

The Hauser Center for Nonprofit Organizations

JOINT PROGRAM ON RELIGION AND PUBLIC LIFE

In 2000, the Joint Program on Religion and Public Life (JPRPL) was launched as a collaborative initiative between the Hauser Center and the Harvard Divinity School. JPRPL aims to document and analyze the social impact of religious organizations and movements on civil society and governance; to stimulate multi-disciplinary research that considers both religious visions and social outcomes; and to support religious organizations through leadership training.

The impetus for JPRPL began in 1996 when the Divinity School's Center for the Study of Values in Public Life (now the Initiatives in Religion and Public Life) launched an Interfaculty Seminar at Harvard. The Seminar met for three years, involving more than twenty-five scholars from Harvard's seven faculties. Their work was published in 2000 as a collective volume of essays, *"Who Will Provide? The Changing Role of Religion in American Social Welfare,"* edited by Mary Jo Bane, Brent Coffin, and Ronald Thiemann. In 1999, building on the Divinity School's Interfaculty Seminar, the Hauser Center launched an Intellectual Foundations (IF-2) project "The Social Role of Faith-Based Organizations." IF-2 convened eight seminars between 1999-2001 with a group of thirty scholars from within and outside Harvard. Their work has provided the intellectual and collaborative foundation upon which JPRPL is building its research and educational activities. IF-2 will culminate this year in a book that maps the terrain of religious organizations in civil society and American liberal democracy.



Jean Bethke Elshtain, University of Chicago Divinity School, "When Believers Engage the Culture," April 4, 2002. Part of the JPRPL Religion and Public Life Colloquium Series.

In addition, JPRPL is engaged in developing several new initiatives. A new *Executive Session on Faith-Based and Community Approaches to Urban Revitalization* has been designed for mayors and religious and civic leaders who are faced with the problem of restoring the quality of urban life. The Session will facilitate thinking about innovative partnerships between municipal governance and religious and community leaders/organizations, and will convene a group of thirty participants twice each year from 2002-2004. Launched fall 2001, the Religion and Public Life Colloquium is continuing to develop JPRPL's network of collaboration among scholars and practitioners. The Colloquium features the current work of scholars addressing the interaction of religion and public policy in the United States and hopes to engage graduate students working on related topics.

Going forward, JPRPL hopes to develop an "Innovations in Religion in the Public Square." Modeled on the Kennedy School of Government's Innovations in American Government Program, this initiative would develop a series of awards for innovative best practices in faith-based approaches to urban revitalization. JPRPL will also develop new curriculum and education offerings, including case studies of religious organizations acting in public life, innovative community case studies of religious and secular nonprofit organizations, executive education programs, and new graduate courses on religion, civil society and public policy.

JPRPL is governed by a Faculty Advisory Committee from Harvard's Faculty of Arts and Sciences, Kennedy, Divinity and Law Schools, including Mary Jo Bane (Chair), Brent Coffin (Director), Stephen Goldsmith, Peter Dobkin Hall, J. Bryan Hehir, David Little, Martha Minow, Mark Moore, Ziad Munson, Ronald Thiemann, and Chris Winship. Administrative capacity is provided by the Hauser Center's Anne Mathew and Margot Murphy.



Dear friends and colleagues:

This has been a challenging year for many of us. The events of September 11th shocked much of the world, and for those of us focused on the nonprofit/NGO sphere, it has brought a startling new reality into view. The freedom and opportunities critical to a thriving global civil society have been usurped for purposes, which are not at all civil. Some of the basic liberties which enable ordinary citizens to act on their own best interests and on behalf of their communities have been appropriated for deadly purposes.

Despite these dismaying events, non-governmental organizations have continued to multiply and take on vital new functions and responsibilities in America and around the world. Over the last few years, we have also seen new systems of transnational governance emerge as leaders from government, business and the nonprofit sector conceive of imaginative structures, processes and policies which take account of the diverse interests, interactions, institutions, and innovations of a global citizenry.

