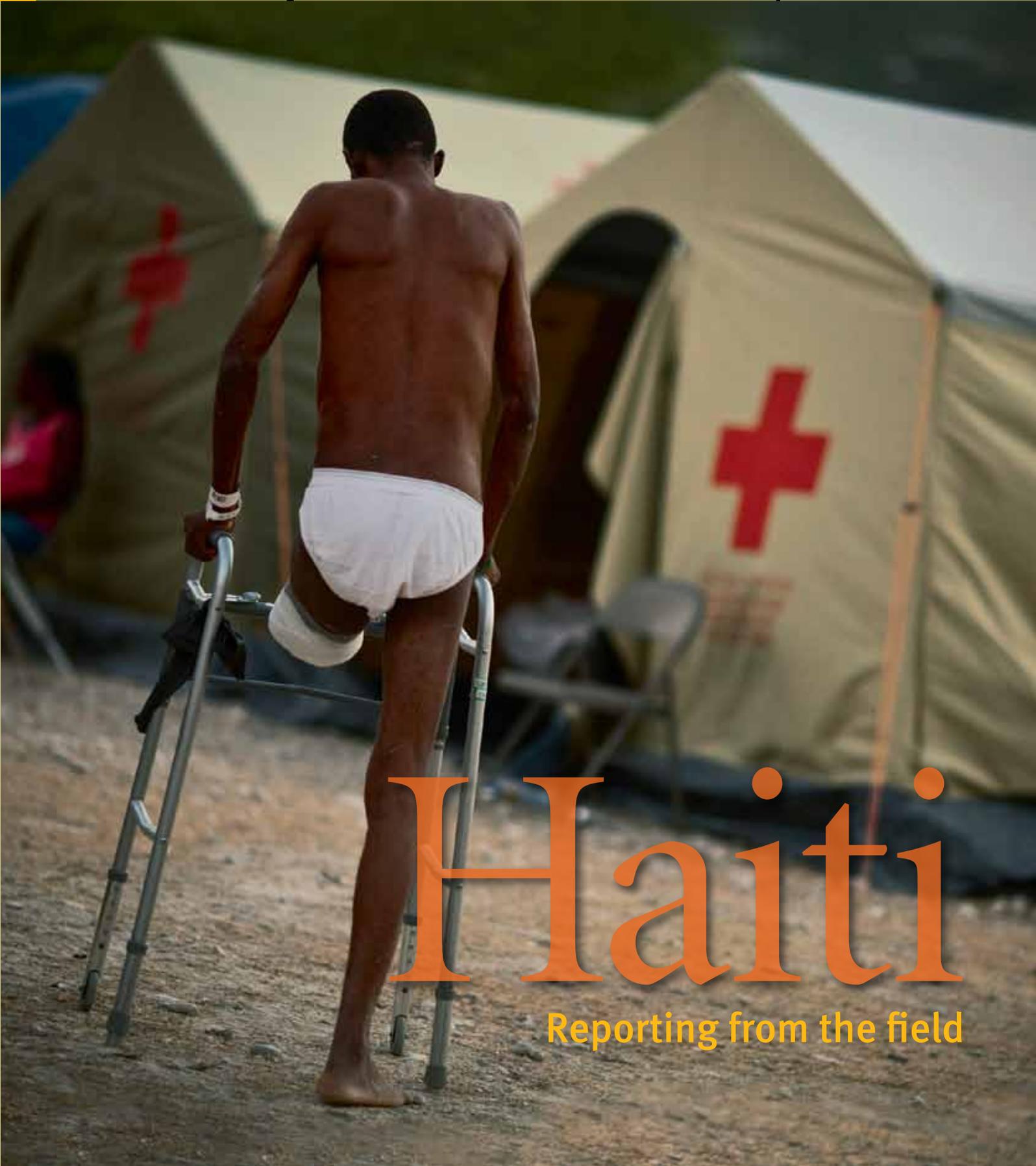


HARVARD
KENNEDY
SCHOOL

magazine

SUMMER 2010

THE OTHER BUDGET CRISIS
*MANAGING AT THE STATE
AND LOCAL LEVEL*
RAISING THE ALARM
JOE PFEIFER MC/MPA 2008



Haiti

Reporting from the field



- 16 ❖ **Diary of a Crisis** The Kennedy School community responds to Haiti's plight.
- 22 ❖ **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.
- 26 ❖ **Raising the Alarm** New York City Fire Department's Chief of Counterterrorism and Emergency Preparedness Joseph Pfeifer HKSEE 2006, MC/MPA 2008 works to keep New York City safe.

