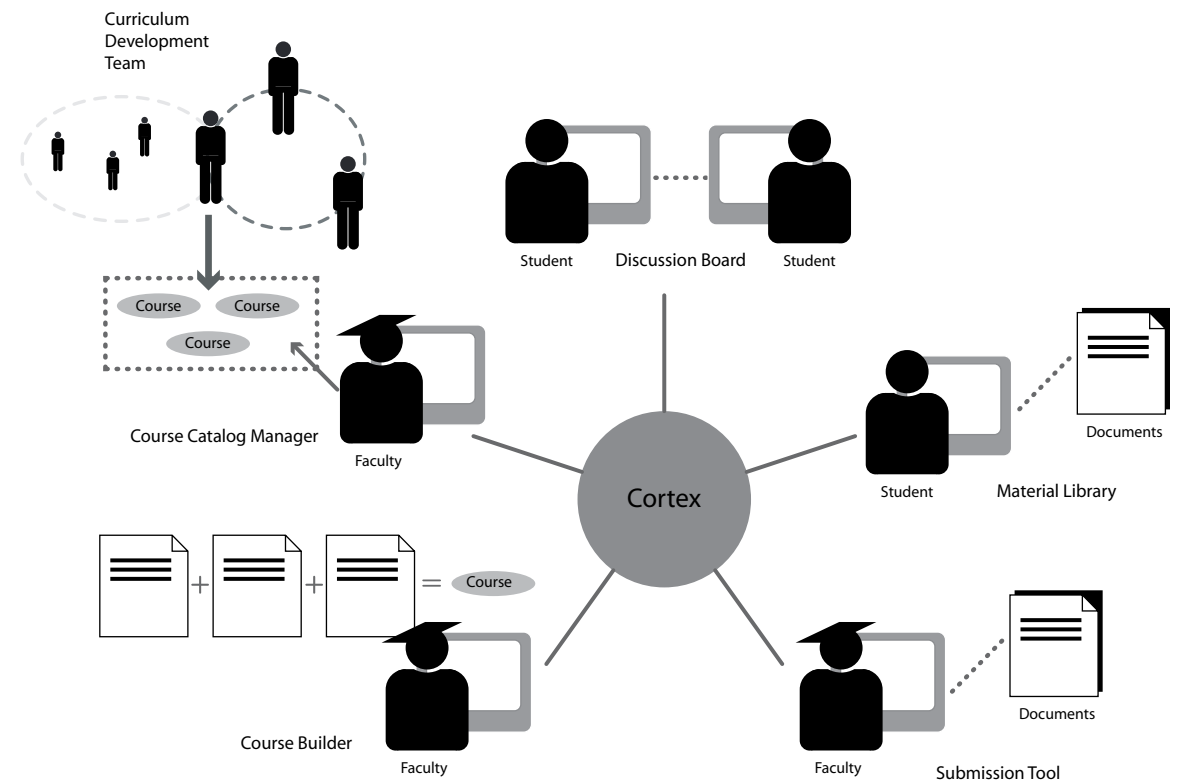
DESCRIPTION: A web-based tool that facilitates materials sharing and supports classroom activities.

PROPERTIES

- A secure web-site, accessible from anywhere
- A course materials library
- An asynchronous discussion tool
- Ties into the Assessment Program
- A course administration tool
- A system for creating new courses and archiving old ones

FEATURES

- Allows teachers to provide materials and assignments in one place
- Allows students to access necessary class materials from anywhere
- Provides a public forum for the teacher and students to discuss issues outside of class time
- Ensures students know how they are progressing





The Brain:

Hippocampus Knowledge Exchange

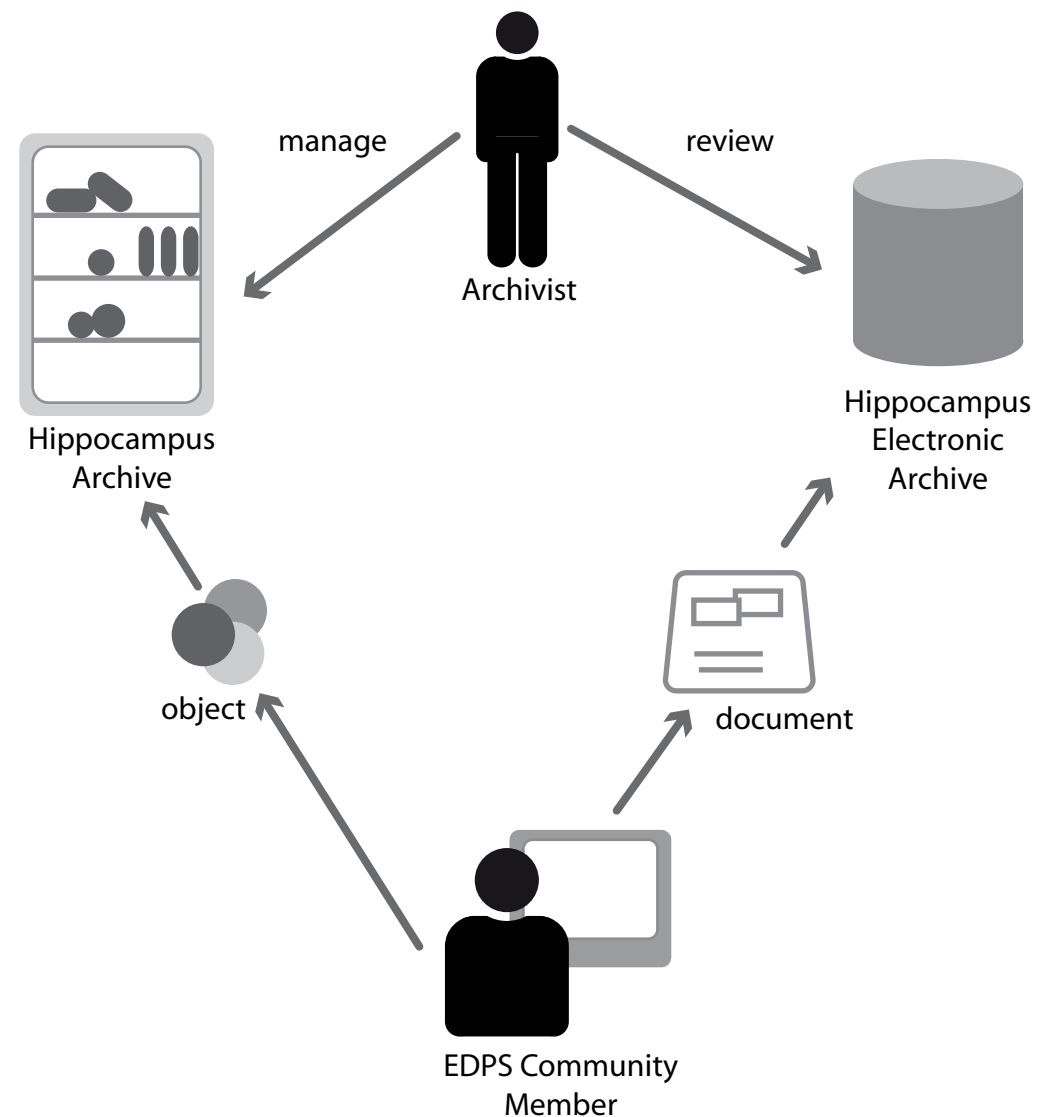
DESCRIPTION: A program that promotes research, archiving, and the exchange of ideas.

