

# The Hauser Center for Nonprofit Organizations

## NEW FACES AROUND THE HAUSER CENTER

### Hauser Center Welcomes New Senior Faculty

**Bryan Hehir** is returning to Harvard after several years in Washington, DC. He will become the Parker Gilbert Montgomery Professor of the Practice of Religion and Public Life. Bryan is an eminent theologian who most recently served as president and CEO of Catholic Charities USA and Distinguished Professor of Ethics and International Affairs at Georgetown University's School of Foreign Service. His teaching and academic work has focused on ethics and international relations and the role of religion in world politics and American society. Bryan will teach on international relations and religion and public life. In addition, he will play a leadership roll in the Hauser Center's Joint Program on Religion and Public Life. See the "profile" section of this newsletter for more about Bryan and his career.

**Dutch Leonard** joins the Hauser Center well into a distinguished career at the John F. Kennedy School of Government. Dutch is the George F. Baker, Jr., Professor of Public Management, and teaches leadership, organizational strategy, and financial management for public sector and nonprofit organizations. Dutch's research concentrates on state and local finance, and on the geographic distribution of federal spending. He is a member of the boards of directors of Harvard Pilgrim Health Care, and of Civic Investments, a nonprofit organization that assists charitable enterprises with capital financing. This year, Dutch was given a joint appointment with the Harvard Business School. As part of his Hauser Center role, Dutch will focus on questions of governance and accountability, and on social enterprise curriculum.

### Hauser Welcomes Tiziana Dearing as New Executive Director

In November 2003, the Hauser Center bid a fond farewell to its founding executive director, Shawn J. Bohen, and welcomed a new leader, **Tiziana C. Dearing**. Tiziana brings a decade of experience consulting to senior managers in nonprofits and corporations. In 1997, she started her own consultancy, working with nonprofits, specializing in strategy development and implementation, executive decision making and coaching, and large and small group facilitation. Prior to launching her business, Tiziana was a management consultant specializing in knowledge management, process development and Balanced Scorecard services. She came to consulting after working for a nonprofit micro lending organization in Chicago. Tiziana received a Masters in Public Policy at the Kennedy School in 2000 with concentrations in International Security Policy and Negotiation and Conflict Resolution.

### Other new Hauserites

**Gordon Bloom** has joined the Hauser Center as a research fellow from Stanford University, where he is a lecturer in the Public Policy Program and a faculty affiliate of the Center for Social Innovation. His teaching and research interests are in the area of strategy and vision for nonprofits, and social entrepreneurship. Gordon is continuing the work of his Social Entrepreneurship Collaboratory at the Hauser Center and co-directs an initiative on the management of charter schools.

### The Kennedy School Announces a Dean Designate

**David T. Ellwood**, the Kennedy School's Scott M. Black Professor of Political Economy, will become the next dean of the Kennedy School. One of the nation's most influential scholars of poverty, welfare, and family change, David has been a member of the Kennedy School faculty since 1980 and has twice served as the School's academic dean. An alumnus of Harvard College and the Graduate School of Arts and Sciences, he has also played a leading role in the policy arena, most prominently in the mid-1990s as a senior official in the U.S. Department of Health and Human Services and a central figure in welfare reform. David will succeed Joseph S. Nye Jr., dean of the Kennedy School since 1995, who last fall announced his plans to step down on June 30, 2004.



Dean Designate David T. Ellwood

## LETTER FROM THE DIRECTOR

Dear Friends and Colleagues:

It seems that the voluntary sector is headed for another round of intense scrutiny as public concerns about the integrity of the sector have been fanned by a series of scandals involving some of the largest and most respected institutions in the field. Some of the most important accomplishments of the Hauser Center over the last year have been in this particular domain: Marion Fremont-Smith's eagerly anticipated work exploring the capacity of nation's regulatory system to demand accountability and governance from philanthropic and voluntary associations (page 7); a series of papers that Dave Brown and I published focusing on the accountability of International Non-Governmental Organizations; Dick Chait, Chris Letts, and Bill Ryan's upcoming book that focuses on effective governance of individual nonprofit organizations.