Here at the Hauser Center, we have worked hard to keep pace with these developments. We have welcomed the addition of the new Joint Program on Religion and Public Life (cover story) and the Global Equity Initiative (pg. 6). We have developed new ways to provide mutual learning opportunities for academics and practitioners, such as a new Executive Education Program on *Performance Measurement for Effective Management of Nonprofit Organizations* and two events for local practitioners (both pg. 3), as well as a Peer Learning Network for community organizers (pg. 7). We have brought new principals to the Center, among them Lincoln Chen, Director of the Global Equity Initiative, and Cynthia Sanborn, Bloomberg Visiting Professor of Philanthropy, and Director of the newly launched Program on Philanthropy, Civil Society and Social Change in Latin America (pg. 4). We have also welcomed a new class of Hauser Center Doctoral Fellows (pg. 5).

It has been a great pleasure to serve as interim faculty director this academic year, during Mark Moore's much deserved sabbatical. I look forward to staying on as faculty chairman through the upcoming year, when Mark returns in July and continues to focus his attention on research and writing. I want to thank the talented and dedicated faculty, researchers, staff and students who dwell in the Center. The Center has had an impressive first five years. I look forward to working closely with the core team along with our funders, board, and other constituents to sharpen our strategy and enhance our performance. In particular, I'd like to thank Shawn Bohlen, who as the Center's executive director has been a marvelous partner, as together we cajole, nudge, and encourage this vibrant growing community into its next phase.

Sincerely,

Derek Bok

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HAUSER CENTER NEWSLETTER

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Publisher
 Puritan Press, Inc.

Performance Measurement Executive Program

Developed jointly by Harvard Business School's Initiative on Social Enterprise and the Hauser Center, Performance Measurement for Effective Management of Nonprofit Organizations (PMNO) enables nonprofit leaders to address the challenging work of performance measurement within their organizations. The program ran for the first time in March 2001 as a pilot for approximately thirty nonprofit practitioners. Invaluable feedback from the pilot was integrated into PMNO, which was then offered as an executive education program in June 2001.

PMNO will run again this year from June 12 to 15 on the Harvard Business School campus. The program will help nonprofit leaders enhance their capacity to use performance measurement for strategic purposes; assess and respond to external demands for accountability; align mission, strategy, and internal performance; implement exemplary tools and approaches to measure performance; and institutionalize and sustain performance measurement systems.

Harvard Faculty teaching in PMNO this June include Allen Grossman (Business School), James P. Honan, (Graduate School of Education), Dutch Leonard (Kennedy School), and Christine W. Letts (Kennedy School/ Hauser Center).

For the first time ever, through the generous support of the David and Lucile Packard Foundation, the Hauser Center is able to award partial scholarships to this year's PMNO program. Eight nonprofit practitioners have been selected to receive the awards.

The Hauser Center and the Initiative on Social Enterprise hope to offer PMNO again next year. To keep abreast of this and other executive education offerings, please visit <http://www.ksg.harvard.edu/hauser/education/execed.htm>.

Greater Boston Practitioner Engagement

The Hauser Center is committing new models for practitioner access that will ground scholarship and efforts in the realities of practitioner access to Harvard's resources. In this vein, the Center hosted two events for local practitioners during the 2001-2002 academic year, one in the fall and one in the spring.

Approximately seventy practitioners, representing a variety of local nonprofits and foundations, attended the fall event, "Performance Measurement, Program Evaluation, Outcomes Measurement or Theory of Change: How is a Nonprofit to Choose?" Panelists included Andrea Anderson, Research Associate, Aspen Institute, Pedro Noguera, Judith K. Dimon Professor in Communities and Schools, Harvard Graduate School of Education, and Xavier de Souza Briggs (Moderator), Assistant Professor of Public Policy, Kennedy School of Government/Hauser Center.

On Tuesday, April 23, the Center hosted its spring event, which attracted approximately forty local practitioners, on "High Engagement Philanthropy: Filling the Performance Gap." Christine W. Letts, Rita E. Hauser Lecturer in the Practice of Philanthropy and Nonprofit Leadership, Kennedy School, and Associate Director, Hauser Center, and William P. Ryan, Research Fellow, Hauser Center, led the presentation and discussion, which was based on the findings from a three-year, nationwide study on high engagement philanthropy.