PROPERTIES

- An archivist role
- A way to add, edit, and save electronic information
- A way to add, store, and preserve physical products
- A search and retrieval system

FEATURES

- Gives institution a memory, ensuring prior work is available as a resource
- Provides quality assurance
- Aids program development and assessment by providing a record of achievement
- Promotes the exchange of ideas and builds community





Administration

System Elements

Governance

My Voice

Curriculum Development Team



Governance

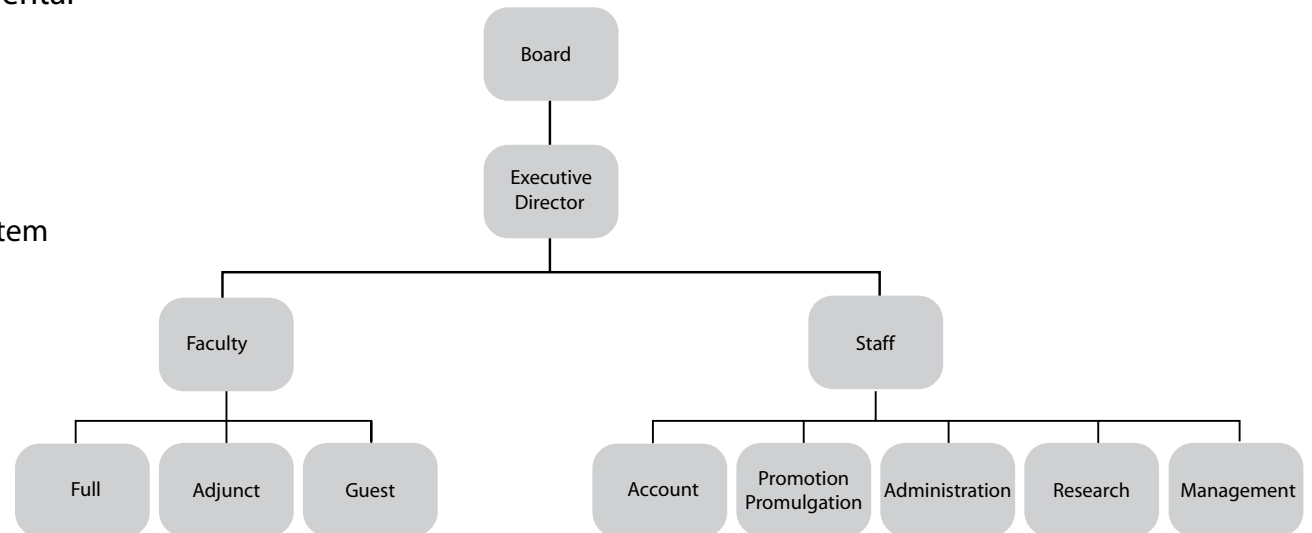
DESCRIPTION: The system structures the philosophy of the school and interdepartmental collaboration.

PROPERTIES

- Database system
- The structure of operating and managing system
- Infrastructure system
- Hierarchy operating structure

FEATURES

- Collect faculty and staff information
- Manage and operating the school / program
- Plan short and long term goals, strategies
- Contact people among organization
- Provide information for adapting, improving, and
- Managing the program
- Get feedback from faculty, staff, and students to improve
- Working system
- Coordinate partnerships with organizations, governments
- Promote school program
- Improve the facilities for faculty, staff, and students
- Create good working environment for the program





My Voice

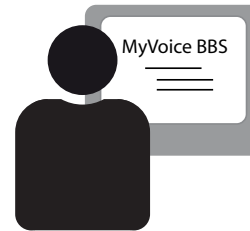
Description: A multi-modal feedback system that allows students, staff, or others to participate in and comment on important decisions.