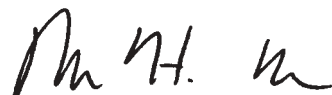
The Hauser Center "community" has also experienced some significant changes over the last year. We are extremely fortunate that Bryan Hehir (page 4) and Dutch Leonard will both be joining us this year. We admitted the last class of Doctoral Fellows (page 5), and are working hard to find new sources of funds so that we can keep this important part of our program alive. Derek Bok will continue as the Faculty Chairman of the Center while I continue as the Faculty Director. We appointed a new Executive Director to replace the irreplaceable Shawn Bohlen, and have found that we lucked out for the second time in a row with the absolutely superb appointment of Tiziana Dearing (see page 1).

On a tragic note, I am very, very sad to have to report the passing of our wonderful colleague Susan Eaton. Our Center loved Susan, and we sympathize and admire our colleague Marshall Ganz for the stamina, courage, and humanity he has shown in responding to his wife's death. The way that Marshall carried us through this tragedy helped us all become larger people, and a better community, as Susan would have wanted.

As we look ahead, we face some uncertainties. We have a new President of the University, and we also have a new Dean of the Kennedy School who has challenged us to work hard on crossing many boundaries in the interest of finding more effective, and more just responses to the problems we face throughout the world. We look forward to meeting the challenges they want to set for us.

Thank you all for your continuing interest and support. Please feel free to communicate with us through our new and improved web site. We hope to stay in touch, and to continue to learn from one another.

Sincerely,



Mark H. Moore  
Faculty Director



### INSIDE

- 3 Center Activities: Leadership Conference, Student Engagement  
Sidebar: Speakers
- 3 Center Activities: Corporate Responsibility Initiative
- 4 Profile: J. Bryan Hehir
- 5 Doctoral Fellows
- 6 Hauser Research Projects
- 7 Publications

#### HAUSER CENTER NEWSLETTER

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## Student Sponsorship, Leadership 2004, and Corporate Responsibility Initiative

### Student Sponsorship

Each year, the Hauser Center provides financial sponsorship to a range of student activities. In 2003, we sponsored the Islam in American Conference, the student group Social Enterprise in Action, the 2004 Social Enterprise Conference, the Bridgebuilders Conference, Community Voices: The Working Poor, and the Harvard International Development Conference.

#### Sponsorship Spotlight: 2004 Social Enterprise Conference

This conference, in its fifth year, has quickly developed a reputation as a premier student event. Run by a team of students from the Kennedy School and the Harvard Business School, the conference promotes the development and advancement of innovative solutions to social problems through presentations, panels, workshops and career networking. This year, the keynote speaker was Senator Bill Bradley. The Hauser Center also sponsored a presentation by Tom Tierney of the Bridgespan Group.

### LEADERSHIP 2004: Misuses of Power: Causes and Corrections

In March of 2004, the Hauser Center continued a three-year tradition by co-hosting the annual LEADERSHIP conference with the Kennedy School's Center for Public Leadership. This year's subject: Misuses of Power: Causes and Corrections.

Academics from around Harvard University, as well as Stanford and the University of Southern California, examined the forms that misuses of power take in public life, the private sector and the nonprofit sector. It was an open and dynamic two-day exchange in which participants not only examined the problem, but struggled to answer whether it is remediable, and how. The Center for Public Leadership will create a conference report and Prof. Rod Kramer, of both the Kennedy School at the School of Business at Stanford, will produce an edited book based on the presentations and discussion.

### Corporate Responsibility Initiative

"Corporate social responsibility is not only a business challenge," Professor John Ruggie, Director of the Center for Business and Government has commented. "Even more important, it concerns the relationship between business and society, the respective rights and obligations of different social sectors and actors - government, the media, and civil society organizations, as well as business - and the relative efficacy of voluntary versus regulatory approaches to meeting social needs. Questions of governance are involved at every step of the way."

In response to this governance challenge, the Hauser Center has embarked on a groundbreaking collaboration with the Center for Business and Government, the Center for Public Leadership, and the Joan Shorenstein Center for Press, Politics and Public Policy at the Kennedy School to establish a new Corporate Social Responsibility (CSR) Initiative. This interdisciplinary initiative aims to study and enhance the effectiveness of corporate social responsibility, with a particular focus on exploring the intersection between corporate responsibility, governance, public policy and the media. It will focus on research, education and outreach activities, and is supported by a variety of private and public sector organizations, including the Coca-Cola Company, ChevronTexaco, General Motors, Walter Shorenstein, Booz Allen Hamilton, and the United Nations Industrial Development Organization.

