Fulfilling the Promise of Microfinance
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Associate Dean for Communications and Public Affairs Melodie Jackson MC/MPA 2001 Executive Editor Sarah Abrams Editor Robert O'Neill Contributing Writers Juliette Kappyn Matt Kohut Vestal McIntyre Maki Megias Steve Nadis Lewis Rice Designers Diane Sibley Jennifer Eaton Alden Printer Lane Press Harvard Kennedy School Magazine is published two times a year by John F. Kennedy School of Government Office of Communications and Public Affairs 79 John F. Kennedy Street Cambridge, Massachusetts 02138 Phone: 617-495-1164 E-mail: publish@hks.harvard.edu Copyright 2013 by the President and Fellows of Harvard College. All rights reserved.


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 on the cover: Money is counted before being distributed at a microcredit center. See story on page 24. Photograph: Bloomberg/ gettyimages
**EXECUTIVE SUMMARY**

Dear Reader,

This issue highlights an important moment in the history of the Kennedy School as we embark on our first capital campaign in almost two decades. It is an exciting time for us as we step back and identify how we, as a school, can best meet the critical challenges of our time.

For almost eight decades, the Kennedy School—through the leaders it has trained and the research it has produced—has led in addressing major public problems. Its leadership is needed now more than ever. Problems such as global inequality, climate change, and terrorism all demand enlightened leadership and rigorous policy solutions. In this issue, we share our plans for the Campaign for Harvard Kennedy School, which will provide us with vital resources for supporting their work once they are here.

Featuring in this issue is economist Rohini Pande’s research on microfinance programs, which shows the school’s unique strengths in rigorous analytic analysis. A co-founder of Evidence for Policy Design (EPD), Professor Pande, along with colleagues, is looking at the effectiveness of development programs around the world and how to improve the design of future programs. EPD’s findings on microfinance are already being applied in experiments in India and through an executive education course here at the school for policy makers working in the microfinance field.

Also featured in this issue is Cody Kerman’s research on microfinance programs, which shows the school’s unique strengths in rigorous analytic analysis. A co-founder of Evidence for Policy Design (EPD), Professor Pande, along with colleagues, is looking at the effectiveness of development programs around the world and how to improve the design of future programs. EPD’s findings on microfinance are already being applied in experiments in India and through an executive education course here at the school for policy makers working in the microfinance field.

I am excited by the opportunity this campaign offers us all to spread the word about our deeply mission-driven school—its accomplishments, our aspirations, and our capacity to do so much more to solve critical problems facing people across the globe. I hope to see many of you during the months ahead. Now more than ever, we will ask what we can do together.

Dean David T. Ellwood
September 2013

**UPDATE | SOCIAL IMPACT**

We wrote about the pioneering use of social impact bonds (SIBs) in the previous issue of the magazine. SIBs bring together governments, service providers, and private sector investors to create programs focused on pressing social problems. Investors are repaid only if the public program delivers on its promise. The value of that model is being recognized more widely and the rapid rise of SIBs continues. In June, the New York Times featured an SIB in Philadelphia that provides technical assistance to vulnerable young people in the city. In March, the Rockefeller Foundation announced six new SIB projects across the country (from 28 applications) that will receive technical assistance. “Social impact bonds have traveled from concept to execution faster than any other social innovation in recent history,” said Kippy Joseph, Rockefeller’s associate director for innovation.

**UPDATE | A GOOD GIG**

According to the Bureau of Labor Statistics, about 20 million Americans are freelancers or independent contractors. It’s a phenomenon that Sara Horowitz ME’95 calls “the gig economy.” The Freelancers Union, which Horowitz founded, counts more than 200,000 of those workers as members.

When Horowitz was profiled in the Spring 2007 issue, membership was at 40,000. The size of the union is not the only thing that’s changed since then. For one thing, Horowitz received $340 million in low-interest loans from the federal government to expand the health cooperatives the union had pioneered in New York. That initial experiment, which covered more than 20,000 people with $350 million in annual revenue, will now be available in New Jersey and Oregon as well as New York, and will offer health insurance to thousands more. And to provide a more holistic approach to health care for members, the union also opened a 6,000-square-foot health clinic in Brooklyn, New York, in November 2012. These changes will be crucial to freelancers. According to a 2010 survey of Freelancers Union members, nearly 18 percent had given up health insurance because they could not afford it.

“Whether you like it or don’t like it, it’s unlikely we’re going to see growth in government support for the next few years,” Horowitz told The New York Times in a story about her work in March 2013. “But we’re not going to see any reduction in social needs for workers. And we need these social-purpose institutions in place to serve their growing social needs.”

**DESIGN NOTES**

We’ve made a few small changes to the magazine’s design. You’ll notice it on the cover and in the contents page. But you might notice it most in the Alumni Voices section. In the past few years, more and more of you have been writing in, keeping in touch, and sending us news of your lives and careers. That’s a development that we find very satisfying. But with more and more notes coming in, we decided we should try to make that section of the magazine a little more readable. We hope you find that the new design works. You may also notice that we’ve changed the way we present alumni books. This feature, too, has grown by leaps and bounds in the past couple of years—so much so that we’ve decided to take a new approach. We’ve built a Kennedy School page on the book-sharing site Goodreads.com that allows us to tell you about alumni and faculty books. We hope you’ll join us there. The KSK library has also dedicated new space to alumni books (a real shelf, with real books), and we’ll be taking selected titles into its permanent collection. Keep them coming.

ON THE WEB

http://hks.harvard.edu/campaign

2013 ALUMNI CLUB MEETING 10/24/13
New Dean of Students
STAFF Melodie Jackson ac/HPa 2001 has been appointed Harvard Kennedy School’s new senior associate dean for degree programs and student affairs. Jackson, who previously headed the school’s communications office, succeeds Chris Fortunato, who recently left for a new position as head of school at Blair Academy, in Blairstown, New Jersey. Jackson will be responsible for the strategic direction and oversight of the offices of admissions and enrollment services, student financial services, the registrar, student affairs, and career advancement, with day-to-day administration of the school’s degree programs.

Shining Shoe-Leather
HONORS A New York Times columnist and investigative reporters from the Chicago Tribune were honored in March by the Joan Shorenstein Center for Public Interest.

Centers Join Forces
RESEARCH CENTERS The Democratic state representative Linda Dorcena Forry ac/HPa 2003 was elected to the Massachusetts State Senate, defeating Republican Joseph Negron in a special election for the first Suffolk seat. Forry, who received more than 80 percent of the vote, replaces Jack Hart, who resigned for a private sector job. Current U.S. Representative Stephen Lynch ac/HPa 1999 held the seat before Hart, and former state Senate President William Bulger held it for 25 years before Lynch.

Poll Position
HONORS Jon Driscoll, Jeremy Grayson was appointed to the newly formed Presidential Commission on Election Administration. A former Kentucky secretary of state, Grayson is one of 10 individuals appointed to the commission, which was created by President Barack Obama to improve the election process for voters. The bipartisan commission will look at ways to shorten lines at polling places, promote the efficient conduct of elections, and provide better access to the polls, among other issues.

Town and Gown
RESEARCH CENTERS Robert Healy, who has served as Cambridge’s city manager for more than 30 years and in city government for more than 40 years, has been named a Taubman Fellow at the Taubman Center for State and Local Government and the Rappaport Institute for Greater Boston. Healy will work with faculty members, students, and scholars on a range of academic and research projects and will participate in seminars, workshops, and public events. He will also teach as an adjunct lecturer.

Graduate Orator
STUDENTS New York City policeman Jon Murad ac/mpa 2013 described the importance of the public servant when delivering the graduate student address in Tercentenary Theatre on graduation day. A 1995 graduate of Harvard College, Murad told the audience that there is as much value in being “social workers and teachers, soldiers and preachers, nurses and cops” as in being “presidents and pixel luminaries,” Murad, who will return to the NYPD as a sergeant, said, “The world needs people in these roles. These things matter.”

President’s Challenge
STUDENTS Three students were named as finalists in Harvard University’s iLab President’s Challenge. Brent Dance was an iLab team that established Kartis, a social network to improve the effectiveness of non-profits. The other team members are Chris Goldstein, Andrew Cole, and John Liebow.

Achievement Awards
HONORS Three Kennedy School alumni received awards at the 2013 reunion. Jian-Li Yang was awarded the Alumni Achievement Award for his advocacy of democracy in China; Ejaj Ahmad was awarded the Rising Star Award for founding the Bangladesh Youth Leadership Center; and Wendy Feldman ac/mpa 1989 received the Julius E. Babbitt Memorial Alumni Volunteer Award for her work with alumni in Toronto.

Mixed Millennials
RESEARCH According to the iop’s most recent national youth poll, millennials have a mixed opinion of the National Rifle Association. Thirty-eight percent expressed either somewhat (25 percent) or very (13 percent) favorable attitudes toward the organization. An equal number expressed unfavorable attitudes (20 percent somewhat, 18 percent very). The survey also showed that a slight majority (52 percent) of millennials continues to approve of the job Barack Obama is doing as president. The iop’s national poll has surveyed America’s 18-to-29-year-olds since 2000.

PUBLISHER’S COPY OF “PLAYING WITH FIRE,” BY LINDA DORECENA FERRY. © 2013 BY LINDA DORECENA FERRY. Reprinted with permission from the publisher.

“OUR VISION FOR THE NEW CENTER IS BASED ON THE NATURAL SYNTHESIS BETWEEN AND ACROSS THE DISCIPLINES OF LEADERSHIP AND NONPROFIT MANAGEMENT.” DEAN DAVID ELSWOOD

Hi

Welcome to the Harvard Kennedy School. In this issue:

PUBLIC INTEREST

Filling Lots
STUDENTS Cristina Garmedia and Alexander Kapur, both ac 2015, along with Andrew Krae, have created a new venture, OpportunitySpace, an open source technology platform that connects citizens, businesses, and governments to help optimize the use of underutilized land and buildings. OpportunitySpace came about following Garmedia and Kapur’s work for the Louisville Metro Government on their Policy Analysis Exercise (PAE).

Changing Guard
STUDENTS The Democrat state representative Linda Dorcena Forry ac/HPa 2003 was elected to the Massachusetts State Senate, defeating Republican Joseph Negron in a special election for the first Suffolk seat. Forry, who received more than 80 percent of the vote, replaces Jack Hart, who resigned for a private sector job. Current U.S. Representative Stephen Lynch ac/HPa 1999 held the seat before Hart, and former state Senate President William Bulger held it for 25 years before Lynch.

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The facts come quickly. On a multi-city book tour that includes readings and appearances on both radio and television, Saru Jayaraman ’98 reels off some of the harsh truths about the restaurant industry: Of the 10 million people employed in the industry, only 20 percent receive a living wage. Workers often work sick because most employers offer no paid time off. They face persistent racial and gender discrimination. Tipped workers are paid a federal minimum wage that has not changed in decades.

With the publication earlier this year of her book Behind the Kitchen Door, and her decade of work at Restaurant Opportunities Center United (roc), a national organization she cofounded in 2002 to serve restaurant workers, Jayaraman is turning her considerable energy and determination to ensuring that the industry’s labor practices are brought into the 21st century.

A graduate of both the Kennedy School and Yale Law School, Jayaraman was already working on behalf of immigrant workers in 2001 when, following September 11, displaced workers from Windows on the World, the restaurant atop one of the World Trade Center towers, sought her help. She decided to take up their cause, and the more she learned, the more she was convinced of the need for change.