❖ DEPARTMENTS

- 2 **Executive summary** The dean's word
- 3 **The end results** Texas leads the way in renewable energy... The story of Lalita Booth MPP/MBA 2012 inspires
- 4 **Public interest** News bites from around the school
- 6 **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
- 30 **Bully pulpit** Teach for America's Wendy Kopp... RNC Chair Michael Steele... Georgian President Mikheil Saakashvili
- 33 **In print** *Securing the Peace... Saving Schools... War Stories... The Power of Social Innovation... Military Leadership*
- 35 **Alumni voices** Classnotes... From the field: Bindu Ananth MPA/ID 2007 and Emily Stanger MPA/ID 2008
- 54 **Ways and means** HCNV Foundation gift supports New York City's first responders at HKS
- 56 **Exit poll** Congratulations



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 OMI HIT Rescue Electronic Medical Record to facilitate the coordination of follow-on care, rehabilitation, and social services.

Photograph: Justin Ide/ Harvard University

LEFT TO RIGHT: CHRISTIAN ROBER; LEVI STODOLVE; KRIS SNIBBE/HARVARD NEWS OFFICE; COURTESY EMILY STANGER; JOSHUA LAVINE

Associate Dean for Communications and Public Affairs
Melodie Jackson MC/MPA 2001

Senior Director of Alumni Relations
Paige Ennis MC/MPA 2010

Editor
Sarah Abrams

Associate Editor
Robert O'Neill

Contributing Writers
Jake Ackman
Austen Farrell
Julia Hanna
Lewis Rice
Lori Shridhare

Designers
Diane Sibley
Jennifer Eaton Alden

Printer
Dynagraf

Harvard Kennedy School Magazine is published two times a year by
John F. Kennedy School of Government
Office of Communications and Public Affairs
79 John F. Kennedy Street
Cambridge, Massachusetts 02138
Phone: 617-495-1164
Fax: 617-495-5424
E-mail: publish@hks.harvard.edu

Copyright ©2010 by the President and Fellows of Harvard College. All rights reserved.

Magazine Advisory Board
Jennifer Armini MC/MPA 2001
Joe Bergantino MC/MPA 1985
Phil Cronin MPP 1996
Bill Dodd MC/MPA 2004
Harry Durning, Jr. MC/MPA 1970
Sam Gregory MPP 2000
David King
David Luberoff MC/MPA 1989
Craig Sandler MC/MPA 2000
Janice Saragoni MC/MPA 1989
Steven Singer MC/MPA 1986
Scott Talan MC/MPA 2002



This magazine is printed on Opus Matte and Arbor Matte with soy-based ink. The paper is manufactured with 30 percent postconsumer fiber and is FSC certified.

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 USAID relief official, Greg Gottlieb MC/MPA 1987 was there to coordinate the efforts of international relief organizations. Emergency medicine physician David Callaway MC/MPA 2009 helped develop an electronic tracking system that ensures critical, follow-up for high-risk patients, and, René Aubry MC/MPA 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 HKSEE 2006, MC/MPA 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 experienced-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 10th anniversary of the school’s MPA/ID program a rigorous program of study that focuses on some of the most difficult development issues facing our world. When asked why he chose the Kennedy School, one alum, Tim Bulman MPA/ID 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.