PROPERTIES

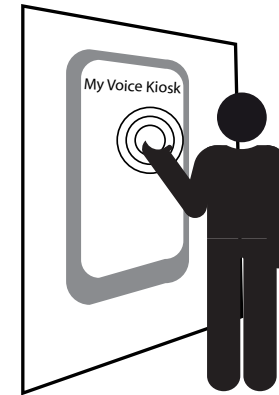
- A web-based discussion system
- A public meeting
- A forum for questions and answers
- A web-based bulletin board where plans and announcements can be posted
- A electronic kiosk bulletin-board where plans and announcements can be posted

FEATURES

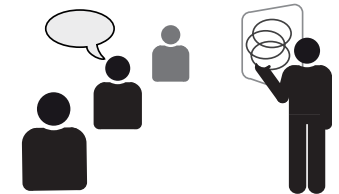
- Allows various parties to contribute their feedback to important decisions
- A way for decision makers to gain alternative viewpoints
- Structures and organizes feedback
- Captures ongoing discussions
- Provides a place for decision makers to post plans
- Builds a trusting, inclusive community



MyVoice BBS



MyVoice Kiosk



MyVoice Forum



Curriculum Development Team

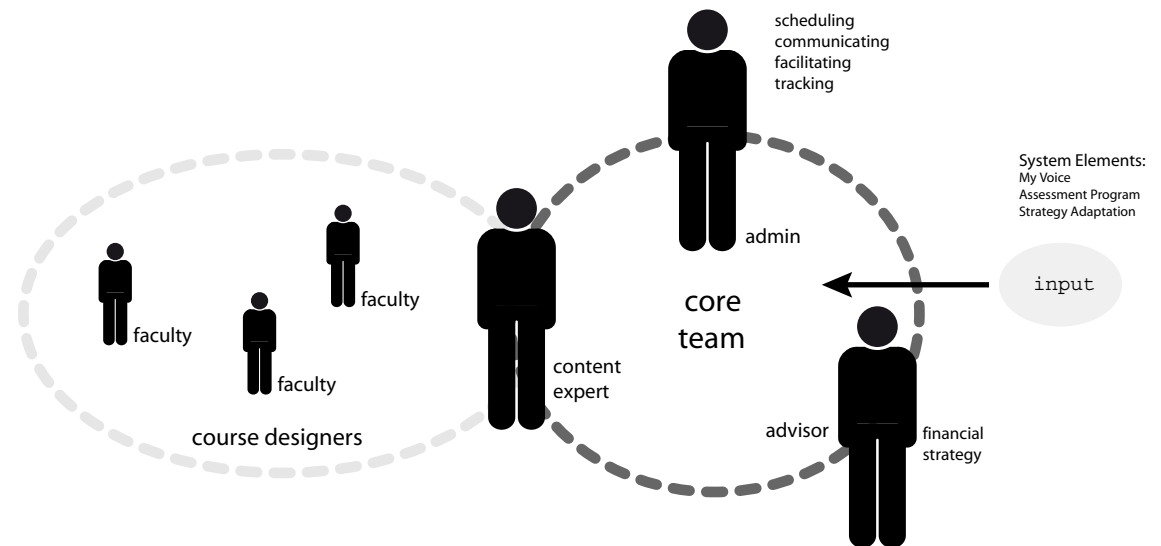
DESCRIPTION: A team that oversees course selection, design, scheduling, and implementation.

PROPERTIES

- A team
- A content expert role (a faculty member)
- An administrator role
- An advisor role
- A collection of education and content experts
- A tool for planning the course schedule, assigning resources, and faculty

FEATURES

- Helps team evaluate directives
- Balances directives
- Plans and schedules the course catalog
- Facilitates the design of courses
- Designs courses that support the strategy of the schools
- Weighs input from various sources to identify and fill needs





Program Adaptation

System Elements

Trend-spotting

Strategy Consensus

Implementation Protocol

Assessment Program



Trend-spotting

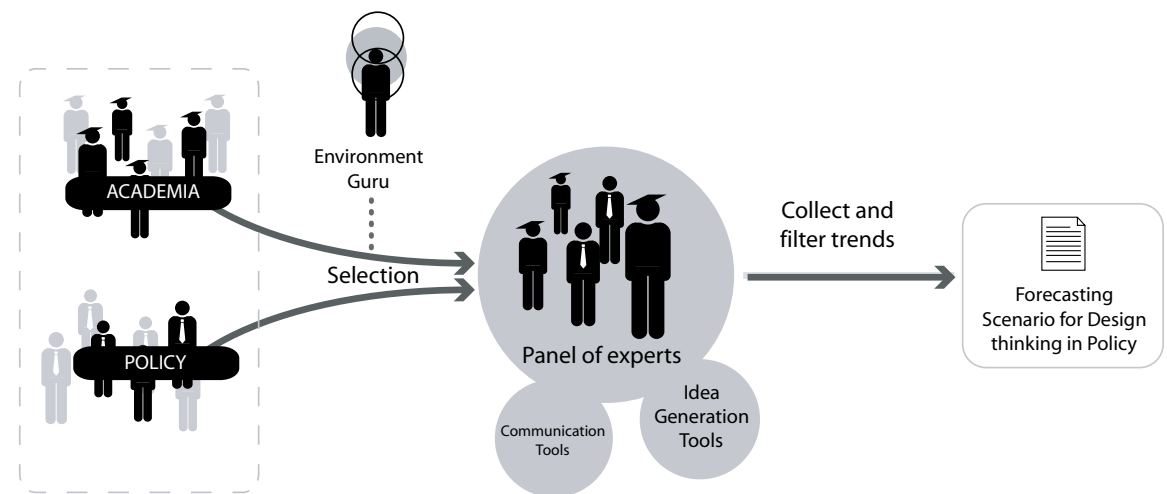
DESCRIPTION: Trendspotting is a research process which objective is to collect the most relevant trends of thinking and action in the policy making domain.