In Behind the Kitchen Door, Jayaraman puts a face on many of the issues needing attention. She tells the stories of some of the servers, bussers, runners, dishwashers, and cooks she’s come to know over the years. She describes how a young, college-educated Latina server in a Texas pancake house, along with her black coworkers, is consistently passed over for more lucrative events — such as banquets — and how she is forced to clock out even while still working. Jayaraman details how an energetic Korean server in California who came down with swine flu, with no health benefits or sick leave, was wiped out financially.

Current restaurant conditions are unfair and dangerous not just to workers forced to work sick, she says, but to everyone who eats out. “We’re the only industrialized nation on earth that doesn’t have paid sick time off,” she adds. “It’s a public health disaster. I think most Americans agree with me on this. They’re disgusted when they find out that workers don’t have paid sick days.”

That may be because Americans are eating out more now than ever. In just two decades, says Jayaraman, the share of meals consumed outside the home has risen from 18 percent to 32 percent. But while restaurant-going has evolved beyond recognition, labor practices have remained unchanged.

One of her most urgent goals is to increase the minimum wage for servers, which has remained stagnant at $2.13 an hour for 22 years, owing in large part to the power of the National Restaurant Association. The association has been able to persuade policymakers that a rise in the minimum wage for tipped workers would increase the cost of eating out dramatically, a scare tactic, she maintains, that has no basis in the truth — but has succeeded thus far in stifling any desire by policymakers or consumers to support change. Behind the Kitchen Door provides examples of restaurant owners who’ve dared to offer a higher minimum wage to servers, along with health benefits and paid time off, and who’ve succeeded in operating profitable businesses.

Despite the challenges that persist, Jayaraman is convinced that the restaurant workers movement is one whose time has come. Her recent book tour crisscrossing the country has shown her that many Americans feel strongly about the issue. Her television appearances — on shows such as nbc Nightly News, Moyers and Company, Real Time with Bill Maher, and Up with Chris Hayes — have led to invitations to appear on more shows, and viewers have started to write her, encouraging her to keep up the fight.

She expects that roc’s efforts will soon succeed in raising wages and providing paid sick days. One reason for hope, she believes, is the dramatic rise in interest in food over the last several decades — where it’s grown, how it’s processed, and how the animals are treated. Consumers are demanding to know more about the food they eat. Barriers to the humane treatment of the workers serving that food, she says, will be the next to fall.
Young Global Leaders

Since 2003, World Economic Forum founder Klaus Schwab MC/MPP 1967 started a program that brings together exceptional young leaders from around the globe to tackle some of the world’s most challenging problems. Since 2008, the program each year has identified 250 exceptional individuals under the age of 40. Today it includes more than 900 young leaders, many of them Kennedy School alumni.

Global Leadership and Public Policy for the 21st Century, founded by the former Kennedy School dean Joseph Nye, Jr., and the director of the Center for Public Leadership, David Gergen; led by Iris Bohnet, faculty chair; and underwritten by David Rubenstein, the program has since its inception hosted more than half of all YGL participants.

Program facts

| 489 | YGL participants |
| 72 | YGL participants each session |
| 8 | sessions |
| 3 | days per session |
| 70 | faculty members |
| 90 | countries |

SECTORS

- 278 private sector
- 136 nonprofit
- 39 public sector
- 34 academic

ALUMNI: After marijuana entered mainstream use, in the 1990s, the United States experimented with decriminalization and even with the idea of legalization. But for nearly two decades, the War on Drugs, which seemed to treat all drugs and all drug users with equal ferocity, kept that discussion on the fringes. Starting in the late 1990s, with public opinion changing again, some states began trying new policies, such as medicinal marijuana use and decriminalization of possession for small amounts. Following statewide ballots in November 2012, Washington and Colorado became the first states to approve legalization.

For a drug policy expert like Mark Kleiman MPP 1974, PhD 1985, it’s an opportunity to finally grapple with something that was long just an abstract concept. “For years drug policy analysts were able to sit back and talk about how much better we could do it if we were in charge,” says Kleiman, who was hired last year as Washington State’s chief marijuana consultant. “Now we get to play it for real.”

Despite his distaste for the name, Kleiman is often described in press reports as Washington’s “pot czar.” In reality, Kleiman, a professor of public policy at UCLA, is one of the country’s leading thinkers on crime policy, is leading a team of policy advisors (assembled by his consulting firm, 3eva Analysis) that is helping Washington negotiate the unprecedented process of drug legalization.

“It’s a regulated market made up of people committing federal felonies surrounded by states with black markets,” Kleiman deadpans. “This is a state full of people who have been arrested and sentenced to prison for its possession and sale, and illegal sales have helped funnel billions of dollars to criminal organizations.”

Kleiman, who worked for years to get legalization on the ballot in Washington, was pleased that the question was not about whether it should be legal—just how to do it.

“All the discussions were whether to allow it at all, to open the market up to anyone? Allow it at all? License just a few large producers, or open the market up to anyone? How to label it so that consumers can use it without committing federal felonies?”

So his research has focused on the market and how it’s likely to affect the supply and demand of marijuana, as well as how it could impact the black market and other illicit drug supplies. Kleiman and his team are now trying to come up with a user-friendly regulatory structure to maximize the state’s revenue and minimize the negative impact on society.

“I’m an incumbent in the market that $$10 billion worth of marijuana is being sold in Washington and Colorado each year,” says Kleiman. “I don’t have the luxury of having to start from scratch.”

“Can we stuff the black market back in the closet?” Kleiman asks. “The black market will always exist. And we’ll have to make a decision about how much to allow in the legal market.”

For one thing, the state will begin issuing licenses, the rest of the country—and for that matter, the world—will be watching closely. With more states considering legalization, Washington’s path could be one others follow. Kleiman will be following the experiment closely too. His own views on marijuana policy, which he first laid out in his Kennedy School doctoral dissertation, are complex. Although he has pointed to the consequences of criminalizing the drug (millions of people have been arrested and sentenced to prison for its possession and sale, and illegal sales have helped funnel billions of dollars to criminal organizations), he continues to worry that commercial availability will lead to increased drug abuse.

For years drug policy analysts were able to sit back and talk about how much better we could do it if we were in charge. Now we get to play it for real.”

If experiences with alcohol are any indication, it will be the heaviest users who provide the real profits for the new marijuana industry. “The only way to sell an abusable product is to sell to people who abuse it,” Kleiman says. But, he adds, if heavy drinkers switch to smoking cannabis instead, it might be a net plus for public health.
POINT OF VIEW

After the Boston Marathon bombings, there was a lot of talk about resiliency and the city’s capacity to bounce back. “Boston Strong” is a motto about sympathy as well as inner strength. But it is a mistake to view resiliency—a buzzword, no doubt, but one that is used across all public policy circles, from economics to child welfare to the environment—as simply an attitude involving a stiff upper lip and a nice cup of tea.

Resiliency is a series of policies and programs, not just a zeitgeist. Unless we understand this basic fact, we will believe that life-and-death issues in disaster management and homeland security are just the luck of the draw. We will fail to nurture and fund systems we know can work. Teaching at a school of public policy, I hope to rescue resiliency from the view that it is nothing more than a mood ring.

Those policies include a significant transformation in emergency management planning since 9/11. After the terrorist attacks, the focus was almost exclusively on preventing a similar attack from occurring. But “never again” was unlikely to succeed the first time. It would make us a much less enjoyable nation. We actually know that money is going to buy gizmos and expensive cars, more than half goes to training and exercises.

Within seconds of the bombings, trained responders had already closed the path, diverted runners to Commonwealth Avenue, and focused on family reunification. Getting people away from the danger zone and with their loved ones conveyed control and eased obvious fears. I was there, and I was struck by how calm—not dazed, but calm—the diversion was. It also allowed the area on Boylston Street to be isolated as a hospital triage and crime zone. Boston’s amazing hospitals have long focused on surge capacity; coordinating the assignment of patients to appropriate facilities (including Children’s Hospital). As the week progressed, and skeptics criticized the governor’s stay-in-place rule, the reality is that it reflected an effort to engage communities in their own safety. At that moment, the “lockdown” (as it has been called, but was entirely voluntary in order to free up public safety resources) showed not that the terrorists had won but that Americans are more than willing to follow rules if their leaders speak to them as adults and ask.

None of this is luck. It is learned and practiced. Mistakes made today will be addressed so that next time—and there could be a next time—we will be better. That is how a society learns.

Boston Strong, yes. But it took real work to get there. Juliette Kayyem, a lecturer in public policy, has nearly 15 years experience in the counterterrorism and homeland security area.

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Strength Training

BY JULIETTE KAYYEM

Boston Marathon was a simulated bomb detonation at the finish line. Boston was prepared because it had committed to preparation. Federal funding is reflected in this fact: Despite the sense that money is going to buy gizmos and expensive cars, more than half goes to training and exercises.

According to a sampling of the 2013 presidential election in New Jersey:

- **54.8%** said they would vote
- **13.3%** said they would not vote
- **32%** said they were undecided

Big Ideas

Credit Score

Asim Khwaja, Sumitomo Mitsui Financial Group and Oxford Economics, studied peer-to-peer lending markets, like Prosper.com. They found that lenders in these markets, using standard creditworthiness information along with soft information (such as a picture and a written explanation of the borrower's reason for the loan application), can predict borrower default 45 percent more accurately than a credit score does.

Blood and Treasure

In The Three Trillion Dollar War: The True Cost of the Iraq Conflict, Linda Bilmes and the Nobel Peace-winning economist Joseph Stiglitz helped unveil the future costs of the conflict, including disability compensation to veterans. In her new paper, “The Financial Legacy of Iraq and Afghanistan: How Wartime Spending Decisions Will Constrain Future National Security Budgets,” Bethany, Mayhew, Senior Lecturer in Public Policy, updates her past research, putting the total at $4 trillion, and focuses more closely on areas such as the ballooning costs of caring for the men and women who served in Iraq and Afghanistan.

Piggy Bank

Automatic enrollment in plans and employee mandates are far more effective in spurring retirement saving rates than tax incentives, such as employer matches. A study by John Friedman and three coauthors looked at a million Donors and found that 85 percent were passive savers.

Likely Voter

How likely is a likely voter to vote? Knowing the answer to that question is crucial to political campaigns and anyone studying voter behavior. But according to research by Todd Rogers, assistant professor of public policy, voters are surprisingly bad at predicting what they’ll do on Election Day.

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“In the past, the poor had to work under the table to make ends meet…. Now, they can work and collect the EITC at H&R Block, like every other American…”

The Earned Income Tax Credit is “one of the most successful social policies that’s ever been invented,” says Kathryn Edin, professor of public policy and management. It’s credited with lifting more than 4 million people out of poverty each year. Edin’s careful study of how families spend their tax credits shows how important it is in helping them reduce debt. But, Edin says, the bigger picture shows that the EITC makes people feel they “belong.”

Why did so many of the voters studied inaccurately predict their voting behavior? The data discount two possible explanations: that voters are especially bad at predicting whether they’ll vote when Election Day is far away, or that they told pollsters they don’t plan to vote simply to end the phone call. Possible explanations include the influence of friends and peers, and confusing their disaffection for the political process with a lack of desire to vote.
Check-Up

Q&A

RESEARCH The economist and professor of public policy Amitabh Chandra, whose work focuses on health care reform and medical malpractice, has been instrumental in shaping the health care debate at both the federal and state levels. He talked to hks Magazine about the effects of the Patient Protection and Affordable Care Act — or, as most of us know it, Obamacare — and where, as a nation, we go from here.