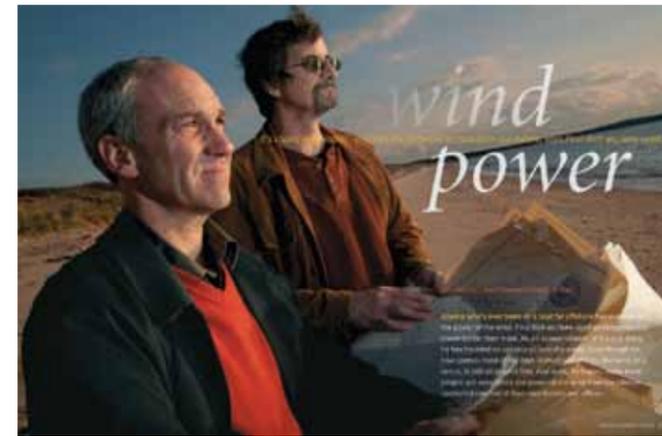
These are perilous times. We are proud of all that our alumni, faculty, and staff are doing. We will continue to strive to make the school even better. The problems that demand our attention and the extraordinary people we train deserve no less.

Dean David T. Ellwood
July 2010

KENT DAYTON

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 (mws) of installed wind energy; that is more than any other state and all but a handful of countries. While this level of wind still represents only a small portion of our total installed generation capacity, we are beginning to experience significantly 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 expansion 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 mws of installed wind generation, and our actual consumption of wind-generated energy will be significantly larger than it is today.

Texas is committed to renewable 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
MC/MPA 1986

Contradiction As the mother of a lesbian daughter and grandmother of her family’s three children, I welcomed the article by Steve Nadis, “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 directive 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 MCRP 1982

TOP: MARK OSTROW; RIGHT: JOSH RADIN

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 *HKS Magazine*—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 got 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

ON THE WEB
for all stories go to <http://bit.ly/hks-winter-2010>

PUBLIC INTEREST

Kennedy Anniversary



EVENTS The John F. Kennedy Presidential Library Foundation, along with the Kennedy Center for the Performing Arts, Harvard Kennedy School, and the Institute of Politics, is celebrating the **50th anniversary** of JFK's presidency with a series of events and digital tributes beginning this Fall. HKS and the IOIP will mark the anniversary with numerous events and activities, including multimedia projects, an HKS day of service, and panel discussions on the Peace Corps, presidential debates, and the importance of public service.

President Kennedy at the 1960 Democratic Convention

Alumni :: WWW.HKS.HARVARD.EDU/ABOUT/ALUMNI

Washington Appointees

ALUMNI In March Florida native **Francisco Sánchez** MC/MPA 1993, a senior policy advisor to President Barack Obama during the 2008 presidential campaign, was appointed Under Secretary of Commerce

for International Trade. In July, **Donald Berwick** MPP 1972, a pediatrician and president of the Institute for Healthcare Improvement, was appointed to run Medicare and Medicaid.

Housing Examined

RESEARCH CENTER HKS 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.

Left to right: Boston Mayor Thomas Menino, Dean David T. Ellwood, Jerome Rappaport

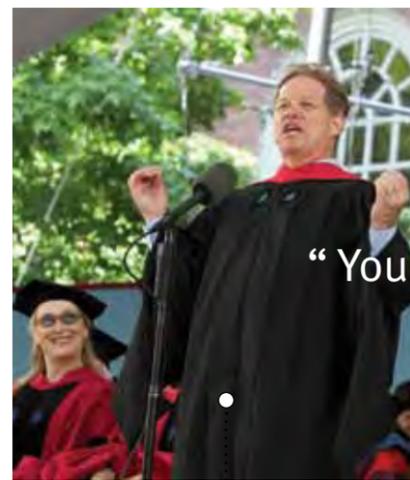


ON THE WEB
<http://bit.ly/hks-housing-panel>

The Real World



STUDENTS Each spring, first-year MPP students stop what they are doing and immerse themselves in a two-week **Spring Exercise**, which focuses on a critical issue of the times. They attend lectures, write memos, and make team presentations. This year's topic: "The Evolving U.S.-China Relationship." Experts from China were among the lecturers during the two-week exercise. Students with the best memos and team presentation will travel to Washington in the fall to brief senior officials.



Honorary degree recipient Meryl Streep looks on as Jimmy Tingle delivers the English oration.

Commencement Orator

STUDENTS Comedian **Jimmy Tingle** MC/MPA 2010 brought comedic relief to the 2010 University commencement with his recollections of growing up alongside

Harvard. Tingle, who began his career making people laugh in Harvard Square (see Winter 2010), was chosen to give the graduate English oration.

