Diary of a Crisis  The Kennedy School community responds to Haiti’s plight.

The Other Budget Crisis  Away from the floodlights of Washington, local budget crises have been lived in relative obscurity. Alumni on the front lines tell their stories.

Raising the Alarm  New York City Fire Department’s Chief of Counterterrorism and Emergency Preparedness Joseph Pfeifer hks/e 2006, mc/mpa 2008 works to keep New York City safe.

DEPARTMENTS

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The end results  Texas leads the way in renewable energy … The story of Lalita Booth mpha 2012 inspires

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From the Charles  White House Fellows program boasts many hks alums … Q&A with Professor Tarek Masoud … Leaving Wall Street behind … MPA/ID alums return to hks for 10th anniversary celebration

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Ways and means  HCFNY Foundation gift supports New York City’s first responders at hks

Exit poll  Congratulations

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On the cover: A Haitian amputee patient begins the long road to recovery at the Harvard Humanitarian Initiative Disaster Recovery Center. The patient’s demographic and clinical information was captured in the one-of-a-kind Rescue Electronic Medical Record to facilitate the coordination of follow-on care, rehabilitation, and social services.

Photograph: Justin Ide/ Harvard University

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Janice Saragoni mc/mpa 1989
EXECUTIVE SUMMARY

Dear Reader,

In May I had the pleasure of addressing our 2010 graduates and seeing them off as they prepared to take the next step in their careers. They are an impressive group of people who not only challenge themselves to constantly improve the world, but also challenge those around them not to accept the way things are. Their passion for bringing justice, peace, and health to the world inspires me every day and offers us all much hope for the future. Referring to the observation made by Professor Lant Pritchett previously, I noted they came to the school when they decided that they “absolutely, positively had to make the world a better place.”

The events occurring in the first six months of this year—the Haiti earthquake that killed more than a quarter of a million people and left more than one million homeless; the Gulf oil spill that, as I write, continues to wreak havoc; and the collapse of Greece’s financial system, which destabilized markets across the world—all call for solutions that, by definition, are complex and far-reaching. And those ideas and approaches only come from committed individuals who have chosen to serve the public good.

This issue features some of these extraordinary people, such as our alumni who helped when tragedy struck Haiti earlier this year. As a senior USARF relief official, Greg Gottlieb sec/mpra 1987 was there to coordinate the efforts of interna- tional relief organizations. Emergency medicine physician David Callaway sec/mpra 2009 helped develop an electronic tracking system that ensures critical, follow-up for high-risk patients, and, René Aubry sec/mpra 2009, as he writes in his personal account for the magazine, marshaled efforts to bring physicians to his homeland, an initiative that also helped him clarify his own course in life.

In another feature, you will read about New York City Fire Department’s Joe Pfeifer sec/kss 2006, sec/mpra 2008, who is overseeing the transformation of the city’s emergency preparedness efforts. You will also read in this issue about our alumni who were chosen to participate in the highly selective 2009–2010 White House Fellows Program.

As dean, I am committed to providing our students with the leadership and technical skills to take on the daunting challenges they will encounter. Our curriculum continues to expand and evolve as we offer greater experience-based learning and off-site training. Our Acting in Time initiative is focused on finding solutions to those predictable crises from climate change to pandemics to massive budget deficits that one can easily see coming, yet people and nations are unwilling or unable to act. We continue to encourage students to look for new and innovative solutions, including those which cross the boundaries of government, civil society, and business. We are reaching out across the University and across the world to attract the best students, provide the most effective education, and to find powerful solutions to the world’s biggest public problems.

This year we celebrate the 50th anniversary of the school’s MA/P program a rigorous program that is now in some of the most difficult development issues facing our world. When asked why he chose the Kennedy School, one alum, Tim Bulman MA/PhD 2007 noted: “It is the best program of its type in the world.” The most common word I hear from alumni as I travel the world is “transformative.” It should be easy to see why I love being dean.

This is a story that needs to be read beyond sec/kss 10 —as in The New York Times or The Boston Globe—so that it can reach many other people.

Wanja Njuguna mpa 2004

THE END RESULTS

Contradiction As the mother of a lesbian daughter and grandmother of her family’s three children, I welcomed the article by Steve Nadin, “Finding Common Ground,” in the Winter 2010 issue of Harvard Kennedy School Magazine. The article provided useful insight into Bohnett Foundation funding for gay and lesbian mid-career officials who each year join a broader set of Mid-Career fellows in the Kennedy School Senior Executive Program. The write-up also showed what sustained connection and dialogue can accomplish.

But I wonder if anyone noticed an irony? In the same issue, precisely opposite “Finding Common Ground,” the reader sees Robert O’Neill’s interview with the Rev. J. Bryan Hehir, professor at Harvard Kennedy School, secretary for health care and social services in the Archdiocese of Boston, and former president of Catholic Charities USA. The author poses several broad questions to Fr. Hehir as “someone concerned with ethics.” Yet nowhere is Fr. Hehir asked about a central act of his tenure as head of Catholic Charities in Boston, which was his direc- tive in March 2006 to shut down that organization’s century-old adoption services rather than place any children with qualified parents who were gay or lesbian, as would be required by Commonwealth law.

How did Fr. Hehir come to that decision, and how does he reconcile it with issues of justice, inclusion, or, for that matter, charity? Now there is a question with ethical dimensions.

Rosemary Booth scmrp 1982

Texas Leads I read with interest your recent cover story titled “Catch the Wind.” As chairman of the Public Utility Commission of Texas and a Harvard Kennedy School graduate, I wanted to share with your readers all that we are doing here in the Lone Star State to promote wind generated energy.

Texas has 10,000 megawatts (Mw) of installed wind energy, that is more than any other state and all but a handful of coun- tries. While this level of wind still represents only a small portion of our total installed generation capacity, we are beginning to experience significa- ntly large penetrations of wind energy on our grid. For example, on the morning of January 28, 2010, almost 20 percent of the total demand for electricity was provided by wind-generated energy.

We are not, however, resting on our laurels. Texas has recently developed transmission expan- sion plans that will almost double the amount of wind-generated electricity provided to our grid. By 2013, we expect to have more than 18,500 Mw of installed wind generation, and our actual consumption of wind-generated energy will be significantly larger than it is today.

Texas is committed to renew- able energy, and we hope that other areas of the country, like the coasts of Maine, Rhode Island, and even Massachusetts, will soon “get on board.”

Barry T. Smitherman sec/mpra 1986

An Inspiration The story on Lalita Booth, “Bright Future,” is very moving and inspirational and from the look of things, it’s only a matter of time before she lands the job of her dreams—I hope the White House is reading this.

This is a story that needs to be read beyond sec/kss 10—such as in The New York Times or The Boston Globe—so that it can reach many other people.

Wanja Njuguna mpa 2004

Welfare I felt compelled to write to your publication after reading the article on Lalita Booth. As a current welfare recipient, job seeker, and college grad, I can relate somewhat to her situation.

I feel welfare reform could be most aptly carried out by creating land- scaping jobs that cover three or four days a week, and the rest of the time could be spent in an office setting, planning and designing. There are several areas in and around urban/metro areas that need to be cleaned up because they create a higher crime zone.

Consider if thousands of people get up each day and worked to create a more beautiful, healthy, and cleaner society for everyone.

This is an idea I’d like to take to Congress and propose to each state, along with a proposal for a smoking ban in public places in all 50 states, from California to Washington. I think this would be a great endeavor to pursue for the health of our citizens and the country at large.

Kenneth Law
Housing Examined

RESEARCH CENTER. Inks Dean David T. Ellwood moderated a conference titled “Understanding the Housing Crisis” at the Federal Reserve Bank of Boston in May. Edward Glaeser, director of the Taubman Center and the Rappaport Institute, two primary sponsors of the event, presented new research countering the conventional wisdom about what caused the housing bubble. The conference culminated with a discussion among academics and practitioners about how to reform housing policy and how to improve housing development in the Boston area.

Under Pressure

RESEARCH CENTERS. America’s 18-to-29-year-olds are concerned about meeting their financial obligations, and almost half report that their personal situation is bad, according to a recent national poll by Harvard’s Institute of Politics. Among the U.S. undergraduate population, 45 percent are concerned about their ability to stay in college given the state of the economy. The poll also finds that young Republicans are showing more enthusiasm than young Democrats for participating in the upcoming midterm elections: with 43 percent of Republicans plan on voting, compared with 35 percent of Democrats and 13 percent of Independents.

Why Public Service

ALUMNI. Ed Norwood MC/MPA 2010 (seated below) talks about his chosen career path during this public service week in April. Members of the Kennedy School community had the chance to share on video their stories about why they chose to serve the public. The videos were part of a series of activities that included forum events, career workshops, and presentations. “Public service is not only our mission, but the driver behind all that we do,” wrote David T. Ellwood in his message to the community at the start of the weeklong series of events.

Public Service

Executive Director

RESEARCH CENTER. Charles Clements was recently appointed executive director of the Carr Center for Human Rights Policy. A human rights activist and public health physician, Clements served as president of the Unitarian Universalist Service Committee prior to joining the Carr Center.

Allston Advisor

STAFF. Director of the Institute of Politics (iop) Bill Purcell will soon become the special advisor to Harvard University’s Allston initiative. In this new role, the former mayor of Nashville will help advise Executive Vice President Katie Lapp on shaping the development of the University’s Allston campus. Purcell has co-chaired the Harvard Work Team on Allston since December 2009. Former U.S. Senator John C. Culver has been named interim director of the iop. He will serve until a permanent director is named.
With 15 years in the U.S. Army, Kendric Robbins’ 2004 has served in hot spots such as Bosnia and Iraq. Now, as one of four Kennedy School alumni selected in 2009 as White House Fellows, Robbins is based closer to home, helping to launch a federal hiring initiative targeting veterans. “I expect to serve in Washington later in my military career,” says Robbins, who is working out of the Office of Personnel Management. “Seeing how our government operates in a very up-close and personal way has given me a valuable perspective that I'll eventually bring to the table in helping the Army and Department of Defense achieve their organizational and operational missions.”

According to Army Colonel Jack LeCuyer, MC/MPA ’73, executive director of the White House Fellows Foundation and Association, some 43 HKS alumni have been among the 642 fellows who have served since the program’s founding in 1964. “The idea of involving potential leaders in learning about government at the highest levels came out of the 1960s, when there was increasing distrust of the government,” LeCuyer says. “We’re facing some of the same issues today, which makes the purpose of the program more relevant than ever.”

Although she’s uncertain of her immediate career path, Laura Bacon, MPP ’09, expects her posting at the Department of Energy to dovetail with her long-term interests in diplomacy and development. “Energy is a very timely and important field to understand,” she says. “There’s no question that this fellowship has opened up possibilities that I never would have dreamed of.”

The fellowship also includes a number of speakers and several group trips. For Nicole Campbell, MPP ’09, traveling to New Orleans provided an opportunity to observe the intersecting roles played by private actors and the government—an experience that fits well with her focus on education philanthropy. “It’s interesting to see exactly how change happens, and what that looks like when you meet people behind the front lines,” says Campbell, who is working at NASA on the agency’s Summer of Innovation education initiative.

For Adam Taylor, MPP ’01, a fellowship in the Executive Office of the President has brought a 180-degree shift in perspective. “Through the course of the year I’ve gained an appreciation for the constraints around governing and how decisions get made,” says Taylor, a social justice advocate and Baptist minister. “That understanding will be extremely valuable as I find a way to address issues of racial and economic justice and international human rights and development.”