The initiative was launched on March 4th 2004 at a meeting attended by over one hundred leading academics and practitioners. It will undertake research and outreach activities; and develop teaching materials and academic courses.

### SOME SPONSORED SPEAKERS

#### David Bornstein

The Hauser Center hosted David Bornstein, author of "How To Change the World: Social Entrepreneurs and the Power of New Ideas" (Oxford University Press, 2004) for a lecture and discussion April 21, 2004 at the Kennedy School. Bornstein's book chronicles the lives and social change initiatives of a group of international social entrepreneurs, including Ashoka founder Bill Drayton and a half dozen Ashoka fellows chosen from Ashoka's more than 1200 fellows in the field. The lecture discussion was moderated by Gordon Bloom, and was co-sponsored by the Institute of Politics, the Kennedy School student group Social Enterprise in Action and the Harvard Business School Social Enterprise Club.

#### Michael Edwards

On April 16, Michael Edwards visited the Hauser Center to present a seminar on his new book "Civil Society" to a select audience of faculty and students. The book focuses on the question of whether the idea of "civil society" is an idea that is precise, coherent, strong, and challenging enough to provide guidance to those seeking important social change around the world. He tentatively answers "yes," but only if we understand and combine the three different ways in which the idea of "civil society" is now discussed. However, the audience asked, what happens if the "public space" of civil society embraces a set of ideas that are less "progressive" than those that the "normative ideals" of civil society would seem to demand? Michael promised to return in the fall for a larger Forum event.

## Father J. Bryan Hehir



Father J. Bryan Hehir

Since 2000, the Joint Program on Religion and Public Life (JPRPL) at the Hauser Center has crossed lines of academia, practice, and theology in its efforts to explore questions of faith-based organizations in the nonprofit sector.

It comes as no surprise, then, that the program turned to Fr. J. Bryan Hehir to become Parker Gilbert Montgomery Professor of the Practice of Religion and Public Life. Hehir has spent most of his public and professional life trying to explore similar questions, by bridging the gaps between the practice and theology of religion; religion and government; and religion and public life, both in the United States and internationally.

Hehir's professional experience reflects this ongoing intersection of academic interest and practical experience. He has served as the Joseph P. Kennedy Professor of Christian Ethics at Georgetown University's Kennedy Institute of Ethics, Professor of the Practice in Religion and Society at the Harvard Divinity School, President and CEO of Catholic Charities USA (based in Virginia), and most recently, Hehir has returned to his native Boston as President of Catholic Charities of the Archdiocese of Boston, and Cabinet Secretary for Social Services of the archdiocese.

His return to Boston has also prompted a return to academia, and Harvard in particular. It's a partnership that takes advantage of Hehir's particular strengths and background. "It combines my intellectual interests," says Hehir, "connecting religion and government in society, growing out of practice."

More importantly for us, though, it brings Hehir back to the Hauser Center and JPRPL, where he was an affiliated faculty member during his tenure at the Harvard Divinity School until 2001. "We were looking for the right faculty member for the Parker Montgomery chair position," says Hauser Center Executive Director Tiziana Dearing, "Bryan has a long history with the University, was coming back to Boston, and was interested in re-entering academia. He also has a background in religion, and as a non-profit

manager. All of these pieces together - Bryan is a perfect confluence."

Hehir's return to Harvard also marks the return of his acclaimed course, "Politics, Ethics, and the Use of Force," (sometimes co-taught with Stanley Hoffman). He will also teach "Religion and Government: Political, Moral and Legal Choices." His courses have long engaged a wide range of students - from pacifists to military servicemen and women, to international relations students and catholic scholars. "He's a rare find," says Dearing, "He builds bridges to students just as well as he works with professionals and academics".

The Joint Program on Religion and Public Life, led by Brent Coffin and Anne Mathew, has also been going through its own transition. Just wrapping up several years of research that will culminate in a book, *Taking Faith Seriously* (forthcoming, Harvard University Press, Spring 2005), the program is looking to the future. "This will be a year of transformation for JPRPL," says Dearing, "and Bryan will go through that discovery with us."

Hehir's many publications include: *Military Intervention and National Sovereignty*; *Expanding Military Intervention: Promise or Peril?*; *Catholicism and Democracy*; and *The Just War Ethic Revisited*.