ON THE WEB
<http://bit.ly/hks-graduation-2010>
<http://bit.ly/hks-tingle-speech>

45%

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** (IOIP). 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 41 percent of Republicans plan on voting, compared with 35 percent of Democrats and 13 percent of Independents.

ON THE WEB
<http://bit.ly/iop-poll>

Why Public Service

ALUMNI **Ed Norwood** MC/MPA 2010 (seated below) talks about his chosen career path during HKS 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 Dean David T. Ellwood in his message to the community at the start of the weeklong series of events.

"Public service is not only our mission, but the driver behind all that we do."



ON THE WEB
<http://bit.ly/hks-public-service>

Alumni :: WWW.HKS.HARVARD.EDU/NEWS-EVENTS/PUBLICATIONS/HKS-MAGAZINE

Time's Top 100

ALUMNI Five degree program and Executive Education alumni were recognized by *Time* magazine as among the world's 100 most influential people for 2010. The honorees were:

ON THE WEB
<http://bit.ly/hks-time-100>

- **Deborah Gist** MC/MPA 2000, commissioner of Rhode Island schools
- **Lisa Jackson** HKSEE 2003, administrator of the Environmental Protection Agency
- **Stanley McChrystal** HKSEE 1997, commander of U.S. military operations in Afghanistan
- **Annis Parker** HKSEE 2005, mayor of Houston, Texas
- **Paul Volcker** MPA 1951, former Federal Reserve Board chair and current chair of President Barack Obama's Economic Recovery Advisory Board.

Congressional Candidate

ALUMNI **Bob Overbeek** MC/MPA 2010 was still attending classes, writing papers, and taking exams when he announced his candidacy for Congress in his home district of Michigan. The 31-year-old former teacher and war veteran is running for the Republican nomination in Michigan's 3rd congressional district. The primary will be held on August 3, and the general election is scheduled for November 2.

ON THE WEB <http://bit.ly/hks-bob-overbeek>



Allston Advisor

STAFF Director of the Institute of Politics (IOIP) **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 IOIP. He will serve until a permanent director is named.



Washington Close-up

ALUMNI With 15 years in the U.S. Army, Kendric Robbins MPA 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 1973, 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 governance 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 2009 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 2005, 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 2001, 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

Above, left to right: Laura Bacon, Kendric Robbins, Adam Taylor, and Nicole Campbell

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.”  JH

MARK OSTROW



I remember how beautiful it was. We had everything.



It's been terrible since we moved here, so hot and dry.



There are practices that are part of the upbringing of every Endorois.



The most painful problem is that of water.



We can no longer conduct ceremonies for our people.



We are not fighting with anybody. We are fighting with injustices.

Rightful Place

The video, produced by Witness together with the Centre for Minority Rights Development, helped build a case for the Endorois people of Kenya, who were evicted from their land to make way for a nature reserve and tourist facilities.

Watching the Watchers

ALUMNI It began, in a sense, with the nine minutes and 22 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 MPP 2000 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 helping human rights groups learn how to tell a story and think strategically about who their audience is most likely to be, a single legislator or members of an international organization, and how they want that audience to react. Aside from working directly with a few human rights groups on specific campaigns, they offer training to hundreds of activists a year (that number is expected to reach the thousands as Witness's 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 influenced by media." ❖ RDO



They reject us from every side. And why? Because we are sex workers.



This is how we have decided to live our lives.



When we are on the streets nobody gives a damn about us.



All these girls have painful stories. The state should listen.



I expect support from the police.



We should have rights like everybody else.

You Must Know About Me

Witness partnered with Healthy Options Project Skopje to promote the rights of sex workers in Macedonia. The video was shown to the country's top law enforcement officials and helped convince them of the need for greater trust between the police and sex workers.



Villages... have been destroyed, forcibly relocated, or abandoned.



Part of a brutal campaign of repression and counter-insurgency.



When we are hiding in the jungle we are in deep trouble.



Politicians and civil society groups... are beginning to call for action.



Many villagers set off for the relative safety of the border.



The country we live in is full of suffering.