PROPERTIES

- A process to recruit experts
- A human organization that is very knowledgeable about the policy making environment.
- A content management system that captures the new knowledge generated
- A data/information crunching protocol
- A set of tools to envision new ideas
- A set of communication tools to allow group members to share information
- A synthesized document that distills the findings and trends.

FEATURES

- Identifies ideal candidate experts
- Puts together to work a human team with high expertise
- Provides communication and idea generation tools
- Analyzes critically and systematically research data based on guidelines and priorities.
- Collects the insights and new data





Strategy Consensus

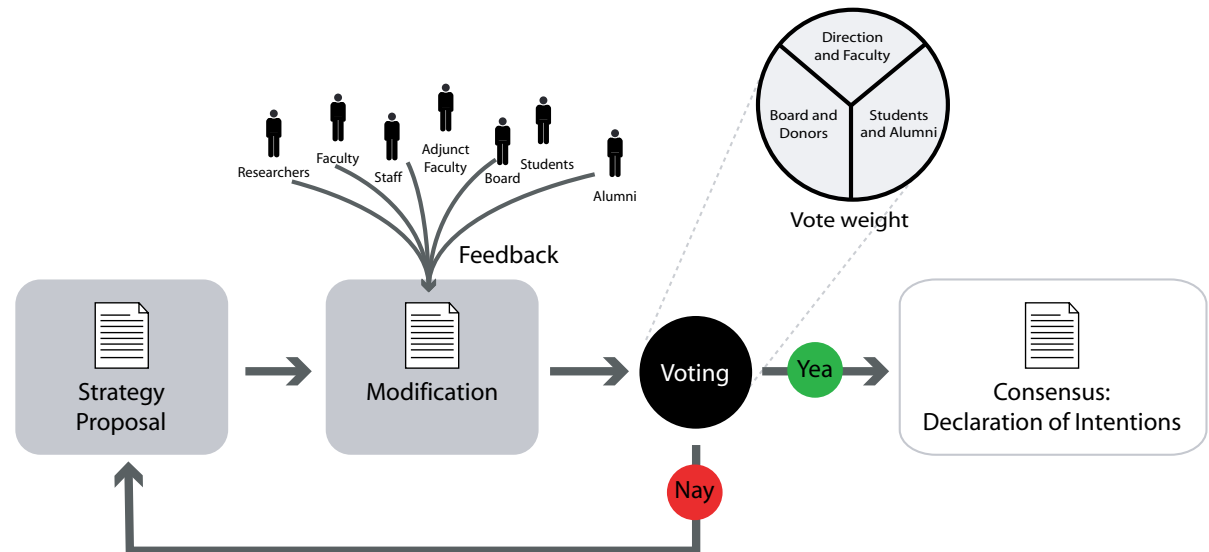
DESCRIPTION: Strategy consensus is a discussion process that helps the community to streamline the overall strategy lines that would influence the decisions and actions of the institutions.

PROPERTIES

- A discussion protocol
- An open dialogue event
- A presentation of the proposed changes
- An evaluation system.
- A consensus facilitator
- A fair and equal decision making environment
- A voting system (different voting weights)
- A community shared declaration of intentions (similar to a charter)
- A feedback collector system

FEATURES

- Guides the process of streamlining the educational program strategy
- Facilitates consensus among faculty, board, students and community.
- Enables a balanced distribution of decision power among the community
- Makes agreements concrete





Implementation Protocol

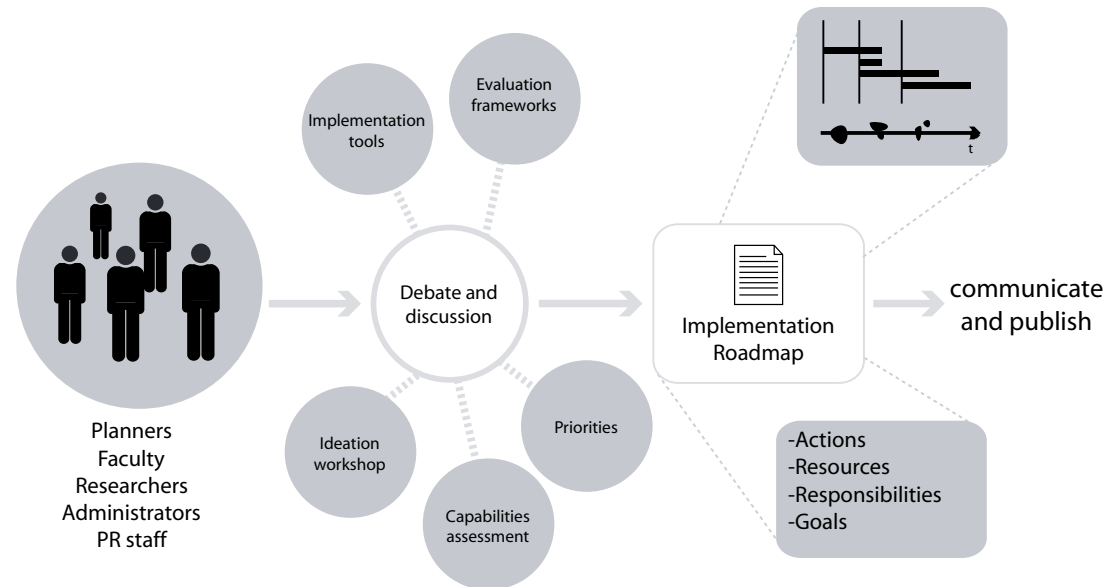
DESCRIPTION: The implementation protocol is a process to implement program strategies for the future, prioritize them, match them with resources.