Despite their diversity, the fellows are linked by a common experience—best described as life-changing. “Being a White House Fellow is like being a Marine,” says LeCuyer. “You’re never a ‘former’ Marine, and you’re never a ‘former’ fellow. It provides an understanding of how the government works that doesn’t go away, regardless of where your career takes you.”
Watching the Watchers

ALUMNI It began, in a sense, with the nine minutes and 32 seconds of grainy amateur video George Holliday shot while standing on the balcony of his Los Angeles apartment. The infamous images of Rodney King being beaten by Los Angeles police officers and the riots that followed the officers’ acquittal in 1992 showed the impact of citizens who turn the spotlight on those in power. Nearly two decades later, billions around the world can shoot video (whether through mobile phones or cameras) and share those images with a global audience in real time with nothing more than a home computer and Internet access. As Sam Gregory says, “Video has become the vernacular of communications.”

Gregory is program director for Witness, a Brooklyn, New York-based nonprofit that uses video to expose human rights abuses. It was founded in 1992 by British musician Peter Gabriel, a longtime activist who saw in the Rodney King episode a model for using video in human rights campaigns.

The group began with the simple strategy of sending out hand-held cameras to activists, but soon realized that most people weren’t able to translate what they shot into compelling narratives. So over the years Witness has focused on training human rights groups on specific campaigns, offering training to hundreds of activists a year (that number is expected to reach the thousands as Witness’ training goes online). They will narrow their focus to two main issues: gender-based violence in the context of armed conflict and political repression and displacement caused by development.

Gregory also hopes to bring training to policy schools, where he sees a gap in the way students are taught to use new media. Last January he led a workshop at Harvard Kennedy School. “It’s not about becoming a documentary maker,” Gregory says. “It’s about how all forms of advocacy are enhanced by media.”

Finally, he says, the agency placed a strong emphasis on recruiting analytical and creative staffers with the personal and social skills to work effectively in a fluid environment consisting of multiple project teams.

Looking back, Van Beusekom is candid about missteps along the way: too many problems identified, not enough staff training, inadequate attention to metrics. If you think about your organization, he warns, the changes should be “big enough not to be too trivial,” but “don’t do it all at once.”

Wanting to reduce the sale of teakwood, a $700 million industry in the Netherlands that, while legal, was unscrupulously marketing a very high-risk investment. Using the problem-solving approach Van Beusekom had learned in class, the agency succeeded, through a creative mix of methods, in dramatically decreasing the exposure of Dutch investors to risk.

Today, with the restructuring almost complete, Van Beusekom believes the agency is headed in the right direction. Almost 70 percent of the financial supervision division’s time is spent on problem-solving work. If the change is to succeed, Van Beusekom emphasizes, recruiting creative, ambitious individuals who work well within a less conventional management structure is critical.

Van Beusekom’s success, says Sparrow, was the result of Van Beusekom’s solid grasp of the course’s core concepts and his ability to convey those concepts to his superiors. The agency also showed courage, he says, in experimenting with fundamental methodology. And

Finally, they define and measured the impact they....
All Politics Is Local, Everywhere

Tarek Masoud

Q+A

RESEARCH Assistant Professor of Public Policy Tarek Masoud’s teaching and research focuses on issues surrounding contemporary governments, with a particular emphasis on the major political, economic, social, and security challenges facing the Middle East. He was named a Carnegie Scholar in 2009.

Q How is democracy faring in the Middle East? Most people would say that the Middle East is doing fairly well on holding regular elections for presidents and legislatures, but not necessarily on democracy. Some argue that elections actually help dictators manipulate their potential opponents, distancing them from street protests or other activities that have more potential to bring real change. I’m a little more optimistic. Elections always contain within them the promise of uncertainty. Regimes try to engineer the results they want, but they can fail. Election rigging itself can sometimes serve as a focal point around which the opposition can unite, as it did in the Philippines in 1986. The Middle East’s imperfect elections may be a back door through which democracy might yet sneak through.

Q After 9/11, the Middle East became a source of great interest to people in the United States. Yet for many in the West, this part of the world remains a mystery. What are some of the greatest misconceptions about the region? The misconception I find I have to deal with most is that democracy in the Middle East would bring to power Islamic political parties with illiberal and anti-Western views. It’s not an unfounded fear, but it neglects the fact that people in the Middle East tend to vote for those who can provide real material improvements in their daily lives. So far, these have not necessarily been Islamists, or even members of ruling parties, but rather local notables who are an important part of the social fabric, particularly in rural areas. These voting patterns would most likely continue with further democratization.

Q After President Obama spoke in Cairo last spring, you wrote that his speech succeeded beyond expectations. A year later, how do you believe President Obama is doing in advancing goodwill between the Western and Muslim worlds? Obama’s speech was criticized as being all “atmospherics,” but atmospherics are that we can help nurture. Shifting our focus from security to development won’t just to be contained. But we also need to think about it as a source of human potential — further democratization.

Crossing The Street

STUDENTS For Tom Korona MC/MPA 2010, the financial crisis arrived early. After starting out in investment banking and private equity management, he was working for a real estate finance company when the real estate market began to unravel in early 2007. It was the beginning of approximately two years of working excessive hours each week. It was also a time of soul-searching. For a few years he had volunteered for a nonprofit that helped prevent child abuse and neglect and for the finance committee of a local school.

“It had always seemed more of a ‘when, not ‘if,’ question,” Korona says about his decision to leave his job in finance. “It was a reaction to Wall Street and the ethics of Wall Street.”

While their stories differ—some are intent on changing professions completely; others want to return to the field but with new sensibilities and priorities—many came to the Kennedy School with a belief that finance should be a means more than an end, and with the realization that the public sector will come to play a more important role in the world of finance. Bill Werkmeister MC/MPA 2010 says that for him, a sense of unease with Wall Street had begun long before the 2008 crisis. Werkmeister worked in a division of Solomon Smith Barney that structured mortgage-backed securities. In 2005 he left to start his own development and venture funds, eventually joining Calton Hill, an investment bank and consultancy that focuses on raising capital for socially beneficial ventures.

“I want to use the tools of finance, but I want to use them in the social sector,” he says. Naushard Cader MC/MPA 2010 says his year at the Kennedy School allowed him to gain perspective on social venture ideas sparked by his career as a consultant for large financial institutions. He had begun to volunteer, despite a hectic schedule, even starting his own nonprofit. But he soon realized that businesses could be a powerful social change agent and he wanted to use his business background for “something good and more meaningful.”

Together with a half-dozen colleagues from his class, Cader is now working to establish a money-transfer service for immigrants at a cost.

“Coming here helped me clarify my ideas and connect with like-minded individuals,” he says.
A Deep Concern for Others

MPA/ID students, says program director Carol Finney MPP ’84, have one desire in common. While they come from a wide variety of countries and backgrounds, they are all committed to improving the lives of people in developing countries. “They share a deep concern for others,” she says of the 654 graduates who have gone on to work for international organizations and nonprofits and governments. “They could have chosen any number of professions,” says Finney, who has headed the program since its inception, in fall 1999, “but these exceptionally talented students are committed to making a difference in countries where progress is desperately needed.”

On the Web

DORA DOUGLASS MPA/ID 2006
FROM USA
EMPLOYMENT: Deputy Director, U.S. Treasury Department, United States
RECENT ACCOMPLISHMENTS: I’ve worked on a broad range of issues, from multilateral development bank assistance in Latin America to the G-20’s international financial regulatory reform and repair to macroeconomic developments in Europe.

TIMOTHY BULMAN MPA/ID 2007
FROM Australia
EMPLOYMENT: Country Economist, World Bank, Indonesia
NOTE: It’s the best program of its type in the world, combining the rigor of advanced economics with a strong sense of how it is relevant to real-world development problems.

CHESTER CHUA MPA/ID 2007
FROM Singapore
EMPLOYMENT: Head of International Relations, Ministry of Finance, Singapore
RECENT ACCOMPLISHMENT: I oversaw the successful completion of two mega-resorts, which attracted a combined foreign investment of more than $10 billion, transformed the urban landscape of Singapore, and rejuvenated the entire tourism industry in Singapore.

MUTSCHERUDIN MPA/ID 2004
FROM South Africa
EMPLOYMENT: Engagement Manager, McKinsey & Co., South Africa
NOTE: Throughout the two years I learned a lot from my MPA/ID classmates who hailed from 29 different countries and whose past work experience and ideas for the future were nothing short of inspirational.

ERIKA STRAND MPA/ID 2006
FROM Mexico
EMPLOYMENT: Chief of Social Policy Unit, UNICEF, Mexico
CAREER GOAL: I hope to help governments make sound policy choices that promote the well-being of children and the fulfillment of all their rights.

PREYA SHARMA MPA/ID 2009
FROM United Kingdom
EMPLOYMENT: Head of Emerging Markets, Her Majesty’s Treasury, United Kingdom
WHY I CHOSE HKS: I didn’t want to just understand how we have come to live in a world where so many people live in poverty; I also wanted to learn how you can develop good policy to do something about it—and that’s definitely what I got.
Journals Shine

STUDENTS Harvard Kennedy School’s six student journals are receiving global recognition, according to faculty advisor Richard Parker, who notes that the journals are currently among the top policy websites in their fields on Google. Published annually, the student-run journals provide incisive analysis and commentary by policymakers, practitioners, and scholars across a variety of issues. This year topics range from the effects of community violence on African American youth, to Asian American community organizing, to peacemaking in Darfur.

According to Parker, the journals offer their student editors an invaluable introduction to the world of publishing. The editors solicit articles, edit, and follow the publications through to production. “Many of them arrive saying they’d like to see their own work published someday; a year later, they leave knowing exactly how professional journal editors make hard choices among competing writers and what goes into editing excellence.”

Editor-in-chief of Women’s Policy Journal of Harvard Azadeh Pourzand MPP 2011 says the experience was a great challenge, but also one that helped her to better define her career course. “I’ve always been passionate about defending women’s rights,” says Pourzand, “but this experience helped me to understand how I want to get our message across.”

The six journals are:
- Harvard Journal of Hispanic Policy (www.hks.harvard.edu/hjp)
- Harvard Kennedy School Review (www.hks.harvard.edu/ksr)
- Asian American Policy Review (www.hks.harvard.edu/aap)
- Harvard Journal of African American Public Policy (www.hks.harvard.edu/hjapp)
- Africa Policy Journal (www.hksiapolicyjournal.com)
- Women’s Policy Journal of Harvard (www.hks.harvard.edu/wpj)

A recent redesign offers the 2010 journals a fresher, more cohesive look. Supported by Harvard Kennedy School, they are available both in hard copy and online.

Responding to Atrocities “While every situation of mass killing is unique and requires a tailored response, there are some common themes and distinctions that have important implications for operational and political planning for intervention. Having a shared understanding of these distinctions and implications, thinking systematically through the risks and trade-offs, and dedicating resources to advance planning and training are all extremely important if we ever hope to move mass atrocity and genocide response out of the ‘too difficult’ box and into the realm of real possibility for our political leadership.”

From the foreword to Mass Atrocity Response Operations, A Military Planning Handbook, by Sarah Sewall

Unmarried Fathers The phenomenon of single mothers has been studied and analyzed intensively, but unwed fathers have largely gone unobserved. In Why Do Poor Men Have Children? Fertility Intentions Among Low-Income Unmarried U.S. Fathers, Kennedy School sociologists Kathryn Edin and Timothy Nelson look at why men have children, how they remain involved as parents, and how their children affect them and their behavior. In interviews with 171 men from the Philadelphia area, the researchers found that although the pregnancies were often unplanned, most of the men reported being happy; many even said that having a child prompted them to reassess their behavior and change their lives. Fatherhood also offers many of the men, who are shut out of the labor market or doing low-level work, benefits they cannot gain otherwise. For these guys … children are an alternative source of connectivity, accomplishment, and identity,” says Nelson.