Shoot on Sight

Calling attention to the violence in eastern Burma, where there are more than 500,000 displaced people, the video aims to mobilize support for the rights of those suffering at the hands of the country's brutal military dictatorship and spur international organizations into action.

Fresh Start

ALUMNI Hanzo Van Beusekom HKSEE 2005 flips through a series of projected slides detailing the process that helped transform the Authority for the Financial Markets (AFM) into a more effective organization. Van Beusekom is telling his story to students in Harvard Kennedy School Professor Malcolm Sparrow's course "Strategic Management of Regulatory and Enforcement Agencies," four years after he attended the course himself.

Van Beusekom explains how he applied the course's principles. "It was a difficult organization to manage," he says of the Dutch financial regulatory agency when he arrived there, almost seven years ago. He describes its structure as broken into silos, with AFM regulators monitoring financial activity by institution.

But the system wasn't working, he says. "There were one or two urgent issues that had already surfaced, and we knew they couldn't be dealt with within the existing structure." Familiar with Sparrow's work in the strategic management of agencies similar to AFM, he decided to attend the Executive Education class.

Created by Sparrow in 1997, the course helps senior-level regulators, managers, and enforcement officials better match their methods to different parts of their regulatory mission. It also emphasizes a new management approach

TRANSFORMER
Hanzo Van Beusekom sometimes conducts business by bike.

that shifts an organization's focus from process-based to problem-based or risk-based. Regulators organize their work around problems that may involve multiple institutions they oversee, instead of dealing with institutions one by one. Offered in the fall and spring, the popular course has trained more than 900 individuals.

For Van Beusekom, the course's emphasis, finding specific problems and fixing them, appeared simple enough in theory yet was extremely difficult to execute. As a middle manager at AFM, he found that convincing his superiors upon returning to the Netherlands was his first challenge. "You're back in the old system and you're the one with the new ideas and the one who needs to convince the others. It's difficult."

He outlines his process: First he brought his bosses on board; then he identified the groups to be reorganized; next they identified problems; and finally they defined and measured the impact they

wanted. He describes one early success: the agency's effort 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 AFM 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.

AFM'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, 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 own organization, he warns, the changes should be "big enough not to be too trivial," but "don't do it all at once." ❖ SA

AMAUURY MILLER



All Politics Is Local, Everywhere

Q+A Tarek Masoud

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, distracting 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 misperception 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 important, especially in light of what came before. In terms of concrete policies: The reality is that our options in the Middle East are fairly limited. We have long-standing interests and alliances that make it difficult—and probably undesirable—to try to construct an entire policy *de novo*.

But if there is a change we should make, it is in the way we think about the Middle East. We tend to view the region primarily as a domain of security threats that need to be contained. But we also need to think about it as a source of human potential that we can help nurture. Shifting our focus from security to development won't just be good for the people of the region; it will be good for us. Healthy economies and societies are ones that are less likely to produce the kinds of security threats we're worried about. ❖ SA

ON THE WEB
<http://bit.ly/hks-tarek-masoud>

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

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



Tom Korona MC/MPA 2010
worked in → investment banking, private equity management, real estate finance
while volunteering → youth work, school board
next move → charitable foundation and investment management



Bill Werkmeister MC/MPA 2010
worked in → mortgage-backed securities, investment banking in socially responsible ventures
next move → business school, consulting on socially responsible ventures

“It was a reaction to Wall Street and the ethics of Wall Street.”



Naushard Cader MC/MPA 2010
worked in → financial sector consulting
while founding → nonprofit for helping education in India and Ecuador
next move → low-cost money-transfer service for immigrants

Hill, an investment bank and consultancy that focuses on raising capital for socially beneficial ventures.

“It was a reaction to Wall Street and the ethics of Wall Street,” he says about his move. At the Kennedy School he has been able to immerse himself in public policy, which he says is increasingly important, especially in investment projects, such as clean energy, where states are important players.

“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 reasonable cost.

“Coming here helped me clarify my ideas and connect with like-minded individuals,” he says. ❖ RDO

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. “In a way the crisis helped; it made it a little bit easier to make a move.”