PROPERTIES

- A protocol
- An assessment method
- A document summarizing a road map for change implementation
- A group of planners, faculty, researchers, administrative
- Staff and public relations people.

FEATURES

- Transforms a declaration of intentions into a workable
- Road map for the program.
- Sets the priorities and establishes how the changes will be implemented.
- Aims to be used as a guide for all aspects of the program
- Appoints people to be responsible for each step
- Places the changes along time line





Assessment Program

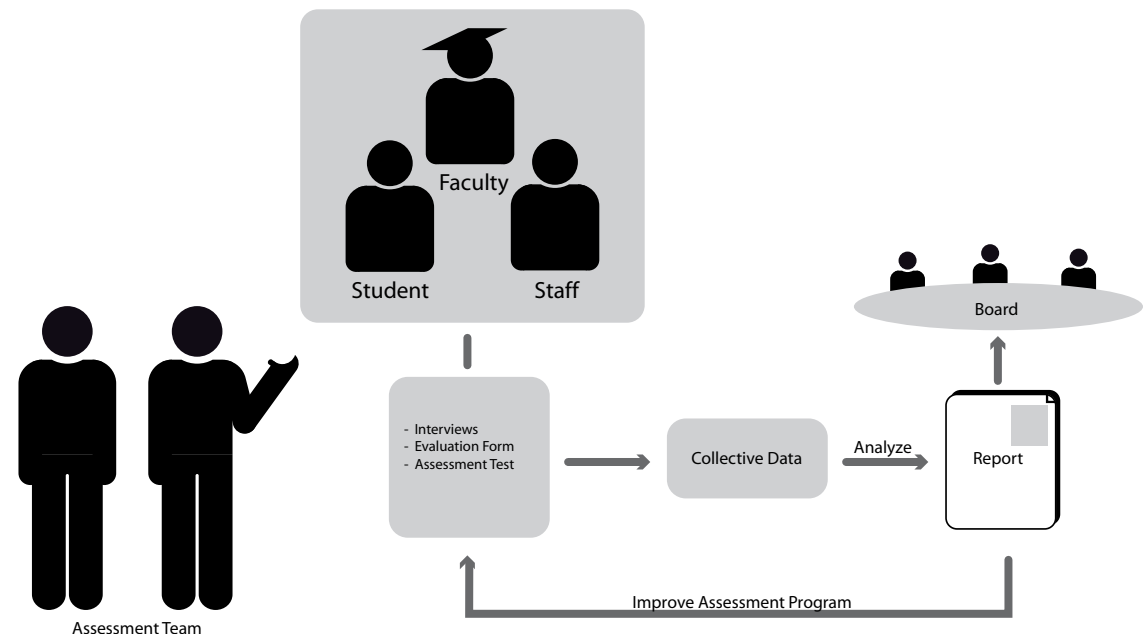
DESCRIPTION: The assessment system used to identify and collect the evaluation tools, identify and collect all assessment data from students, faculty, staff, and the EPDS program, and analyze the progress periodically.

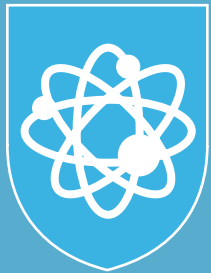
PROPERTIES

- The database containing the evaluation process
- The electronic source to provide evaluation tool
- Method to evaluate students, faculty, and system
- Record of evaluation from past-present
- Questionnaires
- Evaluation Forms
- Evaluation Tests

FEATURES

- Gathers all evaluation tools for the program
- Plans and implements the evaluation tools
- Determines and records data from the past and present
- Monitors the progress of students, faculty, and program
- Reviews the curriculum
- Gathers input from students and faculty on course success





Promotion & Relationships

System Elements

Communication Strategy Builder

Contact Tracker

Liaisons

Promulgator

Polizign Drinks



Communication Strategy Builder

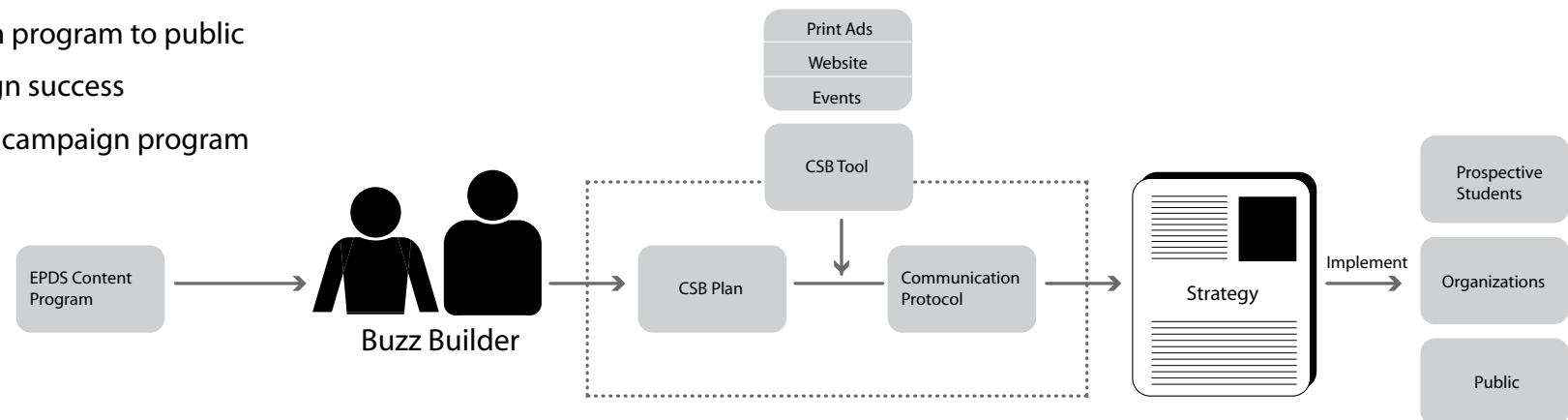
DESCRIPTION: The strategy system to help to build media campaign program and promote the program to the public.