For more information, please visit http://www.ksg.harvard.edu/hauser/engagement_impact/greaterbosonseminars.htm.

Corinne Locke

WORKING PAPER SERIES

In 1999, the Hauser Center launched a working paper series in an effort to share with a broad audience important works-in-progress written by researchers affiliated with the Center.

Working Paper Series Recent Highlights:

Paper No. 5
"Philanthropy, the Welfare State, and the Transformation of American Public and Private Institutions, 1945-2000," by Peter Dobkin Hall

Paper No. 6
"Balancing Public Accountability and Nonprofit Autonomy: Milestone. Contracting in Oklahoma," by Peter Frumkin

Paper No. 7
"Accountability, Strategy, and International Non-Governmental Organizations," by L. David Brown and Mark H. Moore

Paper No. 8
"The Price of Doing Good: Executive Compensation in Nonprofit Organizations," by Peter Frumkin and Elizabeth K. Keating

Paper No. 9
"The Foundation Payout Puzzle," by Akash Deep and Peter Frumkin

These and other papers in the series can be downloaded from http://www.ksg.harvard.edu/hauser/usable_knowledge/working_papers/working_papers.htm.



Cynthia Sanborn



In August 2001, the Hauser Center welcomed Cynthia Sanborn, who since 1995 has been a Professor of Political Science at the Universidad del Pacifico in Peru. Sanborn wears two hats at Harvard. She is the William Henry Bloomberg Visiting Professor of Philanthropy (2001-2003), and Director of the Program on Philanthropy, Civil Society, and Social Change in Latin America (PASCA), a joint initiative of the Hauser Center and the David Rockefeller Center for Latin American Studies (DRCLAS).

The PASCA program grew out of a series of workshops held by Hauser and DRCLAS starting in 1998 aimed at examining and encouraging indigenous philanthropy in Latin America. Sanborn credits the two center founders Rita Hauser and David Rockefeller with the initial inspiration for this program, as they share a passion for Latin America and a concern for promoting philanthropy in a global framework. Program Coordinator Rodrigo Villar, a Colombian expert on NGOs and civil society, has also been involved since the planning stages.

Since Sanborn became Director, PASCA has sponsored a popular lunchtime lecture series (see side bar) on Philanthropy and Social Change in the Americas, including speakers from Argentina, Brazil, Chile and the Caribbean. This Spring, the series focused specifically on *Citizens, Entrepreneurs and NGOs in Brazil*, and included grassroots activists, NGO and corporate leaders. PASCA also sponsors short-term Visiting Fellows and applied research on public policy issues that affect philanthropy and civil society.

Through these activities, Sanborn aims to offer a voice to Latin American practitioners and scholars and counteract the, at times, ignorant angle from which North Americans view their counterparts to the south. "Contrary to what is often believed," she remarks, "Latin America has a long history of voluntary and charitable activity and civic engagement. Traditions of community self-help and solidarity stretch back to the region's pre-Hispanic cultures, and include the mutual aid

societies and trade unions that emerged in the 19th and early 20th centuries, as well as the social movements and NGOs of the later 20th century." Increasingly, the region's elites are also shifting from traditional charity to the establishment of corporate social programs and private foundations.

It was the region's rich history that initially drew Sanborn towards Latin America during her undergraduate years at the University of Chicago. Originally focused on U.S. history and politics, she took a course in Latin American Civilization that changed her path and led her to work in South America after graduation. Sanborn, who learned Spanish as a child in California public schools, has lived in Mexico, Chile and Peru over the last twenty years. She did her PhD in Government at Harvard, and worked for the Ford Foundation in New York and Santiago before moving to Peru in 1995, where she initiated a research program on the nonprofit sector and civil society.

Ironically, the college professor who first inspired her interest in Latin America was John Coatsworth, currently the Director of DRCLAS. Sanborn now works with Coatsworth and other faculty to ensure that PASCA becomes a collaborative network of peers across the Americas.