Helping Prisoners Among the many programs being implemented across the country to help prisoners and newly released convicts integrate more effectively into society, the Boston Reentry Initiative stands out for its focus on the most violent inmates, says Harvard Kennedy School’s Anthony Braga. Braga, with co-authors David Hsu and of the Kennedy School and Anne Pfeil of Rutgers University, studied the BRI and found that it led to a reduction in recidivism of about 30 percent. A key to the initiative, and a likely contributor to its success, is its development of a customized “transition accountability plan,” which involves a range of services tailored to individual needs. These services include education, vocational training, and treatment for substance abuse and mental health issues. Mentors meet regularly with inmates — starting soon after they enter jail and continuing until 12 to 18 months after their release — to assist them in lining up housing, jobs, and transportation while helping them resist the negative aspects of street life.

Micro Social Capital The economic benefits of microfinance are well known. It has helped connect the poorest and the most marginalized to credit and banking services across the developing world. But a new study by the Kennedy School’s Rohini Pande, co-authored with Benjamin Feigenberg of MIT and Erica Field of Harvard’s Faculty of Arts and Sciences, reveals a related benefit of microfinance: the building of social capital, in the form of networks that result in trust, cooperative behavior, and mutual aid. “By broadening and deepening social networks, microfinance institutions may have an important influence on the growth potential of poor communities and the empowerment of women beyond the role of credit provider,” the authors write.

Developing Leadership “Leadership contributes to change when it builds change space — where leaders foster acceptance for change, grant authority to change (with accountability), and introduce or free the abilities necessary to achieve change. Change space is especially enhanced where leadership facilitates open access to societies and learning organizations in which members are empowered — in groups — to pursue change through problem solving.”

Harvard Kennedy School’s Matthew Andrews, with co-authors Jesse McConnell of Reform Development Consulting and Alison Wecott of the World Bank Institute, in “Development as Leadership-Led Change.”

Work and Babies Off-farm employment for rural Chinese women reduces both the number of children they have and the number they want to have, according to a new study by Professor Richard Zeckhauser and three co-authors. “Employment reduces a married woman’s actual number of children by 0.42, her preferred number by 0.48, and her probability of having more than one child by 5.4 percent,” the study found.

“Policymakers and patient advocates are reluctant to acknowledge that in a world of scarce resources it will not be enough to eliminate waste: we will have to make active choices in our public insurance programs between increasing the number of people covered and increasing the generosity of that coverage.”

Amistah Chandra, Uncomfortable Arithmetic — Whom to Cover Versus What to Cover

BIG IDEAS

research samplings
Looking for Home in the Rubble

RENÉ AUBRY
MC/MPA 2009

A native takes action

It has been written we can never go home again; that there are no second acts in [one's] life. I always interpreted that phrase to mean because we change and grow over time, we cannot truly revisit the places from which we come. More often than not, the buildings and people are still there, much like when we return for a high school reunion; everything seems the same, but we are different. However, what does it mean if both the person and the place have changed? What does it mean when all that is left is rubble and memories and the nostalgic pain that is associated with both? Those are the questions I was forced to answer when I returned to my native Haiti a few weeks after the earthquake on January 12 of this year, after an event that seemed to shake loose and take away everything.

A Defining Moment

DAVID CALLAWAY
MC/MPA 2009

A doctor responds

It had been only a few days since the earthquake had struck Haiti, David Callaway mc/mba 2009, an emergency medicine doctor and director of the Operational Medicine Institute (OMI), was conducting a rapid needs assessment when he came across a surgeon walking out of the operating room. “I have done 20 amputations in the past 24 hours,” the exhausted surgeon told him. “So how do you know where the patients go after you operate on them?” Callaway asked.

The surgeon looked blankly at him, Callaway remembers. It was in part profound fatigue. It was also a realization that the huge volume of victims and ever-growing pool of volunteers were creating a devastating operational gap. Surgery was merely the first...
Looking for Home in the Rubble

continued from page 17

earthquake left me feeling homeless in a way I had never before, and I was forced to ask myself if it would ever be possible for me to go home again.

In all fairness, the idea of home has always been troubling for me. I left Haiti when I was seven, and departed from New York when I was 14 to attend boarding school four hours away, in New Hampshire, where I never quite felt at home. During my sophomore and junior years in college, both of my parents died, and along with them any real sense of where my true north was positioned. The ensuing years became a meandering journey for purpose and place, a frustrating search...

Dr. Jennifer Callaway and teammate Dr. Fredericks take a break from registering patients to talk with a young unaccompanied Haitian girl. Information was shared very cautiously and pronounced to seal and the people of the Red Cross to shape child protection strategies.

Dr. David Callaway discusses clinical operations and immediate medical requirements with a local volunteer at the Dart Medical Area Hospital in the Dominican side of the Haitian border.

A volunteer physical therapist works with a child at the U.S. Navy Rescue Project, Haiti. The NRP Rescue Project registered all patients to ensure proper short-term and follow-on care.


ON THE WEB
for further context.

A defining moment

continued from page 17

step required to treat amputees and many other injuries that would need ongoing medical attention—a complex challenge in a desperately poor country reeling from a natural disaster.

In many ways, it was the moment that Haiti had been preparing for. Founded in 2008 by Callaway and fellow physicians Alejandro Baez and Greg Calltene—and with several volunteers who are alumni and students of the Kennedy School—osu provides support and training to medical personnel, humanitarians, first responders, and disaster response teams in international crises.

At the request of representatives from the Dominican government and the Pan American Health Organization, an osu team of seven volunteers arrived at the Haiti-Dominican border by January 18, less than a week after the earthquake, to meet with local and international agencies. Though every member of our team had worked in one of the many crisis zones, the Haiti earthquake response represented the institute’s first full-scale deployment.

“We recognized the challenges,” says Seth Moulton MC’10/MPA 2010, a volunteer with osu in Haiti who had previously served as a U.S. Marine in Iraq. “There are technical limitations to operating in a disaster zone and political sensitivities related to coordinating international response agencies.”

So members of the osu team set to work devising a way to account for high-risk earthquake victims, specifically unaccompanied minors, amputees, pregnant women, and the elderly. They launched the Haiti Information Technology (HIT) Project, which created a novel electronic patient tracking system—a medical record application for the iPhone—that was used to monitor the location and disposition of at-risk patients.

With the application in hand, osu worked with volunteers from more than 20 international agencies to create standard operating procedures for patient data entry, tracking, information security, volunteer training, and quality improvement. In addition to tracking vulnerable populations, health providers in the field would be able to view patients’ X-rays directly on their mobile devices and conduct daily assessments and plans for each patient.

The application was first deployed at the Harvard Humanitarian Initiative Disaster Recovery Center (HRC) at Fond Parisien. Staffed by an international group of disaster workers, the HRC served as the major referral and receiving center for patients being repantripated from the Dominican Republic and being discharged from the United States Navy Ship Comfort, a medical treatment facility. Rescue workers eventually registered more than 1,000 patients, including 43 amputees at three clinics and nearly to unaccompanied minors.

For children, the system compiled photographic identification, injury characteristics, and geographic tagging. According to osu team member Dr. Elizabeth Cote serve 2009, of Massachusetts General Hospital, the stored data facilitated the reunification of families, placement in designated treatment facilities, and transfer of temporary custody to UN-approved orphanages.

“We began with the idea that to protect the children we had to know who they were, where they were from, and to whom they belonged,” Cote said. “For 36 hours straight, we searched the camp, finding and registrating every child. We kept a family together during medical transfer, reunited a pair of sisters, and identified a vulnerable unaccompanied minor in the care of a questionable guardian. Asking the right questions and making that information easily accessible in the early days after the earthquake helped us keep families who’d lost their homes, their livelihoods, and often their limbs from losing each other.”

To date, osu has run five missions in Haiti and deployed 25 staff members to lead local teams. Collaborative efforts are ongoing with private industry, non-governmental organizations, and federal response agencies to create the next generation of information technology to assist during catastrophic disasters. Product development is also geared toward adapting the system to address the public health challenges brought about by the hurricane season in the United States and other high-risk natural disasters across the globe.

According to Callaway, who outside of osu works as an attending physician in emergency medicine at Carolinas Medical Center in Charlotte, North Carolina, members of the osu NRP Rescue Project applied concepts studied at HKS to their work in Haiti and continue to translate theory into practice during the ongoing work in supporting this technology project.

“I certainly could not have asked for a better community with whom to train,” says Callaway. Nor could I have asked for a better team to take into a crisis zone. The legacy of NRP Rescue is a technology tool to support those in greatest need and an example of the civic mission when individuals are asked what they can do to serve.”

Reported by David Callaway MC’10/MPA 2009
Looking for Home in the Rubble

Looking for Home in the Rubble (continued from page 19)

I saw little girls braiding each other’s hair, and markets trying to form sound structures and institutions. "Almost every Haitian who had made it through the earthquake seemed to have lost something, because the very fabric of their society was destroyed," Gottlieb says. "I saw that people were working at the center that we simply never bothered to think of. We had been so focused on the work at the center that we simply never bothered to think of one another. Rather than trying to think of a name, I tried to envision the kind of person we sought to help and see a country in ruins, strewn with broken buildings and broken bodies. I saw a presidential palace that was built to withstand cannon fire over a century but had nonetheless collapsed under its own weight. It seemed a fitting tribute to the hollow men who could often lift hearts but consistently failed to erect a structure that would hold for so long. I knew that it will be unpopular, and difficult in the face of so much suffering for others to hear me talk about Haiti’s future. And he is sanguine about Haiti’s future.

René Aubry, sec@usa.id, is a Haitian citizen currently living in the United States. He is working on launching Carb Capital Partners, LLC, a venture fund aimed at creating high-paying jobs in his native Haiti. He can be reached at raubry@post.harvard.edu.
Colin MacNaught MPP 2003 had been working for Standard & Poor’s, the Wall Street rating agency, since graduating from the Kennedy School when he decided it was time to move to the public sector. He had been reviewing and rating state credits, so he was familiar with the way different states handled their finances. Massachusetts was particularly well managed, MacNaught says, a major player in a municipal bond market with strong credit and a significant debt portfolio. But when he arrived at his new position as the state’s assistant treasurer for debt management, in January 2008, things were starting to happen. The housing bubble had burst in 2007 and mortgage-backed securities (complicated financial instruments tied to residential mortgages, and therefore, the U.S. housing market) also started to tumble. Corporations that, by selling insurance, allowed municipal bond issuers such as towns, counties, and states to increase their bonds’ ratings dominated the municipal bond market. But those insurers had also insured mortgage-backed securities, and when the securities began to tumble, the bond insurers began to lose their ratings, shaking the foundations of the entire market.
When you look at who bears the cost of cutbacks at the local level, it’s the night nurse who has to wait for the bus for 40 minutes instead of 20 minutes…

We’re looking in every corner to find ways to do the same with less, if not doing less with less.

In our day-to-day work, we focus on smarter ways to do things, so we’re more cost-effective.

The plight of the cities and states is receiving far too little attention.

While much of the attention during the Great Recession has been on Washington and the global economy, states and municipalities have had to fight tremendous economic adversity in relative obscurity. Kennedy School alumni working in the finance departments of towns, cities, counties, and states have found themselves on the front lines, bringing skills acquired at the school to confront unprecedented situations in often-imaginative ways.