PROPERTIES

- Database protocol
- Promotion tools
- Teamwork

FEATURES

- Identify promotion tools to propaganda
- Plan short and long term goal of promotion program
- Schedule time to implement the campaign program
- Implement campaign program to public
- Evaluate the campaign success
- Record the history of campaign program





Contact Tracker

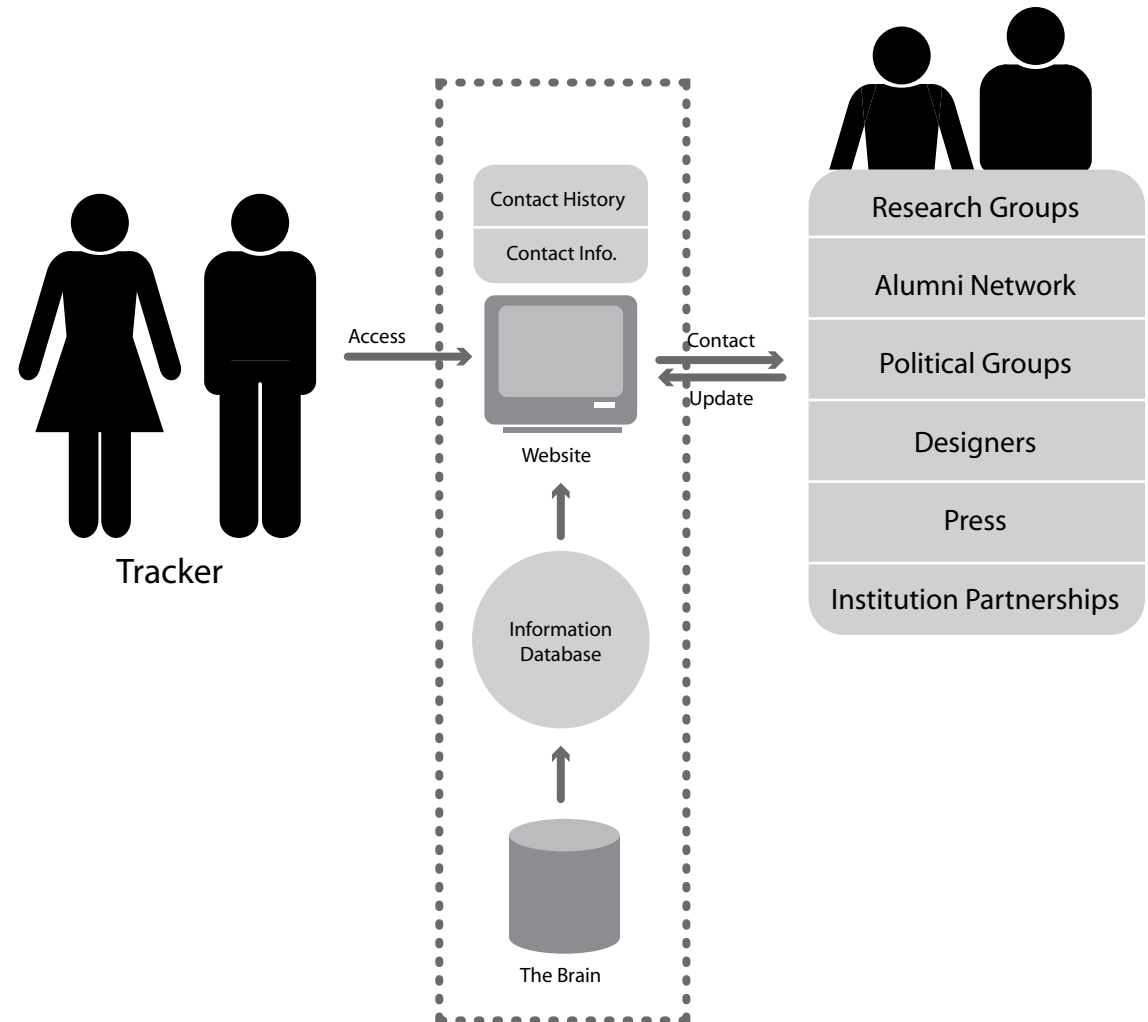
DESCRIPTION: Contact tracker retains the record of useful media and press contacts. It is a system to keep records and categorize contact information. Thus it helps to reduce the work to keep up contact information, especially in the case of an EPDS employee leaving and new person to take responsibility.