Returning to the U.S. after spending the last ten years in Latin America, Sanborn has experienced a real cultural transition. This is shared with her husband Aldo Panfichi, a Peruvian sociologist, and their two children. The September 11 tragedy affected them particularly strongly, Sanborn says, being "outsiders" of a sort, as well as having lived through the worst years of terrorism and unrest in Peru. "Coming here was intended to be a peaceful respite for us," she remarks. At the same time, she appreciates the changes that Boston has gone through in the last decade, in particular the increased presence and dynamism of Latin American immigrants and cultures.

PASCA LECTURE SERIES

The aim of the PASCA lecture series is to expand the opportunity to learn and discuss philanthropy and civil society in Latin America.

Recent seminars include:

"Civil Society and the Third Sector in Peru, Past and Present," Felipe Portocarrero, Director, Research Center of the Universidad del Pacifico, Lima, Peru; PASCA Visiting Fellow

"Civil Society in a Changing Mexico," Alberto Olvera, Director, Institute for Historical-Social Research, Universidad Veracruzana

ARCO Forum Event,
"The Experience of Comunidade Solidária: Building Partnerships for Social Development in Brazil," Ruth Cardoso, Founder and President of the Comunidade Solidária; First Lady of Brazil.

"Volunteerism and Citizenship in Brazil," Leila Landim, Professor, Anthropology Department, Universidade Federal do Rio de Janeiro; Instituto de Estudos da Religião (ISER); PASCA Visiting Fellow.

Fellowship for Doctoral Studies in the Nonprofit Sector

PROFILE OF HAUSER CENTER DOCTORAL FELLOWS CLASS OF 2001-2003

Shelley Brickson, Organizational Behavior, “Organizational Identity Orientation and its Manifestations in Relationships with Nonprofit Organizations and with Members”

Shelley has developed and is testing a framework of organizational identity that has proven useful at the individual level of analysis. Her work addresses how different identity types are manifested in relationships that businesses have with two stakeholder groups—nonprofit organizations (external stakeholders) and members (internal stakeholders).

Bayliss Camp, Sociology, “Lobbying, Direct Legislation, and Protest: An analysis of the institutional structuring of political tactics”

Bayliss is examining how governance institutions and legislative mechanisms shape the political engagement and tactics of interest groups and social movements. Through a close comparison of states that allow for direct legislation (initiatives and referenda) to states that do not, he explores the levels of political activity and the distribution of actors using different political tactics: lobbying, direct legislation, and protest.

Quenby Hughes, History, “Cold War Comrades: an Historical Case Study of the Relationship between the AFL and CIA, 1945-55”

Quenby’s dissertation focuses on the early Cold War relationship of the American Federation of Labor’s Free Trade Union Committee and the Central Intelligence Agency and provides an historical case study of a relationship between a strong non-governmental organization and a branch of government. Quenby is re-examining this relationship and is attempting to answer some of the following questions: What exactly was the nature of the relationship between the non-governmental American Federation of Labor’s FTUC and the US government? How significant was the role of American labor in the Cold War battles for international labor movements, and hence in the Cold War itself?

Dongxiao Liu, Sociology, “How Do World Women’s Conferences Matter? — A Comparative Study of Women’s Movements in China and India in Response to the United Nations Fourth World Conference on Women”

Dongxiao is pursuing a comparative dissertation project examining the impact of the international women’s movement on women’s organizations in developing countries. Social movement scholars have argued that these World Women’s Conferences “remobilized the global women’s movements.” Some of the questions Dongxiao is addressing in her project include: Have these conferences had an impact on the local women’s movements? How have they shaped the possibilities and dynamics of women’s mobilization at the local level? Have they made the domestic political opportunities more favorable to women’s mobilization? Have they strengthened local women’s organizations? Why or why not?

Benjamin Read, Government, “Civil Society and its Competitors: Participation in Chinese Neighborhood Organizations”

Ben is attempting to understand the dynamics of a nascent civil society within a selectively liberalizing community state. Most of his empirical fieldwork centers around the little-studied but tremendously significant realm of urban neighborhood organizations in China. In his study, he looks at both the fledgling independent groups themselves as well as those state-backed groups with which they operate while exploring individual citizens’ participation in both types of organizations. His project seeks to contribute to both theoretical and policy-relevant understanding of the development of civil society under repression, and of communist systems and social networks in general.