“Tight finances and states is receiving far too little attention,” says Linda Bilmes, Daniel Patrick Moynihan senior lecturer in public policy and creator of the course, “Advanced Applied Budgeting,” that has allowed students to work on the actual budgets of local municipalities such as Somerville and Boston. All the alumni interviewed for this article took Bilmes’s class, and most stayed in touch with her and one another as they went to work in the field.

The recession has caused receipts from state taxes, property taxes, sales taxes, fees, and other sources of income for state and municipal governments to plummet. The declines are the steepest on record. Total shortfalls for the states for the two full years since the recession began are expected to reach $1.75 trillion, according to the Center on Budget and Policy Priorities, a think tank that analyzes fiscal policy.

That pain shows no signs of easing. The effects of the financial crisis, such as high unemployment and lower house prices, have only now fully worked themselves into the system. And states and municipalities have limited ways to address the shortfalls. Out of 50 states, 49 are forbidden by their own laws and constitutions to run a deficit; that’s also the case for some cities, such as New York. Although a national government has the ability to affect interest rates or the currency, local governments have very few means at their disposal. And the more dire the economic downturn, the more demand on social services.

“When you look at who bears the cost of cutbacks at the local level,” says Bilmes, “it’s the nurse who has to wait for the bus for 40 minutes instead of 20 minutes because the bus service has been cut back. It’s very concrete; it’s not like looking at billions and trillions in the abstract.”

That very tangible area is where many Kennedy School alumni are working.

Hien Dao was one of a few issuers to successfully access the markets to finance their operations, including Medicaid and health services. Although a national government has the ability to affect interest rates or the currency, local governments have very few means at their disposal. And the more dire the economic downturn, the more demand on social services.

“That very tangible area is where many Kennedy School alumni are working,” says Dao. “Analyzing the budgets of several municipal departments, Haupt found that millions of dollars were being wasted in fleet services. Only a handful of cars designated for city hall workers were being used at any one time; more than 100 sat idle in a city parking garage. Some large departments, such as those overseeing public works and public safety, maintained numerous service and gas stations that were hardly ever used. Closing all but the few service stations that handled the vast majority of traffic, enabled those departments to make small but important savings. “If you can save $300,000, that’s the cost of six police officers,” Haupt says.

MacNaught, the Massachusetts assistant treasurer, has also had to find creative approaches to new problems. The state, he says, held its breath when it returned to the capital markets for heavy borrowing during the darkest days of the crisis. But investors responded positively, easing concerns about the state’s cash flow.

However, MacNaught says, the state worked proactively to ensure a steady stream of new investors and mitigate any market risks created by the volatility amongst institutional investors on Wall Street. Massachusetts has begun offering bonds to state residents, giving them a two-day retail period before it goes to the capital markets. This “war bond” strategy has led to a tenfold increase in the value of bonds sold to individuals—over $1.2 billion—with investors attracted by the simplicity of the product. “You know where your money is going,” MacNaught says. “You are investing in your own state, your own community.”

Approaches like that will have to continue for the foreseeable future, Bilmes says. The fiscal future continues to be very bleak for many states and municipalities.

“A lot of them have used up their rainy-day funds;
New York City Fire Department
Chief Joseph Pfeifer
HKSEE 2006,
MC/MPA 2008
works to keep New York City safe.

BY LEWIS RICE
PHOTOGRAPHY BY LEVI STOLOVE
earlier this year, he sensed right away that something was wrong. After detecting a smell like firecrackers in the air, he spoke to police officers and other organizations. The occupants of the vehicle had run away. The fire officer asked the police to run the plates, which confirmed the abise of a terrorist attack. As chief of counterterrorism and emergency preparedness for the New York City Fire Department (FDNY), he has been in the forefront of preparing public safety officials for such moments; Pfeifer developed the department’s first Terrorism and Disaster Preparedness Strategy.

That the Times Square attack was thwarted is a tribute, he says, to “the department’s efforts since 9/11 to increase situational awareness of our members through training and information.” Of course, the specter of 9/11 looms over the Times Square incident, as it still does over the city itself. And Pfeifer, perhaps as much as any other individual, has been shaped by the events of that day, driven by personal tragedy and professional resolve to ensure that what he lived through will never happen again.

The first chief to arrive at the World Trade Center after the first airplane crashed into a tower on the morning of September 11, 2001, Pfeifer sent firefighters up the stairs to rescue people trapped above the fire. His brother, Kevin, a lieutenant, was among them. It was the last time Joseph saw Kevin, who died trying to save others. As he was walked back to the firehouse after working all day at the World Trade Center site, he realized the magnitude of the events that fateful day. The world had changed, he says. And he would change along with it.

“The events were a cultural trauma,” he says. “It affected the entire world, how we view ourselves, how we view terrorism, how we respond to such an issue. We went from being in a firehouse, which is very local, to being on a world stage through a single event.”

A NEW STAGE

On September 11, Pfeifer could have been on a golf course instead of on the job. He had celebrated exactly 20 years on September 5, 2001, and was eligible to take his pension and retire. But he, just like his brother, loved being a firefighter. Soon after 9/11, Pfeifer acknowledged that he didn’t feel the same passion for the job anymore. Yet the ability to have control and make changes has rejuvenated his enthusiasm, he says.

He points to one improvement in emergency management: a new electronic command board that the fire department has developed through a public-private partnership with Raytheon. During 9/11, the department relied on a simple magnetic whiteboard to track where units were deployed; it was lost when the towers collapsed. The new electronic system, dated to be implemented at the beginning of 2001, will allow public safety officials to coordinate emergency response from a central command post and includes portable command boards for chiefs to access information on site.

“We’ve moved from manual technology to cutting-edge technology that no one in the world has in pushing to create a new system for commanding,” says Pfeifer. “It’s innovative; it will assist in crisis management; and it will have better accountability for the safety of firefighters and first responders.”

Pfeifer directs at the FDNY’s Center for Terrorism and Disaster Preparedness, which he founded after 9/11. In that role, he runs mock disaster scenarios approximately as times a year — for example, simulating a terrorist attack in the subway or a pandemic affliction city residents — and produces weekly analytics of crisis responses throughout the world. He emphasizes the need for the fire department to collaborate with other organizations, such as the Combating Terrorism Center at West Point, which shares educational and training efforts with the river. The department also initiated the Fire Service Intelligence Enterprise, which connects fire officials with intelligence agencies in tracking possible terrorist threats and methods of attack. Pfeifer notes that fire departments can help law enforcement with security concerns, offering expertise on issues such as how structures collapse and hazardous material mitigation. “The intelligence community has been pretty exclusively law enforcement, but we’ve pushed their thinking to consider nontraditional intelligence partners like the fire service,” he says. “We believe we can contribute to and strengthen homeland security.”

He cites the crash of US Airways Flight 1549 into the Hudson River to highlight how local officials shared information through a homeland security network, updating federal authorities and the White House on the progress of the rescue operation and confirming that all the passengers had been saved. Pfeifer says the incident also exemplified the transition from a hierarchical command structure to a network approach, harnessing the knowledge of a team including fire, police, airport, and Coast Guard officials.

Such collaboration overcomes the problem of “organizational bias” during emergencies, a subject Pfeifer has written about and experienced firsthand. On 9/11, for example, radio communication from helicopters wasn’t shared across organizations, leaving fire department personnel like Pfeifer unaware of what was occurring. “During a crisis, people naturally migrate toward their own organization,” he explains. “Because of that, as the stress of an incident goes up, people tend not to share information outside their organization. That’s the key problem first responders have to deal with.”

In April, Pfeifer spoke at the Kennedy School about the response to that plane crash as well as his experiences on 9/11 — one of many talks he’s given both in the United States and abroad to students, emergency responders, crisis managers, and victims of terrorism. He also teaches in an sxx Executive Education course in China for officials from major cities around the country. He attended Harvard Kennedy School on the New York City Firefighters, Police, and Emergency Workers Public Service Fellowship (see page 54) and says that the classes he took helped him every day on the job, with issues ranging from negotiating contracts to forging partnerships. “You can train people to throw water on a fire,” he says, “but to develop leadership, you have to educate people.”

His year at the Kennedy School gave him the chance to reflect on issues outside the fire department, to gain strength from fellow students and professors, and to meet leaders from around the world and learn how they deal with crisis, he says. Ten years ago, he never could have imagined having that opportunity, just as he never could have imagined that he would be in his current position. He may have changed, the world may have changed, but the reason he remains a firefighter has not: “I wanted to make a difference, to be able to reach people in their moment of greatest need. And I think that still holds true today.”
Unstoppable Movement

FORUM Describing the current state of education in the United States as a “problem of vast proportion,” CEO and founder of Teach for America Wendy Kopp traced the evolution of the program she conceived 20 years ago. “When I got into this work a big idea, what kept me in it was the realization of how massive the problem is,” she said at the Forum in March. In schools across the country, she said, children are being cheated of what all children deserve—a first-rate education. “We’re cutting off their futures.”

Kopp said she was optimistic, however, because of the changes in attitude that have occurred in the past two decades among educators. They are less pessimistic than they once were about their ability to make a difference in students’ academic lives. It was once considered an indisputable fact, she said, that a student’s socio-economic background determined outcome. But based on numerous success stories occurring across the country, it is clear that this is not so. The question now is “can we do this at the system level?” she said. “We have not yet moved the needle in the aggregate.”

But even in some of the most underperforming school systems in the country—New Orleans, Washington, DC, and Baltimore—there has been dramatic progress, Kopp said. “There’s no magic to this,” she said. “It’s about talent, leadership, building strong cultures, and setting goals.”

For all children to receive high-quality education, this country must make the investment, said Kopp. “Will we make the investment? I can’t imagine making a better one. We have to turn this into a truly unstoppable movement.”

“The popular view is that people are poor because of their own shortcomings.”

:: Harvard Kennedy School Professor William Julius Wilson about the challenge of addressing cultural as well as structural factors in discussions concerning racial inequality, at a panel on race, poverty, and urban youth in April.

“The documentary forms are so predictable. I’m looking for that new thing that’s going to grab people on this issue.”

:: Kevin Bales, president of Free the Slaves, about the need to upgrade the documentary genre to better cover the issue of human slavery, at the Activist’s Studio’s series in April, co-sponsored by the Carr Center’s Human Rights and Social Movement Program and the Initiative to Stop Human Trafficking.

“The law is stuck and meantime we’re at war, and the changes that are happening are happening by finding loopholes.”

:: Joshua Goldstein, professor emeritus of international relations and Public Policy.

“It is moving beyond the mad scientist phase.”

:: Time magazine’s Bryan Walsh about the shift in media coverage from sensational to measured in reporting on technological developments addressing climate change, at a panel co-sponsored by the Belfer Center’s Environment and Natural Resources Program and the Shorenstein Center on the Press, Politics and Public Policy.

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:: Kevin Bales, president of Free the Slaves, about the need to upgrade the documentary genre to better cover the issue of human slavery, at the Activist’s Studio’s series in April, co-sponsored by the Carr Center’s Human Rights and Social Movement Program and the Initiative to Stop Human Trafficking.

“Little tips that look like little tips, when you dig in to them, they...turn into page one stories almost every time.”

:: Raquel Rutledge, a reporter for the Milwaukee Journal Sentinel, about how reporters find stories. Rutledge was awarded the 2010 Goldsmith Prize for Investigative Reporting in March for her series exposing millions of dollars’ worth of fraud in Wisconsin’s child-care system. In April, Rutledge was awarded the Pulitzer Prize for local reporting.