## Hauser Center Doctoral Fellows Academic Year 2004-2005

The Hauser Center Doctoral Fellowship program began in 1999. It supports full time research and dissertation writing on the nonprofit sector. Up to five doctoral/advanced degree candidates enrolled in a program at Harvard are selected for a 2-year residential fellowship. One of the goals of the program is to increase the number of scholars entering the field who are deeply engaged with issues facing civil society.

The following members of the 2002-2004 cohort will be concluding their time at the center on June 30, 2004.

**Aykan Erdemir** Graduate School of Arts and Science, Anthropology and Middle Eastern Studies  
Aykan has successfully defended his dissertation on April 29, *Incorporating Alevis: The Transformation of Governance and Faith-Based Collective Action in Turkey* and will teach at a university in Ankara this fall.

**Orly Lobel** Harvard Law School  
Orly will be completing her dissertation, *The Fall of Regulation and the Rise of Governance in Contemporary Legal Thought* and will be a visiting lecturer at Yale Law School this fall.

**Sarah Robinson** Graduate School of Arts and Sciences, Anthropology  
Sarah will defend her dissertation, *Private and Public forces in an Environmental Crisis: An Ethnography of Attempts to Regulate Fish and Fishermen in Gloucester, MA*

**Saubhagya Shah** Graduate School of Arts and Sciences, Anthropology  
Saubhagya successfully defended his dissertation on May 17, 2004, *A Project of Memoreality: Transnational Development and Rural Activism Among Rural Women in Nepal*

**Lily Tsai** Graduate School of Arts and Sciences, Government  
Lily will defend her dissertation this summer, *Cadres, Community Institutions and Governance in Rural China* and will be teaching at MIT this fall.

The 2003-2005 cohort will continue to work on their dissertations and be involved at Hauser for the coming academic year.

**Warigia Bowman** Kennedy School of Government  
*Technology as a Signal of Progress: the Formation of ICT Policy in Africa*

**Prabha Kotiswaran** Harvard Law School  
*Only Rights Can Stop the Wrongs: The Emergence of the Sex Workers Movement in India*

**Jonathan Laurence** Graduate School of Arts and Sciences, Government  
*Empty Seats and High Chairs at the 'Table of the Republic': Religious Communities and the State in Western Europe*

**Moria Paz** Harvard Law School  
*Jewish Transnationalism at the Fin de Siecle*

**Maple Razsa** Graduate School of Arts and Sciences, Anthropology  
*There is no War Between Nations, There is no Peace Between Classes: Transnational Activism in the Wake of Yugoslavia.*



## RESEARCH

# Spotlight on Selected Hauser Center Research Projects

### **Distance Learning for Nonprofit Leaders**, Christine Letts

The Hauser Center is launching a distance learning initiative that targets on-the-ground, nonprofit leaders worldwide. By combining curricular, technology and teaching resources from around the University with a more sophisticated understanding of what it takes to create sustainable capacity in nonprofits and civil society, this new initiative, called Distance Learning for Nonprofit Leaders: Executive Education Version 3.0, could revolutionize how Harvard, and other academic institutions, supports leaders in civil society. This initiative will combine the technology and theory of distance learning with local partnerships. This combination allows us to: a) reach more people; b) build local capacity long term; and c) grow our own knowledge base through partnership and exchange.

### **Understanding Transnational Dynamics Initiative**, Sanjeev Khagram and Peggy Levitt

The Understanding Transnational Dynamics Initiative attempts to bridge the gaps between economic, political and social processes in transnational scholarship by fostering conversations between academics and practitioners working on a variety of topics, from a variety of disciplines, around the world. To accomplish this, Sanjeev Khagram and Peggy Levitt have organized a series of activities including empirical research, curriculum development, and workshops and research conversations on topics such as transnational citizenship, transnational identities and institutions, multi-stakeholder sovereignty and governance, religion, terrorism, arts and culture, and corporate citizenship/social responsibility. The goal of the initiative is to identify the common themes, structures, ideas, and institutions that characterize transnational social dynamics and processes in different arenas and to understand how conventional notions about citizenship, community, and society must be revisited in response.