For more information, please visit <http://www.ksg.harvard.edu/hauser/education/doctoralfellowship.htm>.



Left to right, front row: Mark Moore (Center Director), Dongxiao Liu, Quenby Hughes. Back row: Ben Read, Bayliss Camp, Peter Dobkin-Hall (Co-Leader, Doctoral Fellow Program). Not pictured: Shelley Brickson.



The Global Equity Initiative

Under the leadership of Lincoln Chen, MD, the Hauser Center launched the Global Equity Initiative in November 2001. The Initiative will conduct research on, implement solutions to, and build leaders to deal with global inequality, economic insecurity, and poverty.

A former professor at Harvard School of Public Health, Chen recently returned to Harvard after serving five years as Executive Vice President for Strategy at the Rockefeller Foundation. Chen brings to the Initiative over twenty-five years of work in the field of philanthropy, and equally extensive experience in international public health and international development.

The two major themes of the Initiative are that “global equity” is an intrinsically valued force that can add fresh impetus in helping us understand tough problems, and that philanthropy can play a strategic role in developing and promoting innovative solutions. The promotion and implementation of fresh solutions to problems of global inequalities requires flexible social investment funds, yet budgetary and political pressures on the public sector, inter-governmental agencies, and aid agencies limit the ability of these traditional actors to take risks and support innovation. The philanthropic sector, transformed by new wealth, can help fill this gap.

At the moment, a very small fraction of private philanthropy invests in programs with an international focus. One of the limitations on such investment is a lack of donor knowledge about global problems and opportunities. Another is the lack of clear markers to determine the effectiveness of the various groups, programs, and organizations working internationally. As one report has stated, “It is easier to decide to give globally than to know how to give.” The Initiative will help direct funds from philanthropy to support promising innovative projects and programs.

Equity and philanthropy come together easily for several reasons. The origin of philanthropy is wealth; charitable giving redistributes wealth; and strategic philanthropy can address the root causes of unacceptable inequality. Both equity and philanthropy are important aspects of a socially-successful global economy. The former is a socially-valued goal in market economies, and the latter is a socially-desired outcome of excessive wealth accumulation. Linking equity and philanthropy can generate synergism because equity concepts can be strengthened by practical philanthropic action, and philanthropic practice can be informed by social purpose. Philanthropy and equity come together in strengthening poverty alleviation.

Another major focus of the Initiative is research and advocacy to support the work of an independent global Commission on Human Security. The Commission, led by Amartya Sen and Sadako Ogata, is charged with making recommendations to reduce the vulnerability of people caught in conflicts and those who face the day-to-day insecurities of poverty. The Initiative is examining economic insecurities resulting from lack of access to health care and education, gender disparities, and poverty. The Initiative has also launched a monthly faculty seminar series that draws on Harvard’s various schools and departments as well as other universities in the Boston area.

Complementing its analysis of the problems of fairness and equity, the Initiative is examining philanthropy’s potential contribution to specific issues such as education, health, and human rights. It is also preparing a set of case studies that explore the development and contribution of philanthropy in different countries and cultural settings. The findings of these research efforts will provide those working to promote philanthropy with information, strategies, and recommendations to further their efforts.

Joining Chen in this effort are Professor and Nobelaureate Amartya Sen of Cambridge University and Professor Sudhir Anand of Oxford University, as well as a number of practitioners in philanthropy and a multidisciplinary group of young scholars.

For more information, please visit <http://www.ksg.harvard.edu/gei>.