“Unstoppable Movement”

:: Harvard Kennedy School Professor William Julius Wilson about the challenge of addressing cultural as well as structural factors in discussions concerning racial inequality, at a panel on race, poverty, and urban youth in April.
Henry Paulson said that the idea was so unacceptable, "if we didn't think about it," Paulson said. "The former has become more common over the past 20 years, she writes. But military victories are actually more likely to lead to a lasting cessation of civil war, judging from historical cases since 1940. That doesn't mean one should advocate for military victories, according to Toft, because their costs in terms of lives lost and property destroyed may outweigh their benefits.

Indeed, both approaches have strengths and weaknesses, she writes. Negotiated settlements promise benefits to former combatants but lack the threat of harm to those who violate the peace. For military victories, the opposite is true. Outcomes that incorporate both "mutual benefit and mutual harm" are most likely to secure a constructive and lasting peace, she argues.

Such a result can best be achieved through security-sector reform (SSR), contends Toft. A strong police and military can impose order and restrain those who would violate the terms of a negotiated treaty: "At its root, SSR aims to give survivors of civil wars the tools they need to threaten potential rebels and/or organized criminals with direct and physical harm, should they threaten or undertake violence."

In order to show the importance of a hybrid strategy, Toft presents in-depth case studies of four civil wars: one in El Salvador, one in Uganda, and two in Sudan. In El Salvador, for example, the negotiated settlement of an 11-year war contained detailed SSR provisions that professionalized security personnel and supported the judicial system. Although the country continues to suffer from crime and conflict, these security provisions keep the possibility of civil war low. In contrast, the negotiated settlement that ended nearly 20 years of war in Sudan did not contain the necessary SSR, with the result that both sides returned to the battlefield to achieve their political aims.

The author also examines the conflict in Iraq, contending that the Bush administration lacked postwar contingency planning after Saddam Hussein was removed from power. She is particularly critical of the decision to dissolve Iraq’s military, its only functioning security institution. "Repeated U.S. political blunders and insufficient Coalition forces to provide for basic security led to an escalation in violence within Iraq," she writes.

Toft concludes with a warning: Given the experiences in Afghanistan and Iraq, the United States and other advanced-industrial nations can less credibly threaten harm as part of a negotiated settlement and are less likely to intervene militarily, even when humanitarian need calls for it. But if these outside intermediaries are unable or unwilling to make "sticks as credible as carrots," Toft writes, the consequence may be civil war without end.
skewed coverage, which tends to be most severe when the president's party controls the Congress, as this makes its rhetoric especially consequential, shapes the public's understanding of events and affects its support for a president during times of foreign conflict.

The book examines "elite rhetoric," media coverage, and public opinion throughout significant events during the Iraq War, as well as other American uses of military force over the past three decades, along with the impact of media such as Internet and cable outlets, which have eroded the sense of "common space" prevalent when network television news predominated and have sharpened partisan polarization. This partisan atmosphere may make it easier for leaders to rally their base but harder to secure broad national support, the authors contend. "How America's leaders respond to this challenge," they write, "may determine whether the nation will be able to pursue a coherent foreign policy in the twenty-first century."

The new edition is divided into four parts: leadership perspectives and context; character as the heart of leadership; general officers' leadership challenges and opportunities; and the future of leadership. Contributors include military officers, academics, and leadership experts from outside the military. Rosenbach, former executive director of research at the Belfer Center for Science and International Affairs, also co-authors an essay in the book on the leadership of Army officers in the Iraq town of Tal Afar.
Andrew Katz

Abul Maal Abdul Muhith

Abraham Katz

Afia Aisha

Ananth MPA/ID 2007 is president and founder of mStash, a Chennai-based nonprofit that is working to provide India’s rural poor with those financial services and developing a model for doing so that is financially sustainable. “It’s an exciting time because a lot of things are coming together in microregulation, policy people willing to try new things,” Ananth says.

Ananth started mStash on her return to India from the Kennedy School. Though still in her 20s, she was already a veteran of rural finance, having helped create the microcredit arm of India’s largest commercial bank. But mStash’s goals would be to expand access beyond small loans to a full host of other financial services: savings accounts, insurance, mutual funds, pensions, capital. Applying the lessons she had learned while working as a micro-credit analyst, Ananth and her team focused on division of labor. The big financial organizations were good at providing those people need. Insurance against crop failure might be the best use of a small farmer’s money. And helping a village growing his business might be better served by reinventing with them than by selling them products. mStash works with banks, insurance companies, and other financial services companies to create standardized products suited to these new clients. Investment in biometrics allows an mStash client to access his or her account with a thumbprint, reducing costs and, for illiterate clients, avoiding the issue of signatures and potential fraud. mStash is also experimenting with moving routine transactions to mobile phones, whose use is exploding in India. The trust and its partners are also working with researchers and academics such as the Kennedy School’s Rohini Pande, Mohammed Kamal Professor of Public Policy, who helped raise Harvard study the long-term effect of access to finance in those villages where it has set up branches. mStash has expanded to 3736 branches in three Indian states. In a year or two, Ananth hopes, it will be providing a model, maybe as a franchise, to entrepreneurs. The room for growth, after all, is enormous. “The whole financial services story is completely ahead of us,” Ananth says. —RRO
Richard Philip Brookins

1978

was an alumnus of Harvard University, managing director of the Brussels office of Robertson Stephens & Co., an investment banking firm. He was a leader of the 2005 Harvard commencement exercises and a co-founder of the Harvard Association of Executive Search Consultants. His three children have spent many years abroad in schools in London, Paris, and Amsterdam, and at times to places in South America and Asia. Jean Van den Eynde was the first non-American chair of the board of directors of the International Council of Construction Owners. She has served as a consultant to the Council of Europe, the European Commission, and the International Atomic Energy Agency. She has been a frequent lecturer on nuclear policy and law issues.

1979

Floyd McKissick, Jr. was in 1998, he became adjunct general manager of nuclear hardware, and assistance to publics and private sector professionals. He is currently serving in the North Carolina Tar Heels as one of the most recent graduates. He has been teaching a course as part of the Environmental Planning Program at the University of Pennsylvania since 1993 and his specialty is in the areas of sustainability efforts for over two decades. He is also a member of the Harvard Journal of Law and Social Equity.

1980

Ed Burns mc/mpa has retired from Massachusetts state government. He is the executive director of the Community (Boston) prosecutor and director of the grand jury, and later served as the director of the Department of Agriculture. He is known by his colleagues in the legislature as a person who is not afraid to stand up for what he believes in. This is his specialty in the areas of land use, energy, environmental management, and policy issues.

Jef Quarry nc/nc is chief community officer of the Gifford Foundation in Hillsboro, North Carolina. He is a co-author of two books on environmental science and public policy.

1981

George Atta nc/nc is chief community officer of the Gifford Foundation in Hillsboro, North Carolina. He is a co-author of two books on environmental science and public policy.

Zulma Kaye ny/c is president and CEO of the Caribbean Development Bank (CDB), a multilateral financial institution and the Pan-American Housing Corporation. She has been teaching a course as part of the Environmental Planning Program at the University of Pennsylvania since 1993 and his specialty is in the areas of sustainability efforts for over two decades. He is also a member of the Harvard Journal of Law and Social Equity.

1982

Ferdous Ara Begum mc/mpa is a member of the United Nations Committee on the Elimination of All Forms of Discrimination Against Women and chair of the working group of the General Assembly on the Promotion and Protection of Human Rights, which aims at ensuring older women’s rights to freedom in respect to their access to health care, including reproductive health care, in adequate housing, which are essential requirements for aging with dignity. She is a regular guest on radio shows in Bangladesh Television and a board member of Granneman.

1983

Donald E. L. Hunt is a partner at the Chicago & Boston office of Kirkland & Ellis, an international law firm with over 650 attorneys in 15 offices worldwide. He represents clients in matters related to, among others, tax, land use, ethics, urban renewal, and other state and local regulatory matters in the Atlanta region and throughout Georgia. Prior to beginning his legal career, David spent 12 years as a transportation and land use planner for the Atlanta Regional Commission. He received his B.S. from the University of Michigan in 1981.

John Burns nc/nc is in his new role as president of the Newt Gingrich Presidential Institute. He is co-author of two books on environmental science and public policy.

1984

Kennington Burt mba is the political director of the California Federation of Teachers, based in San Diego, and a faculty member at the University of California, Berkeley. He authored The Search for a Civic Leader: Three Case Studies of Delaware with a foreword by Los Angeles Mayor Antonio Villaraigosa, and has chapters in five anthologies relating to Latino labor, and the Cold War. Kennedy is a board member of the Harvard Journal of Hispanic Policy, the Edmund G. “Pat” Brown Institute for Public Affairs, and the California Conference on the Arts. He co-founded the Board. He is married to Sonata Sotelo Burt, and they have two children.

1985

Zoraida M. McPhee nc/nc is county administrator for Washoe County, Nevada. She was venue lead for the British Columbia Symposium on Competitiveness in Technology.

1986

Michael O. Stump mcb/ib was a member of the Who’s Who in America, the Who’s Who in Finance and Industry, the Who’s Who in the South, and the International Biographical Center. He is a co-author of two books on environmental science and public policy.

1987

Ann Marie Arora nc/nc is a member of the United Nations Committee on the Elimination of All Forms of Discrimination Against Women and chair of the working group of the General Assembly on the Promotion and Protection of Human Rights, which aims at ensuring older women’s rights to freedom in respect to their access to health care, including reproductive health care, in adequate housing, which are essential requirements for aging with dignity. She is a regular guest on radio shows in Bangladesh Television and a board member of Granneman.

1988

Kerry Senn nc/nc is a member of the American Bar Association’s Intellectual Property Section and the Intellectual Property Owners Association. Zoraida also applied her lens on urban and rural areas, where her children, Michelle, and Justus are aged 20 and 24. Kevyn Murphy mba is having fun developing national competitiveness strategies (EGY) and national industrial strategies (SA) and running J.C. Pepsodent. She was a key player in the Seattle City Light’s upcoming open house. She also has completed 85 projects in 120 emerging economies,” he says. “We are currently working with Afghanistan, Colombia, Pakistan, Egypt, Senegal, Tanzania, and Nigeria, all of which are using Venn diagram as one of the best new developments in gold jewelry design.”

1989

Eric Wirsching nc/nc is the senior editor of the book, The Export Control and Embezzlement Handbook, reach his third edition. The book is used in the Department of Commerce and the American market the luxury of handcrafted fine jewelry. Recently, Wirsching has written a column for the Wall Street Journal as one of the best new developments in gold jewelry design.”

1990

John M. Lyons nc/nc is the senior editor of the book, The Export Control and Embezzlement Handbook, reach his third edition. The book is used in the Department of Commerce and the American market the luxury of handcrafted fine jewelry. Recently, Wirsching has written a column for the Wall Street Journal as one of the best new developments in gold jewelry design.”

1991

Jean Van den Eynde nc/nc is in regular service in the North Carolina Senate, where he has represented the 5th district since 1993. In 2000, he was elected chair of the Senate Committee on the Appropriations Subcommittee on Environmental Policy, Economic Resources, and Economic Development, a major role in the Wisconsin Natural Resources Commission. He was in 2009 awarded the Honorary Doctor of Humane Letters by Wheaton College in May 2004. The degree acknowledges her commitment to environmental policy, economic resources, and economic development, as well as her work in the Wisconsin Natural Resources Commission. He was in 2009 awarded the Honorary Doctor of Humane Letters by Wheaton College in May 2004. The degree acknowledges her commitment to environmental policy, economic resources, and economic development, as well as her work in the Wisconsin Natural Resources Commission.