Q As we mark the four-year anniversary of Obamacare, what have been the effects of the health care plan on the nation? Obamacare gives 30 million uninsured Americans health insurance, something we know is incredibly valuable because it reduces financial uncertainty and the probability of medical bankruptcies. Less clear is whether giving people health insurance actually improves their health. Because health insurance is not the same as health care, the insurance expansion won’t automatically improve people’s diabetes or reduce their hypertension. That is the single biggest unfinished agenda item for Obamacare.

Q Has the law made any gains in reining in costs? The bill does cut Medicare spending by cutting in reining in costs? The bill does cut Medicare spending by cutting Medicare waivers to states so that they can experiment with the best way to improve this vital yet inefficient program.

Q Are there good examples of states that are innovators? Massachusetts and Vermont are examples of two states that have already led without waiting for the federal government. Vermont’s experiment with single-payer may not work elsewhere, but it may just do the trick in Vermont, and that is what is important. In 2006, Massachusetts led the nation in insuring the uninsured, and today it is leading in dealing with costs. The Massachusetts legislation is not perfect, but it’s the first, most comprehensive piece of legislation that we’ve seen. The federal government will turn its attention to costs in a couple of years but will look once again to Massachusetts for answers. This is another revolution where Massachusetts will lead.

Q Is that where the government will next turn its attention? I don’t think there’s going to be a lot of innovation coming out of Washington, in part because of the gridlock that you see there. But the view from the statehouse is far more optimistic. States will become the engines of innovation in health care in the years to come. Of course, there isn’t much they can do to increase the value of the Medicare program, because it’s a federal program. Recognizing this, I hope that the federal government will give more Medicare waivers to states so that they can experiment with this vital yet inefficient program.

ALUMNI In 2011, four Kennedy School students and graduates formed a nonprofit company, triasight, around a powerful but disarmingly simple premise: Their best hopes for improving the lives of the world’s poor people lay in improving the programs administered by agencies and organizations charged with helping this population. The company’s original partners — Andrew Fraker MPA/ID 2012; Neil Buddy Shah MPA/ID 2012; Esther Wang MPA 2010; and Paul Wang MPA/ID 2011 — had participated in international development projects in Asia and Africa, yet they recognized the shortcomings of those efforts. “We all realized that the organizations we partnered with had a lot of needs, and we could offer them valuable services,” Fraker explains. In particular, he and his colleagues resolved “to bring the power of rigorous analysis to these development agencies” in order to make their operations more effective.

Alasight’s founders did not invent the notion of applying standard methodology from medical research, such as randomized controlled trials, in a world aid setting. In fact, Fraker, Shah, and Paul Wang had already tried out some of this methodology while working abroad through jhal’s Jameel Poverty Action Lab (JPAL). But the scientific method was so rarely applied in international development that they sensed great potential. “We saw this could be a powerful tool for helping policymakers figure out what worked and what did not,” Shah says.

The partners mastered the requisite econometric techniques at the Kennedy School, while acquiring something that Shah considers even more important — “an orientation towards thinking about the broader context in the places we were working.” He cites the availability of hygienic latrines. "The partners mastered the requisite econometric techniques at the Kennedy School, while acquiring something that Shah considers even more important — “an orientation towards thinking about the broader context in the places we were working.” He cites the availability of hygienic latrines.

On the web http://ken.sc/au13-chandra

On the Web http://ken.sc/au13-trial-run

Triasight

The scientific method used as a powerful tool for policymakers

http://ken.sc/au13-trial-run

Professor Lant Pritchett’s principle that good policy should be technically correct, politically supportable, and administratively feasible. “The whole Kennedy School education for me, and probably for the others as well, was in learning how to tie these three elements together to bring about social change,” says Shah. That is one of triasight’s guiding principles. The company works on-site with its clients—typically government agencies or NGOs—designing field experiments that allow the partners to test concepts in the early stages, before they are implemented at great cost and on a large scale.

So far, triasight has helped improve government-run primary schools in Hyderabad, India, and is working to see that $200 million—a-year government programs in Bihar, India’s poorest state, actually deliver food to hungry children, as they are intended to. Ronald Abraham MPA/ID 2011, who joined the company in 2012, oversees operations in India. Another Kennedy School graduate, Jeremy Fischer MPA/ID 2009, runs its office in Uganda, where malaria treatment programs are now being tested. Health and livelihood projects are under way in Kenya, and a push is being made to improve sanitation in Cambodia by increasing the availability of hygienic latrines.

Triasight currently has 20 people working in those four countries. “It’s incredibly fulfilling to grow this company from an idea at the Kennedy School,” Shah reflects. “We’re building the organization to do what I’ve always wanted to do,” Fraker adds. “I feel like we’re on the right path, and I can’t imagine doing anything else.”
Harvard Kennedy School charts a vision for its future

The Kennedy School’s mission could not be more straightforward or more profound: to make the world a better place. The school aspires to train exceptional public leaders and generate the ideas that help solve the most pressing public problems. It is a mission that is both audacious and idealistic, and that every student, faculty, and staff member readily embraces.

The language of public leadership is claimed by many educational institutions nowadays, but this has always been the soul of HKS. Over its history, the Kennedy School drew up a blueprint for how a school of public policy should organize and operate. It invented new ways to train public leaders. It has populated the world of public service with rigorously trained innovators. Its researchers have given life to a vision, imagined by the school’s founders, of academics engaging with the real world: from reducing the threat of nuclear war and terror to pioneering welfare reform, from seeking efficient and politically viable environmental controls to reshaping the way governments respond to genocide, from pointing leaders toward soft power to crafting potential ideas for advancing economic development in emerging nations.

These are great achievements, but not ones to rest on. Follow the news on any given day, and the complex public problems of our time come into full view: terrorism, climate change, inequality and economic development, international tensions, political gridlock, and fiscal crises. These problems linger and grow with huge and profound implications for people across the planet and even generations yet unborn.

“The Kennedy School actually thinks it’s our job to fix these problems,” says Dean David Ellwood. “That’s who we are; that’s what we’re about. Doing so will require taking our mission to a still higher level—educating even more effective public leaders and generating still more innovative ideas.”

The capital campaign will allow the school to make transformative changes and build additional resources to continue to address this ever-growing set of public challenges. The multi-year initiative will build the Kennedy School’s capacity to:

→ reach the very best leaders;
→ transform the educational experience;
→ generate powerful ideas; and
→ create a campus that amplifies our mission.

What follows is a first look at the broad focus of the campaign.
Preparing public leaders to address increasingly complex problems demands better teaching and better learning. That is why the Kennedy School has always stressed learning from practice as well as theory. “We want to train students to become extremely good at making things happen,” Elwood says, “and therefore they have to be trained in a more active learning style.”

From developing the case method and inserting rigorous analytics into public policy classes, and, more recently, integrating experiential learning that moves students between the classroom and the field, the school has created a virtuous cycle of learning and impact. For example, Kennedy School students in an applied budgeting class helped improve the way public services are delivered in Somerville, Massachussets. Building on this success, this model of connecting with cities has been implemented in other cities, including Boston, and has been demand from major metropolitan areas in the United States and overseas.

Through an increased focus on multi-disciplinary and experiential learning, flexible classrooms, and connection and contribution through technology, the school will continue to prepare students with the skills they need to succeed in public service. For example, for-shadowing the growing availability of lecture and course materials online, the Kennedy School will participate in edX, the online learning initiative launched by Harvard and MIT, for the first time this fall.

The Kennedy School plans to pursue creation of a Social Entrepreneurship Lab, which will provide intellectual and financial resources to graduating students who seek to build social enterprises, helping to catalyze their efforts and contribute new knowledge to this growing field. With the help of programs like this elsewhere at Harvard, such as the iLab, Kennedy School students have flourished, launching organizations and initiatives like Instiglio, which is bringing a new public service funding technique advanced by Professor Jeffrey Liebman to developing countries as well as the United States, and Vaxxess Technologies, which uses silk harvested in underdeveloped areas to store and deliver vaccines.

The Strengthen Learning and Teaching Excellence (SLATE) program, developed several years ago, provides rigorous evaluation of these new forms of teaching and training.
PRIORITY The Kennedy School has always been an incubator for powerful intellectual ideas with real-world application. The Nunn-Lugar legislation, which helped contain Soviet nuclear weapons following the collapse of the Soviet Union; the idea of community policing, which revolutionized the way police departments in the United States operate; the use of market forces to achieve environmental goals — these powerful innovations are a few among the many developed by HKS faculty and researchers.

“"The Kennedy School will focus on a combination of new ideas that will require not just a new professor at the margin but a collection of people who are interacting and crossing disciplinary and scholarly boundaries,” Ellwood says.

For example, today, research into behavioral economics by Kennedy School and Harvard University faculty is helping to change the way countries approach everything, including such fundamental endeavors as saving for retirement, voting, and hiring. Development economists are helping to draw complex maps of countries’ economies and conducting randomized controlled studies to determine the best way to help finance entrepreneurs. And the school’s cutting-edge study of work in leadership is influencing everything from community organizing to crisis response. These advances have come from a community of scholars and practitioners working across disciplines to bridge the worlds of academia and real-world application.

Leveraging this legacy, the school will emphasize three major research initiatives: “Making Democracy Work” will develop thoughtful, practical solutions to the difficulties democracies face, focusing on issues ranging from transparency to engagement. “Creating Shared, Sustainable Prosperity” will tackle challenges driven by rapid economic development, such as income disparities within and between countries. “Harnessing the Forces Reshaping Our World” will address issues raised by an increasingly multipolar world marked by rapidly shifting patterns of power.

This work will require additions to the faculty as well as new opportunities and spaces to convene and engage. The school will also leverage its convening power to bring together practitioners and scholars to discuss emerging ideas and test potential solutions.

PRIORITY To foster active, engaged learning and support real collaboration, 1xu must expand and modernize its campus.

“You will be able to get a lecture on the web,” Ellwood says. “What you won’t be able to get are the person-to-person, small group, direct interactions where you learn the most. We don’t yet have the architecture or the technology for that.”

Increasingly, in both the private and academic sectors, working in silos is less desirable. Long, thin hallways with offices on either side impede the sharing of new ideas. Lecture halls, with students seated in inflexible rows, create barriers to collaborative learning.

The Kennedy School seeks to supplement today’s traditional classrooms and offices with flexible common spaces, or “skunk works,” where students and faculty can interact, chance encounters will spark new ideas, and collaborative work can be clustered as new projects emerge.

To overcome what one observer has described as its “hyper-utilitarian,” 1xu also plans to more fully take advantage of its power to convene by expanding its capacity to host conferences, which today often take place in rented space at nearby facilities. It also plans to update classrooms, office space, and the Forum.

If the Kennedy School is to deliver on its mission to educate exceptional public leaders and generate public policy ideas for the 21st century, the school must grow and update its campus.
The weekend before Election Day 2012, White House speechwriter Cody Keenan MPP 2008 accompanied President Obama to a campaign event at a high school gym in Mentor, Ohio. He stood to the right of the stage with senior Obama aides David Axelrod and David Plouffe. At the other side of the stage, volunteers held placards that spelled out O-H-I-O and O-B-A-M-A. The man who introduced the president to the audience was Kevin Potter, whose eight-year-old daughter Erin has leukemia. Keenan listened as Potter recounted how the cost of his daughter’s treatment had been about to wipe out the family’s finances until the passage of the Affordable Care Act prevented their insurance carrier from dropping their coverage. There was hardly a dry eye in the room. “That was a pretty incredible moment,” Keenan says. A few days later on election night in Chicago, Keenan and his colleague Jon Favreau traveled with the president from the hotel to the victory party at McCormick Place, helping him weave that story into the acceptance speech watched by millions.
Telling stories like the Potters' is one of the best parts of the job for Keenan. A member of Obama's speechwriting team for the past six years, he gets energized by meeting people whose lives have been improved by policies he has helped the president promote. “Those are the times when you really see how special it is to work here,” he says.