Ellen Seidensticker

Peer Learning Network

In February, Hauser Center based Kennedy School of Government (KSG) Lecturer in Public Policy Marshall Ganz launched a web-based Peer Learning Network (PLN) comprised of 285 alumni of his organizing courses from the KSG, Divinity School, Education School, and Harvard College. PLN offers members access to a community in which they can continue learning through reflective practice begun in their course work. Of these former students, some 62% now work for NGOs and another 18% work in the public sector in a wide variety of leadership roles. The diverse combination of participants creates a colorful online community that engages members and encourages interaction. The web site features a discussion page, driven by a "spotlight" on different members every two weeks who "present" their own backgrounds and projects, and pose questions of practice with which they are struggling. The site also facilitates discussion on a smaller scale. Through member profiles, which are part of the network, members can arrange "one on one" meetings with each other, and search for former classmates or others with similar interests who work in particular regions of the world. Members also share job opportunities, sources of reflection, and organizing tools. The project is led by Jennifer Fey, Harvard Divinity School '02, and funded by the Harvard Provost's fund for new technology in education.

Fey is a former student of Ganz's who is in the process of completing the second half of a 3-year program to become a pastor in the United Church of Christ. She reluctantly signed on to Ganz's course at the Kennedy School, "Organizing People, Power, and Change," in the spring of 2000 as a requirement for her internship at the Greater Boston Interfaith Organization. From that point on, Fey has continued her organizing work in the Boston area, and intends to incorporate those skills in her work beyond the Divinity School. "If I allow it to, and if I stay involved for the long-term," she says, "this work [with the PLN] can help me to develop creatively in my work as a pastor."

As a former student, Fey is not only an engineer of the Peer Learning Network; she is also a participating member. "This program plugs me into amazing people who all have similar values," she says, "it helps give me ideas when I know what other people are doing, and what is out there."

Ganz is equally enthusiastic, "I see this as important to figuring out how to build on what you're doing, and how to get the most learning potential out of class," he says. "It would be a shame to have invested all that time and effort in class, and not keep it going."

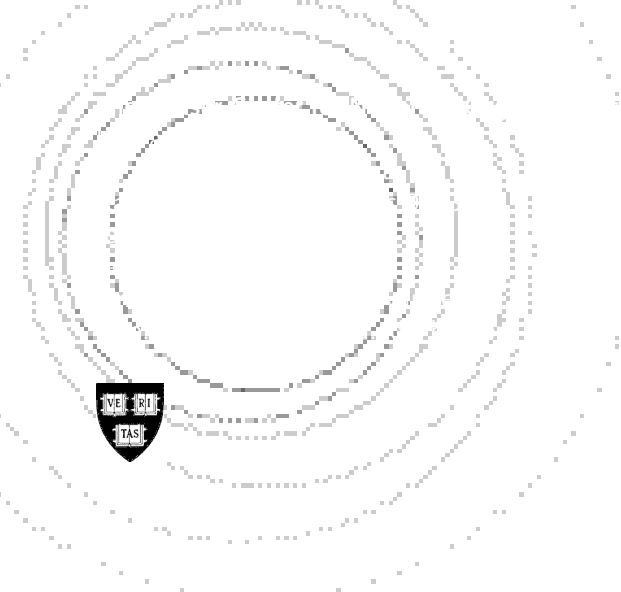
However, he also sees the project within a wider context. The KSG, Ganz observes, is an institution dedicated to studying the intersection of the theory and practice of public life. "It extends, supports, and builds stronger bridges with practitioners; its focus is the practice of public life, not ancient history or mathematical formulas," he says. In this context, the Peer Learning Network is a natural product of the KSG's mission: to equip future practitioners for public life.

The biggest challenge of the project thus far has been how to facilitate practical exchange. Ganz and Fey noticed from the beginning that facilitating discussion in the classroom differs dramatically from doing so online. The PLN Project has challenged their own preconceived notions of dialogue and technology, and helped them learn how to fuse the two. "Those who think of using internet tools as a way of broadcasting a lecture have got the whole concept of 'distance learning' wrong," Ganz explains. "Online discussion should more closely resemble a seminar than a lecture." The end of each semester provides constant renewal to the network: an influx of former students and future PLN members. However, the project is still in its infancy, its success is entirely dependent upon member participation. Only time will tell if the Peer Learning Network will ultimately fulfill its promised potential.

For more information, please visit <http://www.ksg.harvard.edu/organizing/>.



Marshall Ganz (2nd left) "in the field" with Aimee Carevich (right) and John Hugh Tate (left), students from his Organizing class.



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