PROPERTIES

- A web-based electronic information system
- Stores electronic documents
- Users can add, edit, and delete items
- Users can search
- Users can print and download items
- Users can access items from anywhere at anytime
- Users can save items they find to their own library of documents within the system
- An account management and permissions-based system
- Ties multiple systems together

FEATURES

- Provides a central location for community knowledge and communication
- Provides a centralized point of access to all electronic





Liaisons

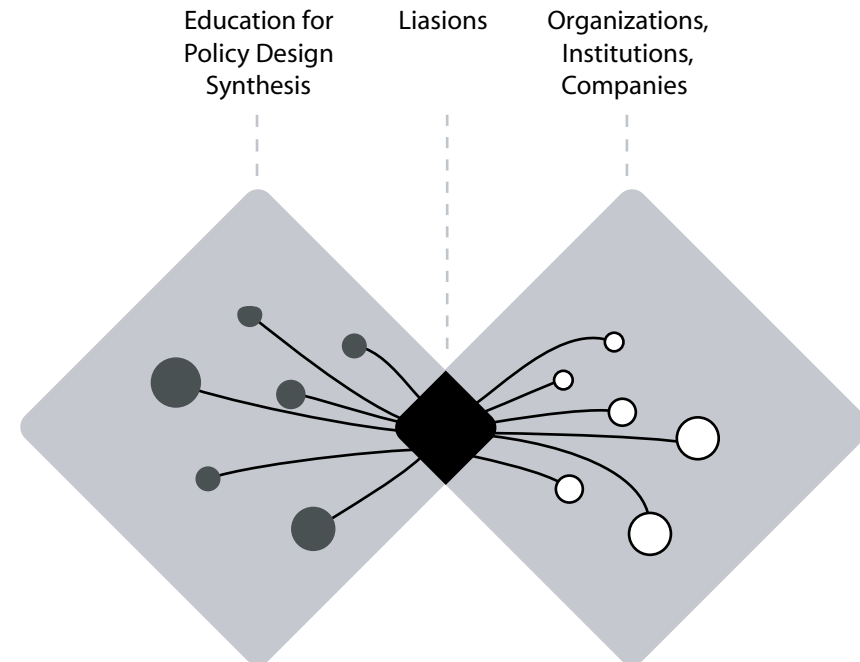
DESCRIPTION: Liaisons is a human element inside the program that serves as a link between external individuals and institutions and the program.

PROPERTIES

- A group of people with excellent interpersonal skills
- Has an understanding of both internal members and external players
- Knowledgeable about contact persons in policy-related organizations
- A team with combined expertise of public relations,
- Project management and academic expertise

FEATURES

- Facilitates the connection between inner community and organizations
- Considers best matches for working in interinstitutional projects (internal - external)
- Manages inter-institutional projects
- Evaluates relationships





Promulgator

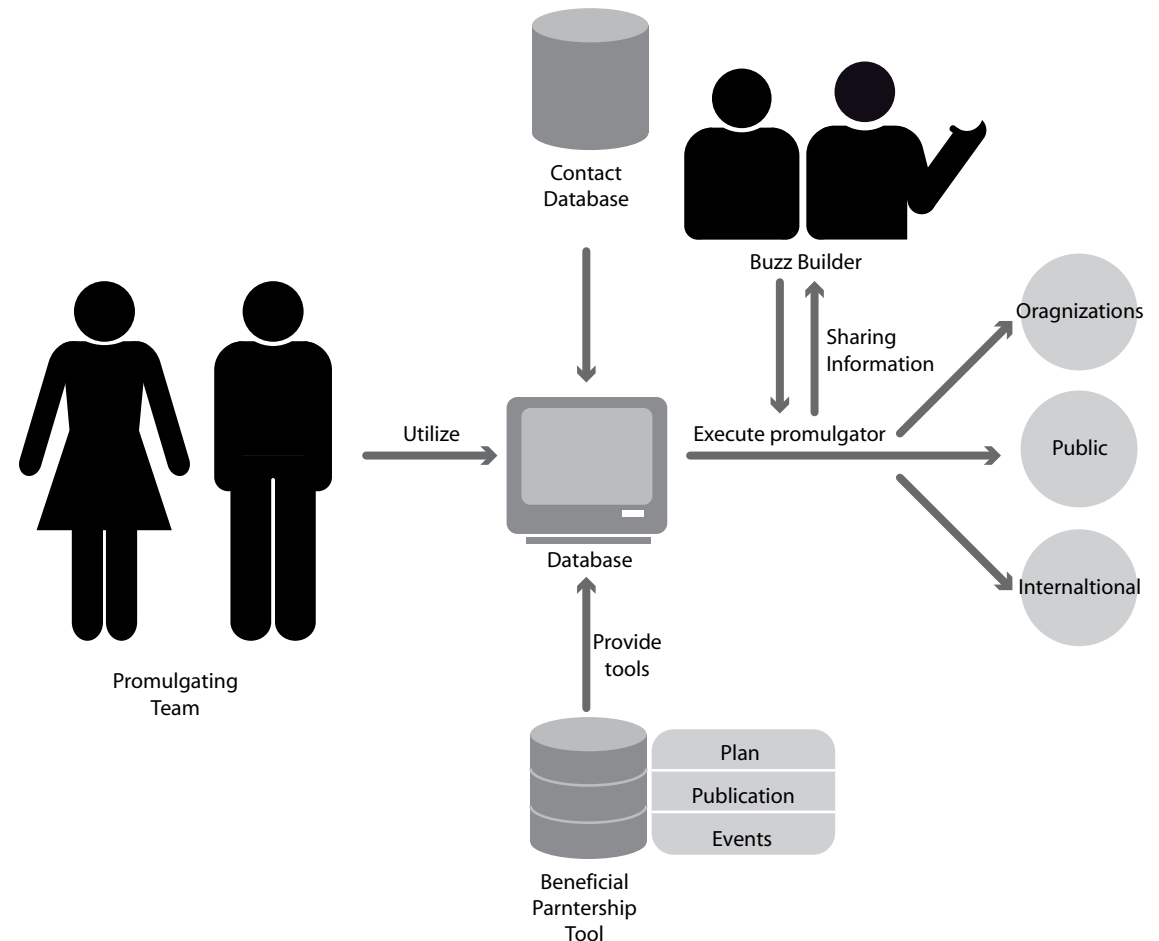
DESCRIPTION: A set of systems to promulgate information about the program and build the reputation of the program through several media.