Keenan, who was promoted to chief speechwriter in February 2013, is the ultimate behind-the-scenes guy, and he likes it that way. Veteran Washington staffers know that the first rule of any intern in Senator Ted Kennedy’s office; having worked his way up way. Veteran Washington staffers know that the first rule of any speechwriter tasked with giving voice to the president’s thoughts, a love of anonymity is almost a job requirement. “The truth is that everything that comes out of the president’s mouth is eventually his,” Keenan says, making clear that there’s no room for pride of ownership in the speechwriting shop. “Our job is to sit down and write what the president would write if he had unlimited time to do it. It’s not to get our own viewpoint across or make our own arguments. If he wasn’t busy running the country, if he could sit down for a couple of days, what would he write?”

If this sounds like an exercise in mind reading, sometimes it can be. The exact level of the president’s involvement in the process varies from speech to speech, depending on everything from the issue to the turnaround time. “It’s important to get his download on the front end,” Keenan says. “I’ll just sit there furiously typing while he talks, and usually he’ll just kind of lay out a structure that’s really easy to put some meat on. He’s a very logical, linear thinker.” Keenan and his team will then develop a draft, and in most cases the president will mark it up with edits. Occasionally the speechwriters are wide of the mark. “Sometimes you’ll get it back with his pen all over it—or a ‘see me’ just like in school,” Keenan jokes. “That is never good.”

One thing Keenan learned early on was that Obama did not want old-fashioned oratory or snappy one-liners from the speechwriting team: “He is not a big fan of the lofty sound bite.” Keenan’s straightforward approach to his craft reflects his boss’s philosophy: “He’s always believed that the American people are smarter than Washington gives them credit for, and if you just talk to them on the level, they’ll get it,” Keenan says. “Don’t try to put too glossy a sheen on anything. You talk to them where they are. That’s the best way to connect.”

The challenge of finding the right words for the president is magnified by Obama’s own considerable abilities with a pen—he is, after all, a former Harvard Law Review editor who published his memoir Dreams from My Father a decade before emerging on the national stage as a political figure. “I’m not sure people know how involved he is with his own speech.” Keenan says. “I think most people probably have a sense of it, but he really is in there from start to finish, especially on the bigger ones. He just pours himself into it.” Before Obama spoke about the mass shootings in Tucson and Newtown, Keenan received handwritten pages on yellow legal paper from the president. “Rather than just edits, there were whole sections he wanted to add. With the ones that are very, very personal, it has to come from him.”

Speechwriting wasn’t on Keenan’s radar when he got his start in politics as a mailroom intern. Senator Kennedy’s office did not have a dedicated speechwriter—a longtime legislative director acted as editor in chief. Keenan wrote a couple of pieces that caught the senator’s attention, which led to a handful of assignments during his three and a half years in the office. “It was maybe six speeches total,” Keenan recalls. In the fall of 2006, he left Washington and headed to the Kennedy School, fully intending to return to the senator’s office after graduation. In the spring of his first year as a mpp, Keenan connected with Stephanie Cutter, a fellow veteran of Senator Kennedy’s office, when she was on campus to deliver a talk at the Institute of Politics. While they were catching up over a beer, Cutter suggested that Keenan volunteer with the Obama campaign, which at the time had two overworked speechwriters in need of an intern. Keenan hadn’t considered the possibility before, but he was open to it. Cutter knew Obama’s first speechwriter, Jon Favreau, from John Kerry’s 2004 presidential campaign, and she made the connection for Keenan.

On the drive from Boston to Obama’s campaign headquarters in Chicago, Keenan listened to audio versions of Obama’s books Dreams from My Father and The Audacity of Hope to help get his new boss’s voice into his head. After reaching Chicago, he spent a sleepless night watching all Obama’s speeches online. This crash course was just the beginning of a gradual process of becoming familiar with Obama’s voice. “It’s only by virtue of watching him deliver speeches, getting his edits and seeing how he thinks, and listening to him speak when you’re talking to him,” Keenan says. Eventually, you start to hear it in your own head while you’re writing. It just takes time, like anything else.”

At summer’s end, Keenan had to decide whether to return to the Kennedy School in the fall or stay with the campaign. On the one hand, he had wholly dedicated himself to the candidate. “Here’s a guy who was fresh and different, and I actually believed—and I still do believe—in what he was selling,” he says. “And I wanted to help him sell it.” On the other hand, the junior senator from Illinois still looked like a long shot candidate, and Keenan had already made a significant investment in his education. He reluctantly packed his bags and headed back to Cambridge, hoping he hadn’t made the mistake of a lifetime.

Obama’s campaign took off, but he was open to it. Cutter knew Obama’s first speechwriter, Jon Favreau, from John Kerry’s 2004 presidential campaign, and she made the connection for Keenan. Then Obama’s campaign took America by surprise. Much to Keenan’s relief, Keenan’s colleagues on the speechwriting team wanted him back as soon as he finished school. He returned to work just days after graduation and has been there since. “This is technically the Audacity of Hope, but it’s also the Audacity of Me,” Keenan says. “According to the new boss, it’s like the gentleman jockey who wins the Derby.”
Once the brightest idea in development economics, microcredit is under attack. But Rohini Pande, a co-founder of Evidence for Policy Design at Harvard Kennedy School, is looking for ways to make this sector fulfill its original promise to the world’s poorest women.
What was good for the borrower seemed good for the lender. In 2010, the microfinance institutions Compartimentos in Mexico and six in India went public with lucrative first offerings. Microfinance has proved to be an important liberating force in societies where women in particular have to struggle against repressive social and economic conditions. "Micro-credit has proved to be an important liberating force in societies where women in particular have to struggle against repressive social and economic conditions."

Critics have been quick to offer reasons for the failures. Perhaps credit wasn’t the crucial gap after all, and resources should be directed elsewhere — toward training, for example, or encouraging the poor to invest in insurance or savings. Perhaps there just isn’t a demand for all these microbusinesses — a community can support only so many little shops. Or maybe ancient stereotypes about "business sense" are correct, and it was a mistake to target women.

So, is microfinance charitable or coercive? A win-win for lenders and the poor, or a losing prospect for those with very little to lose?

Rohini Pande, Mohammed Kamal Professor of Public Policy at the Kennedy School and an authority on the subject, refuses to take a black-and-white view of microfinance. She summarizes with characteristic concision: "What we’ve learned is, there is no one right answer."

Pande explains that an early strain of her work dealt with repayment methods. There was a drawback, however: the psychological stress of the poor?

Pande speaks with a mild, self-deprecating smile, as if she can’t quite believe you’re that interested in what she’s saying. Her words come in rapid bursts, and as you listen, you realize that this rhythm is less the result of shyness than an attempt to check the rapid expansion of her ideas. Pande has been in and out of the classroom for 14 years; she is well accustomed to having to slow herself down for her listeners.

In the mid-2000s Pande was teaching at Yale and Field was there as a visiting scholar. "We started talking about microfinance, and Erica had been thinking about repayment flexibility," Pande says. "That’s how we started working on it."

Field explains, "Even before we did impact evaluations to see if microfinance was working, and to what extent it was working, we had some ideas about how the design of microfinance could be improved to have a bigger impact. That’s exactly the kind of question the Centre for Micro Finance in India was interested in investigating, so we teamed up with them and started a series of field experiments."

One of these studies, written by Pand and Field with Natalia Rigol and John Papp, and forthcoming in the American Economic Review, is titled "Does the Classic Microfinance Model Discourage Entrepreneurship Among the Poor?" — or "the grace period study" for short. Working with a microfinance provider in West Bengal and using the same blind randomization methods as in clinical trials, the team separated borrowers into two groups. They gave the first a standard microfinance contract, which required repayment installments to start immediately, and the second a contract that featured a two-month grace period before the first installment. They thought the grace period might allow clients to invest in more profitable activities that take more time — for example, buying a sewing machine and fabric to make saris, rather than buying readymade garments from a wholesaler. They surveyed clients at the time of the loans and revisited them three years later to check on their businesses.

Pande explains that an early strain of her work dealt with government supervision — in part because it offers poor women resources to start new ones. Three years later, their weekly business profits were 41 percent greater and monthly household income 15.5 percent greater, and they reported roughly 80 percent more business capital. There was a drawback, however: grace period clients were three times as likely to default.

This suggested that if microfinance was to achieve its aim of fostering entrepreneurship, it would have to take into account the real needs of small, fragile businesses, and deal with high default rates. But what about the other complaints against it — for example, that its repayment methods increase, rather than relieve, the psychological stress of the poor?

In another study, titled "Repayment Flexibility Can Reduce Psychological Stress," the team found last year in the journal plos one that microfinance institutions with flexible repayment methods reduced psychological stress, whereas those with stiffer schedules increased it.

In yet another study, Pande and Field with Asim Khwaja and John Papp, and in the Review of Economics and Statistics, is titled "Does the Classic Microfinance Model Discourage Entrepreneurship Among the Poor?" — or "the grace period study" for short. Working with a microfinance provider in West Bengal and using the same blind randomization methods as in clinical trials, the team separated borrowers into two groups. They gave the first a standard microfinance contract, which required repayment installments to start immediately, and the second a contract that featured a two-month grace period before the first installment. They thought the grace period might allow clients to invest in more profitable activities that take more time — for example, buying a sewing machine and fabric to make saris, rather than buying readymade garments from a wholesaler. They surveyed clients at the time of the loans and revisited them three years later to check on their businesses.

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EPOD and the Policy Life Cycle

Evidence for Policy Design, or ePOD, is a research initiative based at CIO that Rohini Pande cofounded in 2008. Its mission is to make government work better for the poor through its rigorous analysis.

dips into policy at every point — diagnosing problems, proposing solutions, evaluating those solutions, and channeling the refined policy back through the process.

Diagnosing the Problem

A common view is that government law affects people’s health in India, the EPOD researcher and Kennedy School associate professor Ruma Hana and Michael Greenstone, of Northwestern University, have found that regulations required air pollution, and had little success lowering infant mortality. Their detailed analysis suggested that to reduce emissions, governments could improve industrial techniques such as market-based mechanisms that might work better than traditional government edicts. They also saw that agencies, despite their best intentions, simply didn’t have enough good information to go on when attempting to curb pollution.

Improving Information

EPOD researchers, with colleagues at MIT’s Abdul Latif Jameel Poverty Action Lab and the Indian Ministry of Environment and Forests, are piloting the first emissions trading system, a new market mechanism. Such a system — whereby the government puts a cap on total emissions and makes industries bid for how much they will pollute — was successful in reducing acid rain under control in the United States. To get the system under way in India, the team has spent a year working with technicians on a low-cost monitoring system, whereby devices (known as CO2 probes) installed in smokestacks of small industrial units will be used to gauge particulate emission from burning fossil fuels and give readings in real time to regulators — and possibly the public.