The Kennedy School has always attracted students from, and had alumni working in, the world of finance. In one sense, the degree program students who came to the school from Wall Street (at least a dozen in the Mid-Career class of 2010) in the summer of 2009 were no different. But they had experienced the Great Recession and the financial crisis that threatened to topple world markets on the front lines.

A Deep Concern for Others

MPA/ID students, says program director Carol Finney MPP 1984, 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
<http://bit.ly/hks-mpa-id>

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.

DORA DOUGLASS MPA/ID 2004

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

WHY HKS 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.

MUTSA CHIRONGA MPA/ID 2006

FROM South Africa

EMPLOYMENT Engagement Manager
McKinsey & Co., South Africa

WHY HKS 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
UNICEF, Mexico

CAREER GOAL I hope to help government 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 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.

Footprint

10 years
2001–2010
MPA/ID

The MPA/ID program trains individuals from around the world for careers in development. The map below shows where MPA/ID students come from and where they are working in the world.

SECTORS THEY WORK IN → 60% public service → 22% international organizations, 20% public sector, 13% nonprofits, 5% educational institutions → 40% private sector → 12% consulting, 1% media, 27% other → GENDER BREAKDOWN → 41% women, 59% men



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/hjhp)
- *Harvard Kennedy School Review* (www.hks.harvard.edu/ksr)
- *Asian American Policy Review* (www.hks.harvard.edu/aapr)
- *Harvard Journal of African American Public Policy* (www.hks.harvard.edu/HJAAP)
- *Africa Policy Journal* (www.hksafricapolicyjournal.com)
- *Women's Policy Journal of Harvard* (www.hks.harvard.edu/wpjh).

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.



BIG IDEAS

research samplings

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 by other means. "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 Hureau of the Kennedy School and Anne Piehl of Rutgers

"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.**"

∴ Amitabh Chandra, *Uncomfortable Arithmetic—Whom to Cover Versus What to Cover*

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 provision," 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 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 Wescott 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 0.64, her preferred number by 0.48, and her probability of having more than one child by 54.8 percent," the study found.

THE JANUARY EARTHQUAKE IN HAITI, one of the most devastating natural disasters of our time, resulted in more than 250,000 fatalities, 300,000 injuries, and more than 1 million people losing their homes. Kennedy School students, faculty, staff, and alumni responded to the disaster. In the following pages, three alumni share their stories.



René Aubry, who worked at Citigroup in New York before attending HKS, amid the ruins of the Citibank building in Port-au-Prince, where he found cards of former colleagues who were killed.

CHRISTIAN KOBER

DIARY of a CRISIS

▶ 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. The

continued on page 18 →

▶ 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/MPA 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

continued on page 18 →

▶ Rewriting the Rules

GREG GOTTLIEB
MC/MPA 1987
A USAID assessment

Greg Gottlieb MC/MPA 1987, on the phone from Port-au-Prince, describes the situation in Haiti: "You can't believe it's 90 minutes from Miami. It's as bad as any place I've been." Gottlieb speaks with some authority about natural disasters and the devastation they leave behind. In the last 25 years, he has traveled to more than 30 countries as a senior emergency relief official with the U.S. Agency for International Development (USAID). In 2005, after a tsunami wreaked havoc in Asia, he traveled to coastal towns throughout the region coordinating relief efforts. The following year he worked in earthquake-ravaged Pakistan. Just weeks after the January earthquake, Gottlieb arrived in Haiti from his current post in Namibia as USAID's coordinator with

continued on page 20 →

A Defining Moment

→ continued from page 17

step required to treat amputees and many others with serious injuries who 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 OMI had been preparing for. Founded in 2006 by Callaway and fellow physicians Alejandro Baez and Greg Ciottone—and with several volunteers who are alumni and students of the Kennedy School—OMI 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 OMI 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 response agencies. Though every member of OMI had worked individually in various crisis zones, the Haiti earthquake response represented the institute's first full-scale deployment.

"We recognized the challenges," says Seth Moulton MC/MPA 2010, a volunteer

with OMI 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 OMI 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) Rescue 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, OMI 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 record daily assessments and plans for each patient.