1992

Don Hershman nc/nc is a partner in the New York City office of Citigroup, where he provides strategic advice to clients on environmental and social issues. He has been teaching a course as part of the Environmental Planning Program at the University of Pennsylvania since 1993 and his specialty is in the areas of sustainability efforts for over two decades. He is also a member of the Harvard Journal of Law and Social Equity.

1993

David A. McKee nc/nc is president of the Greater Cleveland Association of Commerce, which has been working in the area of environmental science and public policy.

1994

Kerry Senn nc/nc is a member of the United Nations Committee on the Elimination of All Forms of Discrimination Against Women and chair of the working group of the General Assembly on the Promotion and Protection of Human Rights, which aims at ensuring older women’s rights to freedom in respect to their access to health care, including reproductive health care, in adequate housing, which are essential requirements for aging with dignity. She is a regular guest on radio shows in Bangladesh Television and a board member of Granneman.

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Carole Landman son, Jody Forest Littelman, and Mark Sullivan enjoy spending time in the city. With ambassadorial work rank, he is coordinator for Domestic Violence and Women’s Affairs overseas non-department of Defense assistance to Afghanistan. He supervises the agencies and offices and program budgets of over $2 billion a year and approximately 4,000 personnel. Tony finished his tenure as ambassador to Afghanistan in June 2009.

Hillary Wolpert Silver workforce has been hired to analyze and develop educational resources for a nonprofit whose mission is serving immigrants. The program involves 15 years analyzing health care utilization data for Connecticut Medical and less than two years analyzing the state’s utilization data. The goal of the analysis will be to determine which clients are likely to experience unexpected, often chronic disease in the coming years, so the program can provide them with additional services that may lessen the need for some of this expensive care.

1985

Carlos Caveller is now known coordinator for a—a much better name for Carlos in Bogotá, Colombia, a vibrato milk processor with a cause of 25% over the past two decades. Later, he recruited and led the government of Colombia on higher education access for indigent and culturally disadvantaged children. He lives in Bogotá with his wife, Tina, and twins, as the other two are in school in the United States.

Thomas Gardiner MPP, associate professor of communication at West- ford Academy. He teaches public relations for nonprofits and government agencies in the mpr program, and also undergraduate courses, including community, law, political communication, law, political communication, and the role of community relations in media and public relations. He will teach students in Vietnam in January 2011. His book, The Ethics of Public Communication: How-ABC Framed the Abu-Bam-Jamil Program, was awarded the Edelman Medallion. He lives in Amherst, Massachusetts, with his wife, Karen, two children, and dog, Sarah, 24, married in June. She works at the State Department.

Rick Holman now has a master’s degree in journalism from Boston Uni- versity in 2009 and is now editing the online publication The Fawn Humberstone, which is published by the Harvard Humanitarian chaplaincy.

Alondra Albrecht is a faculty member in Political Science at the Emel and Erzuliu College of Public Health, The University of Arizona. This year Alison sonned on a “phased retirement” program, allowing her to reduce her time commitment at work and get the time to write and enjoy her new role in public service. She continues to advise students and supervise their field studies, and continues her labor, medicine practice and health information management program. In February 2009, she was honored to receive the Ms. Moms Rising Health Makers Hall of Fame Award. She was appointed jointly for the Tourism and Development of the League of Latin American Countries and the National Association for the Advancement of Colored People.

Sam Leikin MPP is now vice president of the started the course on state and local economic development. He continues to advise students in public and private service, including those from the Department of Justice, the State Department, and the USAID.

1986

Janet Beardsley MPP/MBA received a PepsiCo Award for community service in February. Each year, the PepsiCo Awards are given to those who work to improve their communities of Social Responsibility. Barack Obama, who was recently named the “Greatest American of the Past Century,” is awarded on the course’s 30th anniversary.

Dan Levine MPP is serving on the board of one local and state economic development to serve students at Rutgers and many other states of practice in the field. “Although I am not a policy maker in New York (still in corporate relocation and eco- nomic development), I really am a part of the public policy class stan- dards as (instructed by “touch of grey” faculty) Always enjoying hearing from those who I teach,” he writes.

Henry Ramos recently received a PhD from New York City to his home state of Ecuador. He and his wife, Clara, have just moved to Miami, where he is a professor at the University of Miami. In 2010, he was appointed by Governor Arnold Schwarzenegger to the board of the state community colleges’ board of governors. He was also named one of Latino America’s most influential individuals by Latinworks and the National Council of Latinas in the World. Also, a recognized artist, he has recently exhibited with the Gallery of Graphic Arts in New York and Studies on the Path in Paso Robles, California, an arthouse, and farm art. He has also served on the board of the Faison Center, where he continues to advise students and work closely with the U.S. Embassy staff in Faisalabad, Pakistan, and the Faison Center’s educational and crosscultural programs.

John Gamman MPP works as a senior mediator/policy analyst with CONICIE, a firm he co-founded in 1994. He designs and oversees negotiation processes that create collaborative agreements. He has been involved in numerous projects. These have included resolving issues created by the large land-based oil spill in the United States and assisting a coalitions to resolve the problem of the nation’s invasive species. The USGS has been named to the full-time Senior Specialist’s Roster, enabling him to contribute in various projects with congressmen.

John Hanie MPP is the director of the Center for Civic Educa- tion, an educational program based in Los Angeles, and his mission is to promote the principles and practice of democracy in the United States.

Jim Junke MPP is director of the Center for Civic Educa- tion, an educational program based in Los Angeles, and his mission is to promote the principles and practice of democracy in the United States. He is also a political consultant.

Jimmy Carter MPP is director of human rights policy at Canada’s Department for International Relations and International Trade. His mission is to promote the development of Canadian international rights policy and ensuring Canada’s compliance with its international human rights treaty obligations.

Other management positions in the department have included non-reusable non-proliferation, South Asia, and the United States. In addition, he served with the State Cus- tomary Office (serving the Prime Minister) and abroad in Islamabad and Rome. He lives in Ottawa with his wife, Susan, and their two sons.

Bob Muller was recently named vice president of the education practice at Xerox, a national applied research and analysis organization, where he also serves as director of the Regional Educations Lab at the Davidson Institute. He is also a founder of the consultancy Practical Strategies that provides research and analysis on the federal government as well as the state level. The side, Bob teaches in the region program at GeorgeTech. He and his wife, Sally, are trying to keep up with their seven-year-old daughter, and two crazy black labs.

Aladair Roberts MPP, PhD 1999 published a new book in March 2010: The Logic of Discipline: Global Capitulation and the Anti-Capitalist Revolution. Aladair is presently the Jem, formerly Professor of Public Policy at University of Pennsylvania. He is an award-winning public intellectual and author of 11 books, including his most recent, the book on the state of the Americas and the National Council on Education. Also, a recognized artist, he has recently exhibited with the Gallery of Graphic Arts in New York and Studies on the Path in Paso Robles, California, an arthouse, and farm art. He has also served on the board of the Faison Center, where he continues to advise students and work closely with the U.S. Embassy staff in Faisalabad, Pakistan, and the Faison Center’s educational and crosscultural programs.

James Doane MPP retired from the United States Department of State in March of 2009. He has been a foreign affairs consultant with the State Department’s Bureau of Near East Asian Affairs and the Foreign Service Institute. As his career progressed, he was improving the life support services at the U.S. Embassy. He received his Ph.D. on teaching and was working closely with the U.S. Embassy staff in Faisalabad, Pakistan, and the Faison Center’s educational and crosscultural programs.

Janie Day MPP and her husband, Jim Day, are professors, retired, living in downtown Washington; Jim is a communica- tions consultant. They have three adult children, Dorian, 21, Grace, 19, and James, eight.
Steve Sleight mc/’84 is a principal with The Tucapa Companies, a Los Angeles-based commercial real estate development firm. Steve manages Tucapa’s Washington, D.C., office, serves as the chairman of the Tucapa Foundation, which provides financial and nonfinancial assistance in the arts and education. He is not quite fully retired, but main- tains that he is fully retired from public service, which includes serving in the Maryland House of Delegates from 1990 to 1994, as a member of the Democratic party. Steve serves as a Speaker of the Union Capital Markets, a senior advisor to the Commission on Corporate Opportunity and as an executive advisor to non-profit organizations. He is active as a visiting associate professor at George Mason University, teaching courses in entrepreneurial development. The new job expands his responsibilities to include serving as the Commission’s chairman. He served as a member of the Financial Crisis Inquiry Commission in 2010. He was born in Idaho and lives in Bethesda, Maryland, with his wife, Ann, and their two children, Claire and James.

Peter Thompson mc/’90 is a professor in the Information Systems Program at AIC TV, Australia on the lives of prominent business leaders. His work with the Australia and New Zealand School of Government, teaching executive programs on communication and public policy. Peter teaches at annual events. He has written extensively on the inclusion of women from female, including Mark Moore, in the economic system of the state. Peter lives at Avalon on Sydney’s north- ern beaches with his brace, Jane.

Javier Teixeira mc/’94 is a government official from the Department of Public Security. He has been the president of the Autonomous University of mito in the Mexican federal government in sev- eral positions including: director of planning and development, minister of health and minister for public safety. He is an expert in data protection, especially when it comes to the protection of personal data in the health sector. Javier has written three books on the protection of personal data, including data protection and privacy in the health sector.

Melodh baghi mc/’95 is the managing partner of Alchemy Group Partners, a leading investment bank in the financial services sector in Hong Kong, China. He is a co-founder of The Alchemy of Growth, an international bestseller, and a contributor to the Forbes and The Wall Street Journal. Growth Method is an executive development firm that is dedicated to unlocking the potential of high- level professionals, and a science of agencey with unparalleled growth for entrepreneurs. Previously, he was a partner at McKinsey & Company and the founder and CEO of Growth Method, a company that is focused on executive growth for the company’s success, and has released a book entitled “Growth Method: How to create a business that will grow at an exponential rate.”

John Carlson mc/’95 is a retired admiral of the U.S. Navy as a vice admiral (three- star) in the Marine Corps. He is currently serving as chair for the Mass Bay Transportation Authority, the Massachusetts authority for transportation. He is also serving as chairman of the New England Transportation Commission, the regional transportation organization for New England, and serves on the board of directors of the Washington Metropolitan Area Transit Authority. John lives in Bethesda, Maryland, with his wife, Kathy, and their three teenage daughters.

Robert Carcel mc/’96 is a partner with Deloitte in New Orleans in 2019 to attend to health issues. After five successful surgeries, two major health, wealth- lifting and bodybuilding again at the age of 75. He is also an activist for the environment. Robert is part-time personal trainer at the YWCA.

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John Reid was funded Conservation Strategy fund (CSF) in 1996, for five years, working natural resources under Massachusetts Governor William Weld. He directs the organization’s work in the national landscape and five other countries. Reid has served as a consultant and head of their sectoral requirements. Previously, he received a master’s and his wife, Carol, and two kids.

Robert Burns MacDougall Jr. has written America’s Way to Fight the War. He been critical at United States in strategic forecasting. He is married to Mary and his wife, Penny, and two kids.

Joshua Mendes has been to report that he has been serving as a volunteer mediator at a community center, he was told to his classmates to look him up when they’re ready to consider the CSF.

Maria Pflug is the communications manager for Preservation of Affordable Housing, Inc. (PAH), a nonprofit organization that has protected some of America’s most “at risk” rental housing for the elderly, the disabled, and families with children. Maria previously worked for the U.S. and U.S.-U.K. agricultural and community centers. She lives in Washington, DC.

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Two years later, in 1998, Stanger went to Liberia to work on President Johnson-Sirleaf’s Empowerment Program. When Emily Stanger wrote “Fulfilling Liberia’s Potential”, in 1998, Stanger was working in Liberia. She describes Liberia as a country that is “extremely disadvantaged”. “Stanger says. “But the women and girls are able to bring about change.”