Identifying Solutions

EPOD’s colleague Asim Khwaja has spent years analyzing the importance of information in a different setting: Pakistan. His work has dispelled myths, proving that the system is not given over to radical religious seminars and that report cards on school performance can help parents make better decisions and improve market competition among schools. Khwaja’s research showed that small private schools, often based in people’s homes and run by women, outperform government schools. Now his project has evolved to evaluate how financial support and teacher training can foster this promising sector.

Teaching the Methods

EPOD’s pedagogical engagements run the gamut from in-country training seminars to Skype videoconferences, and from Harvard undergraduate “boot camps” to teaching in Kennedy School master’s and Executive Education programs. The data collection and analysis in Rohini Pande’s projects on microfinance involved young researchers who went on to join inner core.

Pande has no doubt that microfinance, which she calls a “large, vibrant industry,” will continue. “We all have a life with a lot of financial stress and a need for credit,” she says. “This is no different in India or in the United States. The issue is how to figure out products for the poor that help them have a financial life and make good financial decisions.” With Asim Khojia, Pande will be offering a short course on this topic through a Kennedy School Executive Education program, titled “Rethinking Financial Inclusion.” Their purpose is to bring the design insights from impact evaluations directly to the decision-makers who can implement them.

Pande’s microfinance evaluations may soon loop back into policy in another setting. The Indian parliament is considering a bill that will overhaul the microfinance sector. Its members will be looking at grace periods, meeting frequency, and other ways to modify the standard contract.

Pande continues to collaborate with Field on new projects. Currently, they are working with the Kennedy School alumni, Bindu Ananth MBA/ID 2007 and her organization, Khetriva Gramin Financial Services (KFS), to evaluate the rollout of banks in rural areas across southern India. Unlike the government banks that Pande studied at the beginning of her career, these branches are small, decentralized, and private, and will offer a range of financial services including savings accounts and insurance and also loans—but only after consultations with the clients to determine their true financial needs.

“Success for microfinance institutions means acquiring more and more clients,” Ananth says. “That’s completely different from what we’re trying to do.” KFS tells its branches not to acquire more than 800 to 900 households per representative. “For them it’s the best you can give them financial services.”

This evaluation conforms with ePOD’s mission to feed the results of rigorous research into policy and then evaluate the modified policy. “Microfinance is a conservative sector—bankers don’t like to lose money,” Pande says. “Maybe the kfs model is the way to go, coming up with a wider, more viable product, rather than subsidies. My personal sense is that it’s going to be very hard to get bankers to agree to policy changes that mean they’re going to lose money. It might be better to tell a household, ‘I’ll give you a grace period loan, and an insurance product to go alongside.’”

There’s a general sense of microbusinesses — but the gossip and the laughter. It depends on how you define “profit.”

Looking at how the frequency of payments affected borrowers’ self-reported stress levels. In Kolkata, one group of microfinance clients made the standard weekly payments, while another made larger, monthly installments. This study used technology to capture subjects’ thoughts in real time. Starting a few months after loan disbursal, team members interviewed clients regarding their state of mind every 48 hours via cell phones distributed specially for the study.

The surveys showed that clients who repaid monthly were 12 percent less likely to report feeling “worried, tense, or anxious” about repaying, were 57 percent more likely to report feeling confident about repaying, and reported spending less time thinking about their loans than did clients who repaid weekly. Additionally, monthly clients showed higher business investment and income, suggesting that the flexibility encouraged them to use their loans more profitably, which also ultimately reduced financial stress.

TAKEN TOGETHER, these studies suggest that microcredit’s shortcomings might have to do with its standard contract—which can be adjusted — and also with expectations for its returns and impact. The changes it will take to make microfinance actually foster small businesses will probably raise interest rates. In fact, Pande’s calculations based on the grace period study showed that covering increased default would raise annual interest rates from 22 percent to 33 percent — which would scare off many potential clients. “Or being in a different kind of client,” Pande adds. “One that is much riskier.”

The other option is for governments or charitable organizations to subsidize microloans. But is microfinance worth having the rest of society pay for? The answer might be yes.

Pande and Field collaborated with Benjamin Feigenberg — then a research assistant at ePOD — to observe returns to microfinance that other studies fail to capture. Their paper, “The Economic Returns to Social Interaction,” is forthcoming from The Review of Economic Studies.

The team randomly assigned clients of the West Bengal finance provider to repayment groups that met either weekly or monthly for their first loan and monthly for their second loan. Two years after the end of the second loan period, they used a lottery-based game to elicit subjects’ willingness to share winnings with those from their loan groups. They found that clients initially assigned to weekly repayments continued to interact more often and have stronger networks long after the loan period. They were also three times as likely not to default on their second loan.

“We don’t see evidence that the group meetings put pressure on the repays,” Pande says. “It’s not pressure; they’re helping each other repay.” To make sure this was the case, Pande and her colleagues added a study arm in which clients met weekly but paid at only one meeting a month. They saw that frequent meetings had the same strong positive effects on social networks and repayment whether or not payments were made during them.

Not only did these findings constitute the first experimental evidence that confirms economic returns from social interaction, but they provided an alternative explanation to peer pressure for the success of the group lending model: the positive force of social networks.

Pande points out that these borrowers are women whose social supports are lost when they marry and move to their husbands’ neighborhoods. Their interactions may be limited to husband, children, and mother-in-law. “Meeting in a group setting allowed them to get to know other women in the neighborhood,” she says. “In the longer run, they were more willing to risk-share, simply because they were more willing to help their peers participate in a lottery, but also as observed by the fact that these women were less likely to default on future loans.”

So the most profitable part of the weekly meeting might be not those quiet moments as the women count their bills onto the table or gossip about the microbusinesses — but the gossip and the laughter. It depends on how you define “profit.”
Keeping
Promises

CLASS DAY | Promises were at the heart of Geoffrey Canada’s commencement speech in May: promises made, promises kept, promises unfulfilled.

Canada is the president and CEO of the Harlem Children’s Zone, a pioneering nonprofit organization designed to help children—from birth through college—to succeed by offering a range of educational, social service, and community-building programs for neighborhood families. The Zone now covers 100 blocks and aims to serve more than 8,000 children.

Born and raised in the South Bronx, one of the country’s poorest neighborhoods, Canada was moved from an early age by the ideals and sacrifices of leaders such as Martin Luther King, Jr., and President John F. Kennedy, and by their commitment to justice and their vision of a better future.

“The promise I made as a teen,” Canada said, “that I would get a great education and come back and rescue the children trapped in our urban ghettos, is something I took seriously, and I have spent my life trying to keep that promise.”

“We haven’t kept our promise to eliminate those places in our country where poor children don’t have a chance,” he said. “But I’m not worried about my promise—the promise I made to America’s children. Because, let me tell you what else my role models taught me: The best of America is yet to come. The work we don’t complete, that attempts to make this a better country, the next generation will finish.”

Appealing directly to the 564 members of the graduating class, Canada said: “Others will have to finish this work. Someone else will have to pick up this mantle and say, ‘No matter what else I do as a career, I will make sure I will leave my country a better place than was left to me. I promised my kids. And now I’m asking those of you here to promise you.”

“The fog of war applies to situations like this.”

:: Boston Police Department Commissioner Ed Davis, describing the difficulty in knowing whether the information his department received in the aftermath of the Boston Marathon bombings was correct, at a forum sponsored by the Institute of Politics

“Deficit hawks are made, they’re not born.”

:: Greg Ip, U.S. economics editor for The Economist, during a talk at a Shorenstein Center on Press, Politics and Public Policy event on deficit reduction

“Promises were at the heart of the Harlem Children’s Zone, a pioneering nonprofit organization designed to help children—from birth through college—to succeed by offering a range of educational, social service, and community-building programs for neighborhood families. The Zone now covers 100 blocks and aims to serve more than 8,000 children.”

:: Veerabhadran Ramanathan, distinguished professor at Scripps Institution of Oceanography, speaking on the possibility of action on climate change during a Mossavar-Rahmani Center for Business and Government series on energy policy

“The entire discussion is on their terms.”

:: Dana Bash, chief congressional correspondent for CNN, about how the Tea Party has succeeded in framing the debate in Congress with its focus on the deficit and taxes, at a Shorenstein Center on Press, Politics and Public Policy event

“There is still a message of hope—it’s not as hopeless as you think.”

:: Ricardo Hausmann, professor of the practice of economic development, jokingly characterizing the passé nature of the Millennium Goals panel at Davos during a debrief on the event

“This was the extreme 1.0 world.”

:: Linda Bilmes, Moynihan Senior Lecturer in Public Policy, on processing medical claims by Iraq and Afghanistan war veterans, at an event sponsored by the Buffett Center and the Center for Public Leadership

“We’re throwing away tons of money into a technology fix when the process itself is broken.”

:: Dana Bash, chief congressional correspondent for CNN, about how the Tea Party has succeeded in framing the debate in Congress with its focus on the deficit and taxes, at a Shorenstein Center on Press, Politics and Public Policy event

“The atomic unit of content has shifted, from that branded package of stuff that was the edition of the paper or the edition of the magazine, to the story.”

:: Richard Gingras, Google’s head of news and social products, at a discussion on the evolution of media sponsored by the Shorenstein Center on Press, Politics and Public Policy

“Calling people out is different than calling people names.”

:: Facebook co-founder and publisher of The New Republic, Chris Hughes, about the publication’s desire not to alienate those on the other side of an issue, at a discussion sponsored by the Shorenstein Center on Press, Politics and Public Policy

The New Republic

ON THE WEB
http://ken.sc-a013-bully-pulpit
FORUM | One at a Time “One of my priorities this Congress is to move heaven and earth to fix our education system,” said U.S. Representative and House Majority Leader Eric Cantor during a Forum in March. Cantor, a Virginia Republican, called on colleges and universities to be more transparent about costs and outcomes. He said that before students agree to attend a school and incur debt doing so, universities should tell them and their parents what majors are likely to lead to jobs and how much those jobs would pay. Asked how he would fix the system, Cantor, a supporter of charter schools and scholarships, said, “We have to do it one student at a time.”

FORUM | Goodness Blooming Senegal is ready to be an “African Tiger,” said President Macky Sall during a Forum in March. But, although Africa is ready to be the “continent of the future”—young and full of resources—three major issues need to be addressed: social justice, health care, and, above all, governance. He said his country has shown progress on that last front, and cited the peaceful transition following elections in 2012 as an example. Sall asked the young Senegalese students and professionals in attendance to “go back and follow elections in 2012 as an example. Sall asked the young Senegalese students and professionals in attendance to “go back and save your country,” despite the temptations of staying in a rich country like the United States. “Let your goodness blossom,” he said.

FORUM | Issue of Impunity “There is reason for hope,” the former Haitian prime minister Michele Pierre-Louis told the Forum in February, “but there is still much to be done.” Pierre-Louis, who was prime minister in 2008–2009, was part of a panel addressing the challenges faced by Haiti three years after the earthquake that killed more than 300,000 people and affected more than a third of the nation’s 9 million citizens. Other panelists were the actor and social activist Sean Penn and Army Lt. Gen. P.K. Keen, Thornton Bradshaw Professor of Public Policy and Management, moderated. Pierre-Louis’s list of national needs included security, qualified civil servants, and a working system of justice. “There is an issue of impunity in the country,” she said.

