



Jim Armstrong, City Administrator,  
City of Santa Barbara  
*Balancing Budgets: It's Not as  
Complicated as It Seems*



Peter Rupert, Ph.D., Professor, Economics,  
UCSB; Director, UCSB Economic  
Forecast Project: *The Fed, the Recovery,  
and Economic Growth*



Brian J. Bone, Housing and Redevelopment  
Manager, City of Santa Barbara  
*Redevelopment: What Is It? How Does  
It Work? What Has It Done Locally?*



Hillary Blackerby, Senior Field Representative,  
Office of Assemblymember Das Williams  
*State Budget Priorities: Vulnerable  
Populations and the Social Safety Net*



W. Elliot Brownlee, Ph.D.,  
Professor Emeritus, History, UCSB  
*Should We Raise Taxes? If So, How?  
And Who Should Pay?*



Andy Caldwell, Executive Director, COEAB  
*The Three R's to Balancing California's  
Budget: Regulatory RELIEF,  
Government Worker Pension  
and Salary REFORM,  
and Economic RESURGENCE*



James Kwako, M.D., Physician,  
Family Practice  
*Planes, Trains, Tunnels to Nowhere—  
The Waste Is Everywhere*



John Majewski, Ph.D., Professor and  
Department Chair, History, UCSB  
*Long-Term Development  
of Government Spending*



Mick Robinson, Appraiser,  
Santa Barbara County;  
Service Employees International Union  
*A Perspective: Public Sector Labor,  
Serving Your Communities*



Steve Huber, Captain, U.S. Navy, Retired  
*The Department of Defense Budget:  
Challenges and Opportunities!*



Mike Stoker, Former County Supervisor and  
Assembly Candidate, 35th District  
*State of the State: Where We Are and Where We Need to Go*



Eric Sonquist, Chief Financial Officer,  
UC Santa Barbara Foundation  
*California's Budget Crisis and the Prop. 13 Teeter-Totter*



Steve Thomas and Heather Bryden,  
Santa Barbara Tea Party  
*Getting It Right*



Emily A. Ledet, First Lieutenant, Deputy  
Flight Commander, Financial Analysis  
Flight; and Lorretta Haynes-Douglas,  
Senior Airman, Budget Analyst,  
Vandenberg Air Force Base  
*Vandenberg Air Force Base Financial Affairs*



Frank Michaelson,  
Bankruptcy Attorney,  
Michaelson, Savi & Michaelson  
*Balance Budget or Bust*



Adriana Menkosa, Associate State Director,  
AARP California  
*Protecting Your Economic Future:  
An Intergenerational Perspective*



Dave Newton, Ph.D., Professor,  
Entrepreneurial Finance and Business,  
Westmont College  
*Job Creation: How It Really Works and  
Why Government Doesn't Understand It*

# Thanks to All of Our Speakers!

## How Would YOU Balance the Budget?

The development of critical thinking skills is an essential part of the philosophy of The Anacapa School. Critical thinking is emphasized not only in our classes but also in our annual Synthesis Unit. In fact, the three-day Synthesis Unit is our premier tool for developing critical thinking skills.

Each of our Synthesis Units over the past 29 years has been designed to provide students with unique opportunities to explore in depth a topic outside the regular curriculum. During these annual units, as many as eighteen expert speakers make individual 45-minute presentations on different aspects of the chosen topic. Speakers hold Q-and-A sessions at the conclusion of their talk, and students are encouraged to ask questions to further their understanding. After each Synthesis Unit, students produce "products" designed to "synthesize" the information learned during the presentations.

The topic for the 2011 Synthesis Unit was *How Would YOU Balance the Budget?* Special thanks to all of our speakers for their extraordinary presentations on this timely and consequential topic.

After the presentations, students were grouped into four commissions for their final Synthesis Unit product. Each group focused on a different level of government:

- Federal
- California State
- Santa Barbara County
- City of Santa Barbara.

Each commission produced a report that outlined the problems, recommended solutions, and possible unintended consequences of balancing the budget. Each student commissioner wrote an individual research paper that investigated a particular area within his or her assigned level of government. As a culmination to the Synthesis Unit, an all-school assembly was held for each commission to report its findings to the school.

Congratulations to all of our speakers, students, and faculty for making *How Would YOU Balance the Budget?* such a successful educational experience.

*Gordon Sichi*

Gordon Sichi  
Founding Headmaster

FOUNDED IN 1981

**THE ANACAPA SCHOOL**

LOWER SCHOOL:  
GRADES 7-8

UPPER SCHOOL:  
GRADES 9-12

The Anacapa School is an independent, co-ed college preparatory school for grades 7-12.  
814 Santa Barbara Street • 965-0228 • [www.anacapaschool.org](http://www.anacapaschool.org)