Working with President Johnson-Sirleaf has been a wonderful experience, says Stanger, who is impressed with what the president has accomplished in four years. “There were 14 years of conflict—so many classes are suffering. It is hard to deliver to people who haven’t had opportunities.”

Working with the women of Liberia has also been extraordinarily rewarding. Stanger recently assisted with the launch of an organic fair-trade t-shirt factory, an enterprise she helped design. “For me it was a touching experience to see how far they came,” she says. “The women make everything worth it.”

Marcel Machiavel is a full professor of journalism and international media systems at the University of Leipzig in Germany. In his research Marcel strives to combine research results from journal–media and computer science. His current focus is on digital gatekeepers, internet governance, media policy and law, international journalism, and online journalism. He has regularly been acting as a project evaluator for the European Commission (Directorate General “Information Society”) for various scientific organizations (e.g. Humboldt Foundation, the European Science Foundation, and the Norwegian Research Council). He offers support to sees alums who wish to pursue their studies in the above-mentioned areas. Marcel lives in Germany.

McClurkent writes that things continue to go well for Johnson-Po

sibling compliance auditing. Femi and his wife, Nettie, reside in Potomac, Maryland. Their sons are in New York and South Carolina. He is now living in London with his partner and their six-month-old daughter.

A Proper Place for Women

When Emily Stanger mpa/ia 2008 was working at a domestic violence shelter in her home state of Texas, between college and graduate school, she couldn’t have imagined the role she would soon play in the lives of women far from home. Just two years after graduation from the Kennedy School, Stanger today is playing a major role in reshaping the lives of women in Liberia, a 14-year civil war, from when she served as an aid worker in the civil war, from the mid-1990s to the mid-2000s.

In Liberia, a small West African nation began the summer of 2007, before her first season in the mpa/ia program, when she served as an intern in Liberia’s Ministry of Gender. Inspired by her experience that summer, she decided to return to Liberia for a second year, for four years, enabling Woinsher to continue her legal work. Woinsher’s legal challenge has changed the law in Ethiopia, and is educating in a program in Ethiopia. Woinsher’s extraordinary story gained national attention in The New York Times and is featured in an upcoming film by actors/director Mariam Toure. Cara is now aiming to return to Winsher’s law school education. “To all classmates who contributed” to Winsher’s education fund” she writes.

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Carrie (Miller) Smith mpa and her husband, Wesley, recently received their wedding anniversary license and drive to the state of Ohio. They have just been matched to a group of three sib-

ings, one of whom she is the middle child, and looking forward to the children moving into the next phase of foster care as temporary per-

Figures are employed by Mazar-i-Sharif’s airport. The family has relocated since the Civil war to a new home at age 13 by a group of men who had been violently abducted from their former homes in 1984.

Alicia Thompson graduated from Harvard College in 2005 and is a presently a law student at the University of Texas at Austin. She was elected secretary-treasurer of the Harvard Alumni Association in 2006, whom she celebrated a first anniversary in 2007.

Among them is Carrie Thompson, a senior manager at General Electric’s Global Healthcare business, where she is the director of Information Technology. Carrie manages the development of software for advising clients in the General Electric’s Global Healthcare business, where she is the director of Information Technology. Carrie manages the development of software for advising clients in the

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Upon completion, he’ll earn a master’s degree in national security studies. The National War College is a joint program for officers from all three branches of the Armed Forces.

Albert George mpp, swee 2000 is the co-founder and CEO of the Amazon Replenishment Service, which automates inventory and fulfillment for thousands of businesses in the United States and Brazil can work together to make a business. He previously oversaw nearly one million hectares (over 2.5 million acres) of land in the heart of the Amazon rainforest and helped develop programs that are helping to reduce deforestation.

In 2003

Edith Buh ucm is delighted to announce the birth of Eleanor Rose Buh Thompson on June 30, 2003 at the Cam- bridge City Hospital. The baby, weighing 7 lbs, 5 oz., breathed her first breath in the Cambridge Public Health Center in Boston. Both events were extraordinary, beautiful, and full of love. Edith, Peter, and Ella are all well and living a happy, healthy life in Cambridge.

Kerry Grealy mpp is a national director of the Foreign Policy for America Network, the leading grassroots campaign for guaranteed, affordable health care for all. She previously served as campaign manager for Mike Cree for U.S. senate in 2004 and for Tim Walz for U.S. Congress in 2006, and as deputy national finance director for the John Edwards presidential campaign in 2004. Kerry lives in Washington, D.C.

Andrew Grotto mpp, PhD is a professional staff member for the Government Oversight Committee, where he also served as executive director of a national education organization dedicated to improving the public schools. He is the author of “The Judah Project,” a book exploring the history of Jewish education in America, where he also served as executive director of a national education organization dedicated to improving the public schools.

Ko Shen linna, mpp in cs in his seven-teenth year as the executive director of the San Francisco Housing Authority, he has overseen the development and implementation of a comprehensive strategic plan that includes initiatives to improve the quality of life for 25,000 low-income, very low-income, and extremely low-income households in San Francisco. He has also been instrumental in the development and implementation of a comprehensive strategic plan that includes initiatives to improve the quality of life for 25,000 low-income, very low-income, and extremely low-income households in San Francisco.

Swarmin Waghe is an econom- ist at the World Bank’s International Finance Corporation, where he has worked on a range of projects related to economic development and financial sector reform in South Asia. His research interests include economic growth, financial sector development, and poverty reduction. He has published widely in leading academic journals and has presented his work at numerous international conferences.

Robespierre mpp is a senior partner at the law firm of Robespierre & Associates, where he specializes in international trade and investment law. He represents clients in a wide range of industries, including technology, energy, and telecommunications. He has advised clients on matters related to trade agreements, investment treaties, and intellectual property law.

Peter Green is president of Green International, a non-profit organization that promotes international cooperation and the rule of law. He has written extensively on international law and has been a consultant to numerous governments, international organizations, and non-governmental organizations.

Jinnan Si is an editor of the Chinese Journal of Geosciences, and an expert on regional development and environmental policy in China. He has published numerous articles on topics such as urbanization, environmental sustainability, and economic growth. He has also worked as a consultant to the Chinese government on issues related to environmental policy and sustainable development.

Jason Small is a deputy director of the Office of West African Affairs at the National Security Council in Washington, D.C. Previously, Jason was a senior fellow and a visiting fellow at the Center for Strategic and International Studies in Washington, D.C., where he also served as a deputy director of the Office of West African Affairs.

Pablo Paino mpp is a co-founder of the Global Impact Investing Network, a leading global network of impact investors. Pablo has been a leading voice in the impact investing space for over a decade and has played a key role in advancing the field.

In 2004

Ashok Khemka mpp is a senior manager at Xerox Corp., where he oversees the company’s global strategy and operations. He has been with Xerox for over 20 years and has held a variety of senior management positions in both domestic and international markets. He is currently responsible for the company’s global strategy and operations.

Cristiano Morelli mpp is a professor of economics at the University of California, Berkeley, where he teaches courses in economic development and international trade. He has also served as a consultant to several international organizations, including the World Bank and the Inter-American Development Bank.

Ikejii Ukkal is the director of the Africa-Oceanic Research Institute (AORI) at the University of California, Los Angeles, and the director of the Center for African Studies at the same university. He is also a research associate at the University of California, Berkeley, where he has been involved in various projects related to African studies.

In 2005

Aida Alexander mpp is a senior manager at the United Nations Office for Project Services (UNOPS), where she oversees the implementation of a project to improve water supply and sanitation in the developing world. She has also worked as a consultant to several international organizations, including the World Bank and the International Monetary Fund.

Michael A. Levine mpp, PhD is a professor of economics at Temple University, where he teaches courses in economic development and international trade. He has also served as a consultant to several international organizations, including the World Bank and the Inter-American Development Bank.

In 2006

Najla B. Alshuwaikhat mpp is a senior policy analyst at the World Bank, where she works on issues related to education and social protection in the Middle East and North Africa. She has also served as a consultant to several international organizations, including the United Nations Development Program and the World Bank.

Libby O’Connor mpp is the executive director of the Center for Global Development, where she oversees the organization’s policy research and advocacy efforts. She has also served as a consultant to several international organizations, including the World Bank and the Inter-American Development Bank.

Christopher A. Adams mpp is the director of the Office of Economic Development and Information at the United States Agency for International Development (USAID), where he oversees the implementation of programs to promote economic growth and sustainable development in countries around the world. He has also served as a consultant to several international organizations, including the World Bank and the Inter-American Development Bank.

In 2007

Giles Duley mpp is a photographer and journalist who has covered conflict and disaster zones around the world for over 15 years. He has won numerous awards for his work, including the World Press Photo of the Year, and his photographs have been featured in numerous publications, including National Geographic and Time Magazine.

Thomas Rosman mpp recently relo- cated to the San Francisco Bay Area to join the National War College as a visiting professor in the department of national defense. He is the chief warfighting manager for the command of the Coast Guard, Advisor to the Chairman of the Joint Chiefs of Staff and Senior Advisor to the Commandant of the Coast Guard. He will start a one-year course of study at the National War College at the National Defense Academy in Washington, D.C.

Gady Agembo mpp is a manager of AFFINITY Services, which operates online news wire ser- vices covering news and business developments in media and government organizations and govern- ment activities around the world (including Massachusetts and Florida). He teaches public affairs reporting at Emerson College and produces the monthly Timeline of Inventions in 2007.

Reuben Terry M. Takeshi mpp is a lawyer and consultant based in New York. More important, he serves as liaison to the United Nations Department of Peacekeeping Operations. He is also a member of the Board of Directors of the National Association of Criminal Defense Lawyers and the International Human Rights Law Group.

Sandra Garrido MPA and David Zlotlow, MPA, formerly a manager of a global initiative at the United Nations Office for Project Services, are proud to announce the launch of their new company, Garrido Zlotlow & Associates. The company will provide consulting services to government agencies and other organizations.

Nabila Wadood mpp is a policy advisor at the United Nations, where she works on issues related to political and security affairs. She has also served as a consultant to several international organizations, including the United Nations Development Program and the World Bank.

Ayumi Suzuki Yuasa mpp is a research fellow at the Japan Institute for International Affairs, where she conducts research on issues related to security and defense policy.

Karola Maxianova mpp is a former spokesperson for the United Nations Development Programme (UNDP), where she was based in New York. She previously worked as a senior advisor to the UN Resident Coordinator for Afghanistan and as a deputy director in charge of the UN Humanitarian Fund.

Jose Luis Colina mpp is a research fellow at the World Bank, where he works on issues related to economic development and poverty reduction.

Tara Acker mpp is the director of the Center for Global Development, where she oversees the organization’s policy research and advocacy efforts. She has also served as a consultant to several international organizations, including the World Bank and the Inter-American Development Bank.

Abehab Kibret MPP is a research fellow at the United Nations University, where she works on issues related to peace and security.

Patrick Bedikian mpp, PhD is currently serving as (i) the Organisation for Security and Cooperation in Europe (OSCE) and (ii) as a legal system moni- tor in Kosovo. He spent 2007–2008 with the OSCE mission in Kosovo, where he developed a new approach to conflict management. He is currently working on a project in Kosovo, where he has been working since 2004.