### **CIVICUS**, L. David Brown

The Hauser Center and CIVICUS: World Alliance for Citizen Participation have agreed to carry out a joint project on "Civil Society Legitimacy, Transparency and Accountability" over the next three years. With support from the Sasakawa Peace Foundation, this project will build on work carried out over the last three years on accountability and legitimacy of international development NGOs. This project will develop a better understanding of the conceptual and empirical bases of legitimacy for civil society actors in development activities around the world; examine current initiatives and innovations to consolidate and strengthen their transparency and accountability; produce tools and programs to enhance legitimacy, transparency and accountability; and work with civil society leaders at national and regional levels to build civil society capacities in these areas.

### **Global Health Initiative**, Gabriele Bammer

The first planning meeting for the Global Health Initiative Executive Session was held June 2 and 3 bringing together scholars from Harvard, the Australian National University and the Fulbright New Century Scholars program. Hosted by Mark Moore and Gabriele Bammer, the group discussed six dimensions of the global health crisis: the growth of epidemics, the lack of sustainable health systems, the deterioration of the socio-economic-political context, the loss of a clear values base, the increased number of global actors with accompanying fragmentation of activity, and systems failure. Ilona Kickbusch and Lea Payne present these ideas in more detail in *Constructing Public Health in the 21st Century*, an unpublished paper prepared especially for the meeting. The meeting was funded by a Fulbright Institutional Partnerships grant. The next session is planned for early 2005.

## Hauser Center Publications

Hauser Center scholars write and publish on a variety of subjects regarding nonprofits and non-governmental organizations. The coming year will yield the publication of a number of Hauser-affiliated books:

### **Mary Jo Bane, Brent Coffin**

*"Taking Faith Seriously: Valuing and Evaluating Religion in Liberal Democracy"*

This collaboration that grew out of the Hauser Center's Intellectual Foundations seminars on the public roles of faith-based organizations, will be published in spring 2005 by Harvard University Press. Examining the complex ways in which religion and American democracy are interwoven, the book suggests a new way of evaluating religion in public life based on the social roles it performs. It also probes the potential, as well as the risks, for more constructive engagement between these sectors. Among Hauser or KSG-affiliated faculty who contributed to it are Mary Jo Bane, Brent Coffin, Mark Moore, Peter Dobkin Hall, Chris Winship, and Ron Thiemann, Julie Boatright Wilson.

### **Marion Fremont-Smith**

*"Governing Nonprofit Organizations: Federal and State Law and Regulation"*

As part of her study of accountability and legal regulation of nonprofit organizations, Senior Research Fellow Marion R. Fremont-Smith conducted a survey of press reports published between 1995 and 2002 of wrongdoing by officers and directors of charities. The purpose of the study was to try to shed some light on the exact extent of misbehavior within the sector. The results of the survey are summarized in Mrs. Fremont-Smith's new book, published in spring 2004 by Harvard University Press. She concludes that although her results do not provide an adequate basis for making informed judgments as to whether stricter legal remedies or enhanced enforcement of existing laws would be sufficient to deter wrongdoing, they do demonstrate that the root cause of wrongdoing was a failure of governance and that consideration should also be given to measures that the sector itself can take to improve the ways in which it holds itself accountable.

### **Sanjeev Khagram**

*"Dams, Democracy, and Development:*

*Transnational Struggles for Power and Water"*

Big dams built for irrigation, power, water supply, and other purposes were among the most potent symbols of economic development for much of the twentieth century. Of late they have become a lightning rod for challenges to this vision of development as something planned by elites with scant regard for environmental and social consequences—especially for the populations that are displaced as their homelands are flooded. In this book, Sanjeev Khagram traces changes in our ideas of what constitutes appropriate development through the shifting transnational dynamics of big dam construction.

### **Working Paper Series: Recent Highlights**

No. 19 **"Democratic Accountability: The Third Sector and All"** by Robert E. Goodin

No. 20 **"Wrongdoing by Officers and Directors of Charities: A Survey of Press Reports 1995-2002"** by Marion Fremont-Smith and Andras Kosaras

No. 21 **"Regulating Coexistence in the New Political-Economy: Cross-Section Collaboration in a Workforce Development Approach"** by Orly Lobel

No. 22 **"Inequality and Corruption"** by Jong-Sung You and Sanjeev Khagram

No. 23 **"Evaluation Research and Institutional Pressures: Challenges in Public-Nonprofit Managing"** by Peter Frumkin and David Reingold

No. 24 **"Constructing Transnational Studies"** by Sanjeev Khagram and Peggy Levitt



## The Hauser Center for Nonprofit Organizations

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**GORDON BLOOM**, Research Fellow  
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