FORUM | Gun Rights More people are beaten to death each year than killed by long arms. The background-check system used to vet gun buyers is inefficient and lacks comprehensive criminal record or mental health data. Chicago, which has some of the nation’s strictest gun laws, ranks 8th among localities in prosecuting gun crime. These were some of the arguments that David Keene, the president of the National Rifle Association, made at a Forum in February on gun rights. In short, Keene’s arguments ran, current laws would work if they were enforced. His answer to the question of why any American would need to own a military-style rifle was simple: “They enjoy them.”

It’s Not Just Business
Just Business Multinational Corporations and Human Rights John Gerard Ruggie

It started with a seemingly intractable divide. On one side stood human rights advocates who contended that multinational companies should have the same obligations under international law as states—a mandatory mandate, they said, in the face of the widespread harm caused by business practices. On the other side stood the business community, arguing against the imposition of any binding obligations and what it described as the “privatization of human rights.”

Ruggie tells the story of how he was able to bridge this divide, after his appointment in 2005 as the United Nations’ special representative on the issue of human rights and transnational corporations and other business enterprises, which he undertook while serving as the Berthold Beitz Professor in Human Rights and International Affairs. Six years later, his work resulted in the landmark Guiding Principles on Business and Human Rights (also known as the Ruggie Rules). Supported by all stakeholders, the principles hold that the state will protect against human rights abuses by third parties, that business shall not infringe on rights and will address adverse impacts that stem from its actions; and that victims will have greater access to redress.

“Creating a more just business in relation to human rights involves finding ways to make respecting rights an integral part of business—that is, just making it standard business practice,” Ruggie writes. That goal appeared daunting in the face of infamous corporate practices. Ruggie recounts such instances as worker mistreatment in factories in developing countries that produced Nike footwear, the Union Carbide chemical disaster in India, environmental damage created by the Shell Petroleum operation in Nigeria, and Yahoo’s decision to cooperate with the Chinese government in revealing the identity of a pro-democracy activist. According to Ruggie, these cases showed that globalized companies could affect a gamut of human rights—particularly in countries with weak governance, which accentuates the importance of defining corporate responsibility separate from the practices of the host state.

In his UN role, he assessed attempts to protect human rights in the context of business, including international law standards, a UN-produced document outlining norms of responsibility for while empowering companies to be their own regulators, explains Ruggie. They establish a similar set of standards and expectations for multinationals and also a greater role for affected individuals and communities in determining whether companies have safeguards in place to manage human-rights risks, he writes. Ruggie also outlines his strategic path to gaining endorsement for his principles, including bringing new players to the table and testing core proposals to ensure that they are practically applicable. The process may provide lessons for how future initiatives will be accepted. In the meantime, he notes, the implementation phase of the guiding principles has recently begun. While acknowledging that he can’t predict how transformative the effort may be, he points to the fact that national and international standard-setting bodies have adopted core elements of his principles, lending hope that his work could contribute to “a socially sustainable globalization.”

...
For many Americans, the answer to the question posed in the subtitle is no. That opinion is driven by concern that U.S. companies will send jobs overseas to take advantage of cheaper foreign labor. Some economists also contend that the growth of emerging markets diminishes U.S. living standards.

But the extensive research of Edwards and Lawrence, the Williams Professor of Trade and Investment, reveals a different picture. By surveying literature and analyzing evidence, they determine that “the association between employment growth and import growth has been strikingly positive” and that “trade has actually boosted U.S. employment in downturns.”

The authors acknowledge that some imports have been disruptive and that international competition has hurt individual workers and communities, but they contend that trade does not cause the brunt of worker displacement. And they argue that trade has improved consumers’ purchasing power and incomes.

After examining issues related to trade, competitiveness, and inequality, they conclude by addressing the implications for policies such as boosting exports in order to create jobs. Adjusting to foreign economic growth does present challenges for the United States, they write, but in the aggregate their answer to the question posed in their subtitle is a resounding yes.

Science and Public Reason
Sheila Jasanoff

In a dozen essays written over 25 years, Jasanoff examines how governing institutions actually act when they claim to be reasoning in the public interest.

“Reasoning comprises the institutional practices, discourses, techniques and instruments through which modern governments claim legitimacy in an era of limitless risks—physical, political and moral,” she writes. The Pforzheimer Professor of Science and Technology Studies, Jasanoff also draws on her background in law (she is a Harvard Law graduate who practiced as an environmental attorney) in presenting case studies on subjects ranging from breast implant litigation to DNA evidence in the O.J. Simpson murder trial. She also covers multinational regulation for biotechnology, collective learning in the wake of disasters such as the Bhopal industrial accident, the global rise of environmental awareness, and other issues.

The essays demonstrate that “assertions of truth and rationality in legal and administrative decision making are often less watertight than they purport to be.” Thus, it is important, Jasanoff contends, to question what those in power do when they apparently act on the basis of reason.

Lee Kuan Yew
The Grand Master’s Insights on China, the United States, and the World
Interviews and Selections by Graham Allison and Robert Blackwill, with Ali Wayne

Cited by world leaders for his wisdom and influence, Lee Kuan Yew offers his views on international affairs in a volume that presents excerpts from his public and media appearances as well as from interviews with Blackwill and Allison, the Dillon Professor of Government and the director of the Belfer Center. The authors describe Yew as a unique statesman who over five decades of leadership turned a poor and corruption-ridden Singapore into a modern, wealthy nation.

“In international affairs,” they write, “no individual has been more eagerly sought out, more regularly consulted, and more carefully listened to by a generation of American, Chinese, and other world leaders than the ‘sage of Singapore.’”

The book focuses on Yew’s views of the current political climate and challenges faced by the United States in the coming decades. As the authors acknowledge, many of Yew’s opinions “have an edge”; he eschews the caution often shown by politicians. For example, he says, “Multiculturalism will destroy America,” and bluntly answers no to a query about whether China will ever become a democracy. People may not like everything Yew has to say, Allison and Blackwill write, but they will find it illuminating.

Recognizing Public Value
Mark Moore

For a follow-up to his earlier work, Creating Public Value, Moore turns to a question left unresolved by that nearly 10-year-old book: How does one define what constitutes public value?

The answer may depend on what one values, which could be anything from saving money to achieving desired social outcomes. And who decides: the recipients of public services or those on whose behalf the government acts?

In his new book, the Hauser Professor of Nonprofit Organizations proposes a “public value scorecard” for government agencies, which would measure performance on the basis of a public sector equivalent of financial results in addition to considering an organization’s standing with stakeholders and its ability to achieve desired outcomes. Implementing such a scorecard could enhance government accountability and innovation, and “may help bring us all closer to understanding the purposes we want to accomplish together, and how we might be able to push the frontier of what seems possible in our pursuit of a good and just society.”

Moore uses the scorecard to consider real cases of public management, such as the effort to incorporate private sector principles into the New York City Police Department. He also details the ways public agencies should use performance measures and offers an “analytic framework” that can help public managers understand and improve the value of what they do.
1964
Abraham Lowenthal is doing a project jointly with Selgie Blitar, w/c/aw 1957, interviewing former presidents and prime ministers who have been influential in international relations, focusing on the role of women in political leadership. He is also engaged in lectures and other events organized by the Harvard Alumni Relations office.

1966
Eric Foner, w/c/aw 1962, has written a book titled "The Next Revolution," which explores the political and social changes that are taking place in China and the challenges facing the new leadership.

1969
Brian Marsden is president of the Public Service Exports & Institute, which works on issues of human rights and democracy.

1970
Alessandra Ambrosio is a model and actress known for her work in fashion and film. She is also involved in charitable work, particularly in the area of children's health.

1975
Theodore "Ted" Dintersmith is a corporate executive and entrepreneur, best known for his involvement in the development of the World Economic Forum in Davos, Switzerland.

1977
Charles Stevens is a journalist and author known for his work on China and international affairs, and has written several books on these topics.

1978
Nancy Bechtel is a journalist and author, and has written extensively on foreign policy and national security issues.

1980
Joe Taylor has worked as a political consultant and public relations specialist, and has been involved in numerous political campaigns.

1984
Morgan Spector is a journalist and author known for his work on the Middle East and international relations.

1985
John McKoy is a member of the Board of Governors of the Harvard Club of London, and has been involved in various charitable organizations.

1986
Bill Wolfe is a former US Representative, and has been involved in numerous political campaigns and initiatives.

1992
Carolyn Ford is a member of the Board of Governors of the Harvard Club of London, and has been involved in various charitable organizations.

1994
Theodore "Ted" Dintersmith is president of the CREATE Institute, which focuses on innovation and economic development in the Asia-Pacific region.

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Carolyn Ford is a member of the Board of Governors of the Harvard Club of London, and has been involved in various charitable organizations.

1999
Michael Arrow was a professor of economics at Harvard University, and his research focused on the role of government in regulating financial markets.

2001
Thomas W. Lauber is a former member of the Board of Governors of the Harvard Club of London, and has been involved in various charitable organizations.

2002
Abraham Lowenthal is doing a project jointly with Selgie Blitar, w/c/aw 1957, interviewing former presidents and prime ministers who have been influential in international relations, focusing on the role of women in political leadership. He is also engaged in lectures and other events organized by the Harvard Alumni Relations office.
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The school, together with the friends that were made – or of which I continue to maintain contact with, and many with whom I have lost contact over the years. I hope, however, that the updated campus from time to time. Robert Reed, Michael Duboks, and Walter Brodor were just a few of the great teachers I was lucky to have at and retain a relationship with over the years. Look forward to visiting soon! Karl Seideman

Coming Home to New Orleans: Neighborhood Rebuilding After Atrium, which documents grassroots efforts in New Orleans neighborhoods and draws implications for post-disaster city recovery and federal policy. The book is composed of six-year span of work in New Orleans with his not planning classes, including collaborations with new’s team in the Borough/Neighborhood Group. Peter Woodrow

was new executive director of law, a non-profit organization that conducts collaborative learning for professionals in internal accounts in conflict zones, based in Cambridge, Massachusetts.

Ferdous Begum

was recently established an ecu-cited active Ageing in Dhaka, Bangladesh. “We will be working for the age- population, especially older women and widows of all ages. We need international support. I am working as the cosi of the orga-
...improvements in projects like 70 countries and throughout the United States. In its mission to inspire and empower the disad- vantaged, increase economic opportunity, and sustain natural resources, Winrock will lead a global staff of over 1,100 with a continued commitment to sustainable development and innovation.

Chris Granda was reelected to the select board of the town of Richmond, Ver- mont. Years passed, so on the odds were in my favor for my dad. I continue to work designing energy efficiency programs, and to help make the “Greenwave” happen in the United States. Our kids are in college and looking at colleges. Visits...

Morritt Hoffleisch was recently con- soloed with education institutions for project evaluations. “We spent part of each year in the United States, New Zealand, and the UK. In rural Afghanistan, the book is about a woman desperate to learn how to read after the death of her son. Peer-of-Feast is a story of friends who are the scholastic and bitter opponents of a common interest. Visit at PeerOfFeast.com.

Jody Heyman was born, Mar 1992, of the social (Jonathan and Karin) and Harris Bar School (Public Health) in Berkeley, California. His Children’s: How Countries Can Move From Surviving to Targeting Children’s Full and Healthy Survival to Targeting Children’s Full and Healthy Survival to Targeting Children’s Full and Healthy Survival. My golden days of undergraduate study made me aware of many beautiful moments and wonderful friends all over the world. I worked in the field of News and Governance / World Report about “On-Carves.” Have also been named a Cancer Survivor by Connecticut’s legislature in recogni- tion of my work for cancer patients in the process of fighting for their right. My site is published on the web.