Abhay Chabra mpp, PhD is a senior research fellow at the Center for Strategic and International Studies (CSIS), where he is serving as the deputy director of the Center for India, Pakistan, and Afghanistan Studies. He has also worked as a consultant to several international organizations, including the United Nations Development Program and the World Bank.
Sudhir Thomas Vadhakud is an analyst with The Economic Group, based in Singapore. He is the author of a number of articles on the political economy of Southeast Asia. Vadhakud has been published in a variety of regional and international publications and was a contributor to an armor study of Singapore with wife and son; spends a lot of time eating, traveling, reading, studying, and exploring Southeast Asia, and watching China’s and India’s rise.

Leslie Gerlach wn/ak is currently conducting research at the Woodrow Wilson School of Public and International Affairs at Princeton University. Gerlach’s work focuses on the role of women in leadership. She has held several senior roles in management and policy. Gerlach holds a Master’s and Ph.D. in Political Science from the University of California, Berkeley, and a Bachelor’s in International Studies from the University of Pennsylvania. Her research interests include education, human rights, and women in leadership.

Rahul Mahindra, Director of the Development Department, is an expert in the field of urban planning. He has worked with the government and private sector in India, Africa, and Southeast Asia. Mahindra has a strong background in urban design and planning, and has contributed to several projects in India, Africa, and Southeast Asia. His work focuses on urban planning and development, and he has held several senior roles in the field. Mahindra is a member of the National Urban Planning and Housing Authority, and has served as a consultant to several governments and organizations in India, Africa, and Southeast Asia. His research interests include urban planning, development, and sustainability.

Tara Mink v/ak is a specialist in public policy and development. She works as a Senior Fellow at the Eurasia Group Foundation, where she leads a team of experts on issues related to China and the United States. Mink has worked extensively on U.S.-China relations, the U.S.-China trade relationship, and the implications of China’s rise for the global economy. She has written extensively on the subject and has been published in a number of journals and publications.

Michael Aligettige wn/ak is an expert in the field of global development. He has worked with a number of organizations and governments on issues related to global development, including the United Nations, the World Bank, and the International Monetary Fund. Aligettige has a strong background in economics and development, and has served in a number of senior roles in the field. His work focuses on issues related to global development, with a particular focus on the role of the United States in the global economy.

2006

Michael Aligettige wn/ak is running for U.S. Congress in the 2010 election as a member of the Democratic Party. He is currently the Executive Director of Princeton New York’s 5th District, which includes all of State Line and downtown Princeton. The race is NT-13 is one of the most competitive in the country, Michael wades. “I’ve been born and raised in Bay Ridge, Brooklyn; currently live on the Upper West Side in Manhattan; and have several guest rooms.”

Jafar Hassan wn/ak was appointed minister of planning and international coop- eration in the new government in December 2006. Previously, Jafar was a successful lawyer and diplomat. He has been working with international organizations to improve the quality of education in Nigeria. Hassan holds a Bachelor’s degree in Law from the University of London and a Master’s degree in International Relations from the University of Oxford. He has been active in the Nigerian government for a number of years, and has served as a diplomat in several countries. He is a member of the Nigerian Bar and a member of the American Bar Association. He has been involved in the development of the oil industry in Nigeria, and has served as a consultant to several governments and international organizations. He is a member of the Nigerian Bar and a member of the American Bar Association. He has been involved in the development of the oil industry in Nigeria, and has served as a consultant to several governments and international organizations.

Angela Joo-Hyun Kang is a lawyer working for the Embassy in Moscow. She is a graduate of Harvard Law School and holds a Bachelor’s degree in International Relations from the University of California, Berkeley. She has worked in Russia for several years, and has also worked in Tokyo, Japan. She has been active in the field of international law, and has served as a consultant to several governments and international organizations. She is a member of the Nigerian Bar and a member of the American Bar Association. She has been involved in the development of the oil industry in Nigeria, and has served as a consultant to several governments and international organizations.

Daniel Hoffman wn/ak is a diplomat with the U.S. Department of State. Hoffman is a graduate of Harvard University and holds a Bachelor’s degree in International Relations from the University of California, Berkeley. He has worked in a number of countries, including Mexico, Brazil, and South Africa. He has been active in the field of international law, and has served as a consultant to several governments and international organizations. He is a member of the Nigerian Bar and a member of the American Bar Association. He has been involved in the development of the oil industry in Nigeria, and has served as a consultant to several governments and international organizations.

Agnès Jourdain wn/ak is a specialist in the field of international development. She holds a Bachelor’s degree in International Relations from the University of California, Berkeley, and a Master’s degree in International Law from the University of Harvard. She has worked in a number of countries, including Mexico, Brazil, and South Africa. She has been active in the field of international law, and has served as a consultant to several governments and international organizations. She is a member of the Nigerian Bar and a member of the American Bar Association. She has been involved in the development of the oil industry in Nigeria, and has served as a consultant to several governments and international organizations.

2007

Jeff Lazarus wn/ak is a specialist in the field of international development. He holds a Bachelor’s degree in International Relations from the University of California, Berkeley, and a Master’s degree in International Law from the University of Harvard. He has worked in a number of countries, including Mexico, Brazil, and South Africa. He has been active in the field of international law, and has served as a consultant to several governments and international organizations. He is a member of the Nigerian Bar and a member of the American Bar Association. He has been involved in the development of the oil industry in Nigeria, and has served as a consultant to several governments and international organizations.

Michelle Rosier wn/ak is an expert in the field of international development. She holds a Bachelor’s degree in International Relations from the University of California, Berkeley, and a Master’s degree in International Law from the University of Harvard. She has worked in a number of countries, including Mexico, Brazil, and South Africa. She has been active in the field of international law, and has served as a consultant to several governments and international organizations. She is a member of the Nigerian Bar and a member of the American Bar Association. She has been involved in the development of the oil industry in Nigeria, and has served as a consultant to several governments and international organizations.

2008

Alex Salmon wn/ak is an expert in the field of international development. He holds a Bachelor’s degree in International Relations from the University of California, Berkeley, and a Master’s degree in International Law from the University of Harvard. He has worked in a number of countries, including Mexico, Brazil, and South Africa. He has been active in the field of international law, and has served as a consultant to several governments and international organizations. He is a member of the Nigerian Bar and a member of the American Bar Association. He has been involved in the development of the oil industry in Nigeria, and has served as a consultant to several governments and international organizations.
Antonio Nuñez Martin MC/mpp is setting up the Spanish NGO Ajustes, which offers employment assistance.

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The Harvard Responders

Fellowships for nyc first responders strengthen the front lines of public safety

In the mind of a first responder, protecting New York City’s eight million residents presents a sacred duty and responsibility. Beyond the expected challenges that come with this line of work, emergency personnel now contend with global issues within the city’s borders. Their training requires that they not only save lives but also learn the expected challenges that come with this line of work, emergency management and leadership.

"The struggle after 9/11 was that the Fire Department and New York City had to adapt to this new threat environment. My education empowered me not to feel constrained by these challenges but to use a broader understanding of leadership and management to get others to join me in facing complex issues in emergency preparedness."

These sentiments are echoed throughout the RFOW, with support for further training from the highest levels of the organization. "After 9/11, the RFOW undertook a long and difficult rebuilding process, and furthering the education of our senior chiefs became a top priority," says Salvatore Cassano, commissioner of the RFOW. "As fire commissioner, I expect a more sophisticated level of management for greater operational efficiency and to better position the RFOW for the future. Harvard Kennedy School has already done much for a few key members of the department. We believe that offering this invaluable experience to more of our senior staff will greatly contribute to our mission of public service."

In 2003, RFOW began offering a fellowship created in honor of those who died in the 9/11 attacks. Supported by unrestricted funds, the New York City Firefighters, Police, and Emergency Workers Public Service Fellowship has been awarded so far to seven first responders, including Pfeifer.

In 2009, RFOW reached out to the Harvard Club of New York (hcnyc Foundation), seeking its partnership and support for first responder fellowships. “The hcnyc Foundation’s Board of Directors realized we had an opportunity to fund a Harvard program that directly impacts public safety in New York City,” says Tamra Ryk Friedman, a Harvard College graduate and the foundation’s president.

Since the foundation was established, in 1994, members of the Harvard Club of New York have contributed more than $3 million to support undergraduate and graduate financial aid awards and programs.

NYFD Sergeant Tim Malin mc/mpa 2010 received the first hcnyc Foundation fellowship. "Over the last 10 years, I’ve gained the necessary street experience in the RFOW,” he says. "Now—thanks to the hcnyc Foundation and RFOW—I have a real grounding in management and leadership within a public organization.” Malin says he’s learned from the experiences of other police officers who have come to nyc from countries with diverse civil service systems — including Pakistan, Australia, and India — but with nonetheless universal challenges. "I can already see how the practical skills I’ve learned here will translate into the ways and means to make me a more effective public leader." Once he returns to the force, he says, he’ll continue his studies, this time toward a PhD in criminology.

When Pfeifer reflects on the courses he took at RFOW, he says that he utilizes his skills in negotiation, organization, leadership, and problem-solving every day. "In struggling with an issue on the job, I often ask, ‘How would they do this at Harvard?’" He says that his mentorship has prepared him for his current role in the RFOW's Executive Leadership Academy.

As RFOW Foundation fellowship recipients can attest, the need to support these critical public safety roles is evident. "Students who receive this kind of fellowship are committed to their organization for the long term and want to ‘create public value’ not only for their organization, but for the community their organization serves," says Pfeifer. "The program is an investment that will lead to increased capacity within the organization for the long term."
The 3,005 applications that Harvard Kennedy School received for its master’s and doctoral programs started arriving in November and kept coming until mid-March. Committees comprising a total of approximately 80 faculty, staff, and students reviewed the applications. But the acceptance letters for the lucky 900-plus students are really more of a keepsake; the news comes first via e-mail.

The last acceptance letters for the upcoming academic year are mailed out in mid-May, marking the end of an admissions process that began at the school some six months earlier.

Congratulations

Lisa Hicks MPA 1993

Lives/works — Wellesley, MA
Profession — independent consultant to small nonprofits
Passions — family, education, and social policy
Current work — Harvard Community Action Partners and The Sharing Foundation
Giving — member of the Harvard Kennedy School Sustainers Circle; has been giving to HKS since 1992

Why my work is fulfilling Consulting keeps me engaged and challenged professionally. I draw on lessons learned over 25 years in the nonprofit sector to help my clients be more effective.

Recent projects This year I worked with a team of Community Action Partner volunteers to help The Food Project (tfp) improve its communications strategy. tfp is a nonprofit in Lincoln, Massachusetts, that engages local teenagers in growing and distributing healthy food in Boston communities.

What matters most in my current work schedule Balance. For the past five years, I’ve been fortunate to be able to spend more time with my kids while also being involved with a variety of innovative nonprofits. With my daughter, Peilin, in kindergarten and my son, Eli, in third grade, I like the flexibility of choosing my work and managing my own schedule.

My share of public service For the past eight years, since we adopted our son, Eli, I’ve served on the board of The Sharing Foundation, a nonprofit that serves about 1,500 children daily in Cambodia through a variety of programs. These include the orphanage where my son lived, so this work is very close to my heart.

Reaping the benefits of an HKS education My husband and I both feel we’ve had great educational experiences. The Kennedy School was a fabulous opportunity at that point in my career. The knowledge I gained helped tremendously in moving me forward in my career.

Why giving is important to my family Even though I give a relatively small amount, I’ve been consistent over the years. At the end of the year, my husband and I sit down and choose the organizations we want to contribute to. HKS always has a place on my list.

Learn more about what you can do to support Harvard Kennedy School at www.hks.harvard.edu/giving
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* Classes one to five years past graduation qualify for Littauer Society membership with a contribution of $500.

To learn more about joining this society of leaders, contact Carolyn Hogan at Carolyn_Hogan@hks.harvard.edu or call 617-495-0549.

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