PROPERTIES

- A database to plan, manage, and implement promulgation program
- A team of people who work on continuous promulgation
- A tool to collect all datas and record of partnerships and success

FEATURES

- Determines how to promulgate
- Creates plan of short and long term promulgation goals
- Implements the plan through campaign program
- Hosts events
- Qualifies and checks speakers
- Determines program schedule
- Evaluates progress





Polyzign Drinks

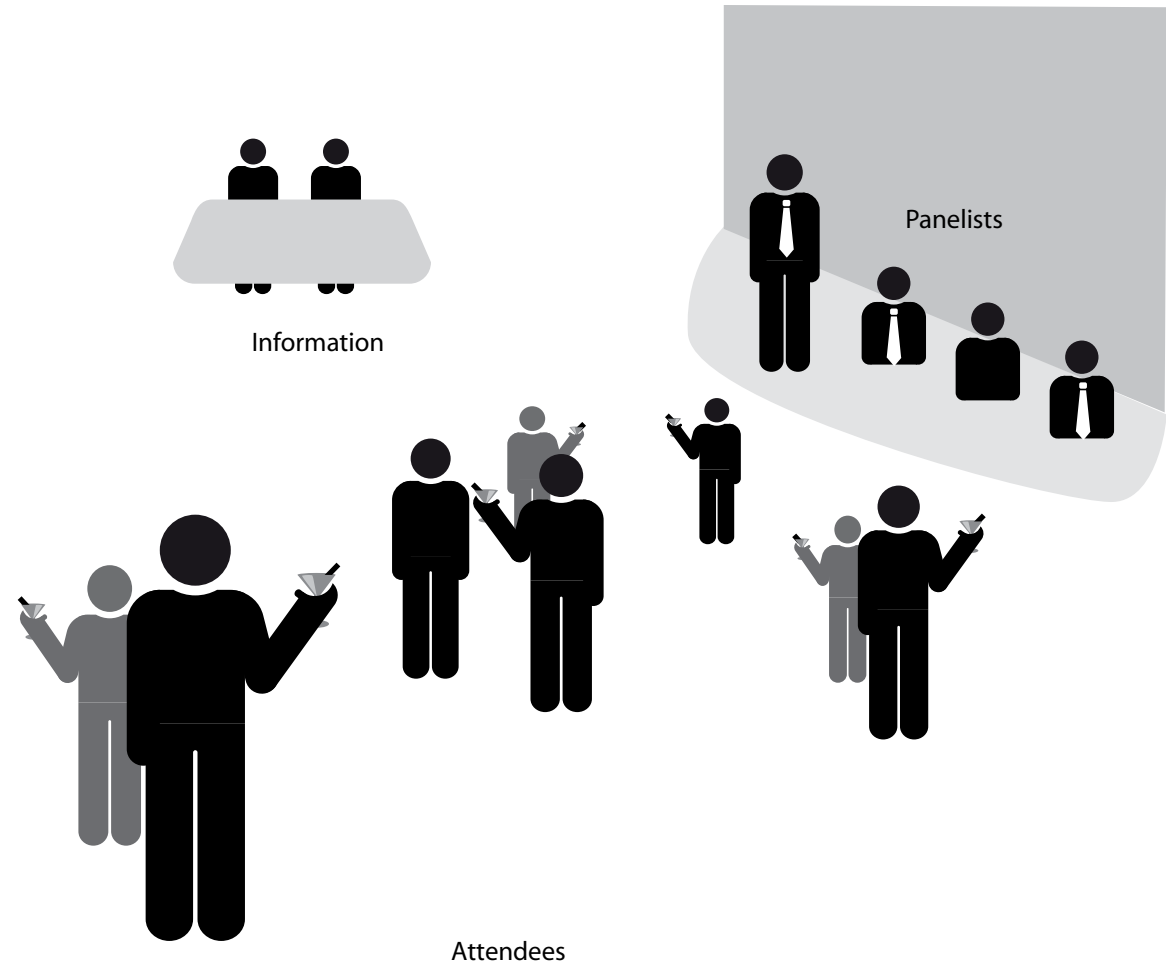
DESCRIPTION: A monthly networking and educational event for people interested in policy design that is open to students, alumni, professionals, and the public.

PROPERTIES

- Networking event for those looking for the policy and design communities.
- Repository of business cards for attendance tracking
- Bulletin e-mail service
- Information table for display of events, news, and brochures
- Informative panel discussion with experts from a variety of policy design related fields
- Open discussion of topics of interest
- Web site with information about events and contacts

FEATURES

- Enables socializing in an educational setting
- Facilitates resource locating and matching
- Shares information for upcoming events and news
- Promotes continued education regarding current issues in design and policy
- Creates a community for people in the field



Conclusion

Conclusion

We believe that policy and design skills can be learned through experience, but we believe that EPDS program is a structured, comprehensive approach.

This fusion of design and policy thinking can be applied in a variety of environments and ultimately produces effective, confident professionals.

Thank You.