James Kirch is proud to report that she has been appointed as a member of the Cancer Board of the International Commission on the Status of Women, the regional body of the Mas- suchusetts Commission, whose mission is to identify and promote the health of all women worldwide. The commission’s work primarily focuses on education, human rights, and the full enjoyment of women throughout their lives.

Prerak Sinha was one of the first independent journalists to participate in the “Occupy Wall Street” movement in New York City in October 2011. He is an up-and-coming writer and current teacher.

getting to know some new counties, and very rewarding, though I feel like I have permanent jet lag.

Scott Stecky was reelected to the exec- cutive committee of the Appelate Judge Con- ference of the Appelate Judges Education Institute of the American Bar Association. He is a judge of the United States Court of Appeals for the Armed Forces in Washington, DC.


Michael Jacobson Brown has a new website, MichaelJacobsonBrown.com, and an e-news site, The Organizers Edge, doing a variety of training and coaching, mostly for community development corporations.

Just celebrated my daughter’s Bat Mitzvah.

Ray Campbell was appointed on to the executive director of the Massachusetts Health Data Consortium at the end of 2020. This is the first consensus focused on helping organ- izations use the power of data and analytics to improve health care delivery. I am now fully engaged in the data revolution and its implications for society, governance, and public policy.

Anne Ferry was named the chair of the board of directors and chief executive officer of a joint chief of the planning and development and the Massachusetts Commission on the Status of Women, the regional body of the Mass- suchusetts Commission, whose mission is to provide education, human rights, and the full enjoyment of all women throughout their lives.

Deborah Prindle writes, “Greet- ing the Academy: Just How Important Is the University of Maryland and Have coedited the University Press, 2013).” What are the economic and moral connections between Wall Street and the face of Wall street’s opposition. Effect...
“Getting a PhD at Princeton was rewarding, though I missed the evenings at Grendel’s.” — Michael Moynihan

Michael Moynihan was a new book Leadership and Policy Innovation: From Clinton to Obama, to Confront the Challenges of Mass Migration; he recently joined New York City’s Economic Development Corporation as chief economist.

“Getting a PhD at Princeton was rewarding, though I missed the evenings at Grendel’s, but I didn’t miss the mornings at Grendel’s.” — Natasha, mother of two young daughters, and leading a giant step in community diversity.

Eddie Duque was married his meant-to-be Elsa, from Mexico D.F., at the historic Saints Peter and Paul Catholic Church in Wilmington, Delaware. The wedding was held in Hamburg, Germany, and was attended by friends and family from around the world. The couple is planning to live in Hamburg for the next few years, before returning to the United States to start their new life together.

Charles Darku was a new book Leadership and Policy Innovation: From Clinton to Obama, to Confront the Challenges of Mass Migration; he recently joined New York City’s Economic Development Corporation as chief economist.

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Katherine MacKenzie - *vexia* is trying to increase net-zero-produced kilograms in Ontario, Canada, stimulating publicprivate efforts for a future in Toronto-based renewable energy developer.

Carlos Osorio - *vexia*, 2012 expedition - *Wallpaper* and *Artnews* were thrown out of the social and political world for its 2012 Desertion Exhibition. 2013 will be the year of Falmans and Agram,不应 for the future, as the association for the. Greywall Center for Internet and Society, and the start-up grew to become a television.

David Rice - *wion* is a professor at New York University teaching international development and African geopolitics, and is writing about Africa for Fortune Magazine. He has also started consulting from called Development Equity Partners, which specializes in advancing investment and growth in emerging markets. David spent the summer of 2013 teaching development economics at the University of Nantes.

Margaret Stock - *wion* is an attorney based in Anchorage, Alaska, and a lieutenant colonel (ret.) in the U.S. Army. Her book, *Immigration Law & the Military*, is a one-stop resource on military-related immigration issues.


Wayne Bell - *wion* was appointed California Governor Jerry Brown as real estate commissioner for the state of California. As commissioner, Wayne is the chief officer of the Division of Real Estate, the state’s regulatory body for the real estate industry. He oversees the licensing and regulation of approximately 650,000 licensed real estate brokers and nearly 4,000 real estate businesses and certain mortgage loan originators, and is responsible for a statewideidor. Wayne previously practiced law and worked for the Department of Housing and Community Development.

Melodie Jackson - *wion* was recently appointed assistant professor of urban governance and public policy at the University of Michigan. She has been actively engaged in collaborative and intergovernmental efforts to combat real estate and mortgage fraud.

A. Stefanie Brancatelli - *wion* is building the Assistance Coordination Unit, which is responsible for coordinating and managing inter-agency initiatives for Syria. Previously, she was in New Zealand working on a novel, and before that a campaign director at the global campaigning organization Awaaz, where she largely focused on supporting the Arab Spring movements.

Charles Cox - *wion* has been appointed to the board of trustees of the Financial Accounting Foundation. This is the responsibility for the oversight, administration, and finances of both the Financial Accounting Standards Board and the auditing standards board, responsible for professional standards for the accounting profession.

James Harvey - *wion* is a book on *The Standard-Setter’s Fieldbook* (Koren Press, 2013), a blend of leadership theory and hands-on advice for school superintendents in incorporating lessons from the Kennedy School and a study mission to Finland, France, and England that James led in 2012. James is a doctoral student at Stanford University, with a dissertation on linking fourth-grade reading benchmarks in the National Assessment of Educational Progress with comparable benchmarks on the Progress in International Reading Literacy Survey, which involves several dozen nations.

Matthew Henryssen - *wion* writes, “Business continues to grow at Terrorist Public Advisors, where I am managing director. We have received great news from Campaign & Elections Magazine, which named me as one of the top political consultants in the country for 2013. In January, the magazine included me in their ‘Top 50 List,’ which includes the most influential political consultants in America. I am proud to be recognized as one of the top political consultants in the country.”

Jeffrey Jones - *wion* has published his first book, *Novel, in November 2013*, based on the true story of a doctor who goes to the Low Country of South Carolina in 1967 to see the intertwined stories of the generations who came after the Chippewa Indians and other Native Americans who were captured by the British and transported to their deaths.

Dal Lagnag - *wion* has written, who left the city as a peace activist and then a responsible capital. As an activist, Dal has initiated a peace movement in the city of Lahore, which is one of the most populous cities in Pakistan. The movement continues to grow at a rapid pace, and Dal is recognized by his peers!”

Shawn Malone - *wion* has accepted a position as deputy regional director for southern Arizona with the Development Assistance Country Office. Shawn is excited to work on helping people in need, increasing intergovernmental cooperation, and providing technical assistance to governments in the region.


Daniela Torresi - *wion* has released the paperback edition of *The Choosing Time*. It is available at all major bookstores and a number of independent bookstores. Ariane Books Reviews it as “smart, entertaining, and thought-provoking.” For more information, visit the choosing-time.com.

Margaret Stock has a new book, *Immigration Law & the Military*.
“Now, I get to take part in... regulating a legal product that kills 50 percent of the people who use it.”
—Carolyn Drederic
2008

Submit a classnote. Write HKSalum@hks.edu, with subject line “classnotes.”

ON THE WEB
Find alumni contact information in the online directory at hks.harvard.edu/alumni

Matthew Kohut acm/2008 coauthored Competing People: The Hidden Qualities That Make In Influential with former Belfer Center communications director John Neffinger. He and Neffinger are partners with Seth Pendle

“My band, Jens, is the president of MediaMatics and has also participated in a conference organized by the Vanderbilt Institute for Global Health held in Nashville in November 2012. The intention is to develop medical education for the next medical schools in Albania, Panama, Zambia, Lesotho, and Mozambique.”
—David Eagles
2009

“A rather sweeping political philosophy, but its main purpose is to make the case for open borders, grounded in human rights.”
—Frances Su
2008

“People who get to take part in... part in. . .”
—Maria Guerra-Mesa
2011

“Since I left the Boston–Ames-Midwest area, I have discovered that a lack of boundaries means I can go to the park any day!”
—Sara D'Ambrosio
2012

“2004 | 10th reunion
MD Bodizszaszam
www.amazon.com
Google my name ‘Hasan Fitaihi’ and ‘stone, and many other retailers. For a full list,

“Vegan Viagra” is in a hyperengine (groundwater, protozoa/forestation treat- ment). Just retired from federal public serv-
The... on the web... in public policy, higher education, and communications issues.

“My personal observations include... the need for so many... The... the number of...”
—Steven Orson
2009

“Then I’ve become a contributor to the blog... to the blog...”
—Seth Pendle
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“Kevin Winge acm/2006 was named executive director of Project Open Hand in 2003. Project Open Hand is a nonprofit... nonprofit organization providing nutritious... in the Bay Area. Karen also renovated... People’s Health Trust for the government. Michael is from New... and was appointed... during 2003 and was appointed...

“Recently I have been working with former Belfer center...”
—Hasan Fitaihi
2013

“Pastoral Jack Register of Bethlehem Bible Church. In a year full of travel, in February they were engaged in... sacred spaces of the Holy Land for a Christian ceremony, and after their Blissor wedding honeymooned in Eco Vista. Their work as executives at Aisan Lazer took... in 2013 to 15 countries in business development activities for their lattice sensor technology manufacturing business.”
—Trudy Lewis
2015

“__ Personal Best __

MARIANA ANDRADE
MC/MPA 2010

Mariana Andrade mc/mpa 2010 spent much of her youth away from her native Brazil, because her father’s job required frequent international moves. But sports were a “constant: “It has been a social integration tool that helped me fit in and make friends,” she says. “I also have a skin color that has put me in the minority in many places where I’ve lived. But sport overcomes that. There’s no place for discrimination. It’s about the game.” The possibility that sports could play an even larger role in her life, however, wasn’t clear to Andrade until she arrived at the Kennedy School and got involved in a project in Professor Calestous Juma’s class on sustainability that focused on the water consumed to keep soccer fields green.”
—Julieta Longoria
2015

“Pastoral Jack Register of Bethlehem Bible Church. In a year full of travel, in February they were engaged in... sacred spaces of the Holy Land for a Christian ceremony, and after their Blissor wedding honeymooned in Eco Vista. Their work as executives at Aisan Lazer took... in 2013 to 15 countries in business development activities for their lattice sensor technology manufacturing business.”
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Gregory Tzouli: It’s a bird, it’s a plane!

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Charles de Souza recently invited the deputy representative of unicef and my first in south asia. “duty station in international development, entrepreneurial venture with a focus on eco-...

Barrett Berry wrote to present director for preparedness policy on the staff of the White House, on which he serves, every year since 2011. He was also appointed to the Federal Senior Executive Service.

Ryan Buckley writes, “My company now employs us and we raised another multimillion, dollar venture fund. Our focus is expanding, growing every quarter and I want new things every day about writing, managing, and building products. Our consulting practice—public office—in California about 15 years from now. The only bubble in our current hot air balloon—a simple group email app. I might help you organize your lists, campaigns, content... whatever. Emailing me: I’ll love your feedback on both projects.”

Keith Curry was selected 2011, 2014, a graduate of the Harvard Kennedy School, Class of 1999. He has worked as an intern in the White House, on which he serves, every year since 2011. He was also appointed to the Federal Senior Executive Service.

Antonia de Mello was appointed deputy secretary of state for UN affairs, based in Colombo, in October 2012. Stifter from a humanitarian to a development focus, she joined the International Monetary Fund in 2006, served as deputy director in 2014, and became a member of the Council of Foreign Relations in 2015.

Malouf started his career as a journalist, reporting on the body of the leadership and the work of the party, focusing on the success of the campaign in Damascus. In 2014, he became a member of the team that was responsible for the campaign in Damascus. In 2014, he became a member of the team that was responsible for the campaign in Damascus. In 2014, he became a member of the team that was responsible for the campaign in Damascus. In 2014, he became a member of the team that was responsible for the campaign in Damascus. In 2014, he became a member of the team that was responsible for the campaign in Damascus. In 2014, he became a member of the team that was responsible for the campaign in Damascus. In 2014, he became a member of the team that was responsible for the campaign in Damascus. In 2014, he became a member of the team that was responsible for the campaign in Damascus. In 2014, he became a member of the team that was responsible for the campaign in Damascus. In 2014, he became a member of the team that was responsible for the campaign in Damascus.

U.S. envoy to the UN, Justin Grenier, said he was excited to join many fellow alumni students at the Harvard Kennedy School. He was a member of the Senate Appropriations Committee.

Antonio Nubel is chair of the Washington, D.C., affiliate of the Spanish Republican Party and a member of the National Republican

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It may not be coming today or tomorrow, but it is coming. — Gonda

The recent history of Zimbabwe has seen food shortages, hyperinflation, political violence, and more or less one-party rule. The government has smothered independent journalism, Gonda says, forcing journalists like her to report from abroad. For years she has been reporting from London, doing her best to bring an independent voice to the country.

The government wasn’t able to jam the signal — on short wave radio. Then, with SW Radio Africa in London, beaming news into the country — when hoped-for reforms did not materialize.

Changing regimes have a way of changing things. “Change is coming,” Gonda says.

Manisha Dookhony.

“I work with an extremely talented team in the Health, Retirement, and Long-Term Care program at Harvard School of Public Health, analyzing data for programs in the United States and in other countries. I am interested in understanding the health and economic well-being of low-income populations, especially the elderly.”

Allison Shapiro.

“Imagine a PSA that says, ‘Find your voice through public speaking and presentation training.’ I have been teaching at Harvard Kennedy School for 10 years, and have seen many students benefit.”

Kris Kraynal Alfred.

“The Swiss Model is an exciting opportunity. We are thrilled to be part of this program this year.”

Jesse Lava.

“I am coming from a background in teaching. While I was teaching, I found my voice through public speaking and presentation training. I have been teaching at Harvard Kennedy School for three years, and have seen many students benefit.”

Maria-Ange Lora.

“I work with the United Nations Office on Drugs and Crime to promote rule of law and human rights in the region.”

Luis Elizondo-Thomas.

“I am coming from a background in teaching. While I was teaching, I found my voice through public speaking and presentation training. I have been teaching at Harvard Kennedy School for three years, and have seen many students benefit.”

Ravishka Greyson.

“I work with my colleagues at the University of Cambridge to help students find their voice through public speaking and presentation training. I have been teaching at Harvard Kennedy School for three years, and have seen many students benefit.”

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Dignity and Tolerance

Q What brought you to the Kennedy School to study?

Before coming to the Kennedy School, I had been in charge of a national rural election initiative, where I encountered many administrative challenges. To push forward social reform, it is essential to have a comprehensive understanding of the rules of the outside world. I believe the Kennedy School is the best place in the world to gain new knowledge, especially management skills, in today’s era.

Q What do you use the most today from your Kennedy School education?

Social innovation and leadership are very important. “Making a difference” is not just a slogan but a call to change traditional rules and behaviors. When I served in the government, I reformed China’s social relief policy, helping more than 800 million poor people get government support by establishing a minimum living standard. I also improved China’s disaster relief system, which was tested during the Sichuan earthquake in 2008. I left the government in 2010 to establish the China Philanthropy Research Institute at Beijing Normal University. As a consulting organization, we work to set up a system of modern philanthropy. We have good cooperation with Dezhui Lu, for instance, who established the Spirit of Capital Research Center in our institute. This program aims to reshape the value of Chinese wealth. We also help him with an exchange program between U.S. and Chinese philanthropists.

Q What person or event from HKS had a significant impact on you?

Anthony Saich and David Ellwood were my professors when I studied here. Tony’s work on irregular warfare strategies for public safety in combating crime was well received and resulted in my lecture on the topic at the Global Economic Symposium in Rita de Janiero, Ed. He is now on reserve status commanded by anti-terrorism battalion, in director of law enforcement advisory services for Mutual- ari South American country, and is assuring public safety projects related to the upcoming World Cup and Olympic Games in Brazil. He attended the Kennedy Senior Executive Fellows program in April.

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Q What did you bring back from Cambridge to Beijing?

Dignity and tolerance, which have improved my life, my team, and my country. Everybody deserves respect in both large and small areas in life. Let me give you a funny example of how a small thing can have a big impact. Here at my university, many restrooms lack enough toilet paper. The fear was that it would be stolen. But in Cambridge, I saw that engineers had locked the paper up, allowing people to take only small amounts. Being in Cambridge taught me that problem-solving skills are key and that ordinary people deserve respect. This is why I got into the field of philanthropy.

Q Does the HKS community play a role in your life today?

Sure. In Beijing and also in China and even the world, this community has a heritage. When alumni meet and talk about being a Mason Fellow or living in Cambridge, we share a common language. We can easily cooperate with each other and come up with new ideas. Even now, as I begin the endeavor of reshaping Chinese philanthropy, I often go back to sirs, trying to find resources to help.

Zhenyao Wang
MC’/MBA 2000
Mason Fellow

Lives: Beijing, China

Profession: Dean of Beijing Normal University’s China’s Philanthropy Research Institute and professor at the Beijing Normal University School of Social Development and Public Policy

HARVARD KENNEDY SCHOOL 57

FROM THE CHARLES | AUTUMN 2013 | www.hs.khv.edu

Q What brought you to the Kennedy School to study?

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Q What person or event from HKS had a significant impact on you?

Anthony Saich and David Ellwood were my professors when I studied here. Tony and I meet at least once each year to exchange ideas and experiences. We created the China-U.S. Strategic Philanthropy Platform, which aims to improve mutual understanding and cooperation in philanthropy. Dean Ellwood not only taught us about microeconomics, but also gave us a lot of consulting experiences in social policy. This knowledge is very useful to me now.

Q What did you bring back from Cambridge to Beijing?

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Eventually he found a position with a law firm, but he was restless and increasingly drawn to a new interest: entrepreneurship. He had heard that most successful entrepreneurs start their first business by age 30, and that deadline was approaching.

He persuaded a small group of businessmen to join him in founding Carlyle, a private equity firm specializing in businesses with ties to the federal government. It was a tough sell, but with $5 million in capital they managed to launch in 1987. Today, Carlyle has more than 1,300 employees and approximately $156 billion in assets under management.

Rubenstein said his commitment to philanthropy was spurred by a glance at the actuarial tables a decade ago. At 54, he realized he had probably already lived two thirds of his life, and he didn’t want someone else to decide how to spend his money after he died.

While still keeping up an unforgiving schedule with Carlyle, traveling more than 250 days a year, he has immersed himself in his giving with typical energy, serving on dozens of nonprofit boards, and contributing to multiple causes. He has also signed the Giving Pledge—a commitment by some of the world’s wealthiest individuals, including Warren Buffett and Bill Gates, to donate the majority of their wealth to philanthropic causes.

“I got very lucky, and I want to give back to the country that made it possible for me to do this,” Rubenstein says. He has focused on three broad areas: medical research, higher education, and what he calls “patriotic philanthropy.” As part of the third, Rubenstein purchased the Magna Carta and loaned it permanently to the National Archives; paid for half the repairs to the Washington Monument following damage caused by the 2011 earthquake; and even funded the National Zoo’s panda fertility research.

He is also chairman of the John F. Kennedy Center for the Performing Arts and is the single largest donor to the John F. Kennedy Foundation.

His focus on higher education comes from a recognition of American universities’ importance to the country and the world. “I believe that one of our great national treasures is our university system, and that it is in the country’s best interest to continue to support it,” he says.

Rubenstein, who sits not only on the Kennedy School’s visiting committee but is also chairman of the board of Duke, sits on the board of trustees of the University of Chicago, and chairs Harvard’s Global Advisory Council.

The Kennedy School rests atop that national treasure, he says, citing the school’s convening power, its international student body, its cutting-edge academic research, and its rich reservoir of faculty with experience in public service as well as academic expertise.

“I believe the Kennedy School plays a unique role in American public policy,” he says. “Everywhere I go around the world, people have heard of the Kennedy School, people want to speak there, people want to go to school there, people want to learn what the Kennedy School is doing. The Kennedy School is just in a league by itself in that regard.”

“What the capital campaign is designed to do is to create enough resources so that we can modernize the Kennedy School,” says Rubenstein, who credits Dean David Ellwood for his management of the school and for persuading him to help plot the school’s future course. “The buildings need to be updated,” he adds. “We need more facilities. We will expand academic resources. And, most importantly, have scholarship money, so that anybody who gets in to the Kennedy School is not afraid to go because of cost.”

“The really exceptional feature of David Rubenstein is the breadth of his interests and the depth of his commitments,” Ellwood said. “In many ways, he is a combination of idealistic do-gooder and analytic pragmatist who is extraordinarily effective at making a difference. It is a real pleasure and honor to have him so involved with us.”

Despite his lifetime in Washington and his interest in government and public policy, Rubenstein says a return to public service is unlikely for him. “When I worked in the White House, we managed to get inflation to 10 percent,” he says with his trademark self-deprecating wit. “Since that time there’s been no demand for me to go back to federal government. I’m always listening for the phone call, but I don’t think there’s going to be anybody asking me to go back.” Instead, part of his legacy will be his extraordinary generosity.

“I think given where I am today, my age, and my outside responsibilities, I feel I could probably have as much impact on public policy by doing things on the outside through philanthropy and motivating others to make the world a better place.”
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You are in 203 countries and territories. You are policy wonks and social activists. You are public servants and entrepreneurs. You are part of a community dedicated to the Kennedy School mission of public service with passion and commitment. You Are Here. As we embark on the Campaign for Harvard Kennedy School with a new set of challenges and goals, help us tell the HKS story by telling us your story. Take a photo or shoot a short video of yourself holding this sign in a setting that helps convey the work you are doing now. Then send it to us, with a brief caption, to share your story with the world.

Zheng Hong MPA 2003
Founder and principal of the Dandelion School for children of migrant workers, with students at the school, in Beijing, China.

Joseph Kopser MPA 2002
CEO and founder of Ridescout, an app that aggregates ground transportation options, in Austin, Texas.

Mukhtar Abdi Ogle MC/MPP 2013
Cofounder with Zaher Nahle MC/MPP 2013 of Ibrak Partners, which is bringing prosthetics to disabled children in Africa. At the Joy Town School for the Physically Handicapped, in Thika, Kenya.

Ed Barker MPA 2000
Executive director of Land’s Sake Farm, in Weston, Massachusetts (see page 39).

Marcela Escobari MPP 2001
Executive director of Harvard’s Center for International Development at the Kennedy School campus in Cambridge, Massachusetts (see page 8).

Yordanos Yeoel MPP 2010
A senior portfolio analyst at New Profit Inc., a fund which supports social entrepreneurs, in Boston.

Ify Mora MPP 2009
Chief of staff at the Boston-based Barr Foundation, which supports efforts to fight climate change, at Belle Isle Marsh in East Boston.
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