The application was first deployed at the Harvard Humanitarian Initiative Disaster Recovery Center (DRC) at Fond Parisien. Staffed by an international group

of disaster workers, the DRC served as the major referral and receiving center for patients being repatriated from the Dominican Republic and being discharged from the United States Naval Ship *Comfort*, a medical treatment facility. Rescue workers eventually registered more than 1,000 patients, including 43 amputees at three clinical sites and nearly 50 unaccompanied minors.

For children, the system compiled photographic identification, injury characteristics, and geographic tagging. According to OMI team member Dr. Elizabeth Cote MPP 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 registering 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

Dr. David Callaway discusses clinical operations and immediate material requirements with a local volunteer at the Buen Samaritano Hospital receiving facility on the Dominican side of the Haitian border.



A volunteer physical therapist works with a young amputee at Fond Parisien, Haiti. The HIT Rescue Project registered all amputees to ensure proper short-term and follow-on care.



Dr. Jennifer Callaway and team member Richie Ridlon take a break from registering patients to talk with a young unaccompanied Haitian girl. Information was stored securely and provided to UNICEF and the International Committee of the Red Cross to shape child protection strategies.



helped us keep families who'd lost their homes, their livelihoods, and often their limbs from losing each other."

To date, OMI 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 developments are 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 OMI works as an attending physician in emergency medicine at Carolinas Medical Center in Charlotte, North Carolina, members of the OMI HIT 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 HIT Rescue is a technology tool to support those in greatest need and an example of the HKS mission when individuals are asked what they can do to serve." ❖

Reported by David Callaway MC/MPA 2009

ON THE WEB
for further coverage
<http://bit.ly/hks-in-haiti>

Looking for Home in the Rubble

→ continued from page 17

earthquake left me feeling homeless in a way I had never felt 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 I fit in. 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 mangled journey for purpose and place, a frustrating search for home. After years spent in the wilderness of Wall Street, I found my way to the Kennedy School of Government, where I spent nothing short of a transformational year. After the year ended, I left for Central and South America, where I would travel through 12 countries over the course of 12 weeks, learning Spanish, writing

and reflecting on the past year, and trying to chart a path to a place I could call my own.

In early January, I found myself in Ushuaia, Argentina, the southernmost point in our hemisphere. I had literally gone to the ends of the earth in search of my purpose, but on January 12, my purpose came looking for me. When I opened my inbox on January 13, it was flooded with over 700 e-mails. "This is odd," I thought. As I opened them, I began to get a sense of what had happened in Haiti. Friends were asking if I was okay and if my family was safe. I was numb, unable to reply. The next day, an additional 400 e-mails arrived. Some were more urgent follow-ups from the previous day, asking me to "Please respond!" or to "Let [me] know you are still alive!" However, in the midst of these messages were dozens from people I did not know. Many started with some variation of "Hi. You don't know me, but a friend of yours told me to contact you..." Among the e-mails checking on my well-being, was one from Mila, a classmate from my year at Harvard who had become like a sister to me. In the midst of hundreds of e-mails, Mila sent me a clear message,

asking: René, what are *you* going to do? I slumped in my chair, paralyzed, feeling the full weight of personal responsibility that accompanied the opportunities I'd had to earn a JD, MBA, and MPA at places like Columbia and Harvard; opportunities I always knew I did not deserve any more than those who could never leave Haiti. I had gotten these e-mails not simply because I was Haitian, but because I had convinced everyone who cared to listen that I loved my country. I had told them of how I quit my first job after college only 15 minutes after a fewer than 15-minute-long conversation with someone I had never met, to work on the elections in Haiti in 1995. But that was then and this was now. Despite all the books on leadership I had read, none was titled "What Should René Aubry Do in a Moment of Crisis?" I would have to figure that out on my own.

However, before getting that chance, I received a message from yet another person I did not know. Her name was Sonu, and she noted that her friend, an Indian journalist, was travelling in a car with three other journalists from the Dominican Republic into Haiti in the middle of the night. They did not know where to go, and

needed to find somewhere to stay and someone who could keep them safe. She sounded desperate. I knew that the chance of reaching people in Haiti at all was remote, and moreover, that anyone I could reach would most likely be searching for family members and friends or trying to figure out where to spend the night. But something in her spoke to something in me, and at that moment, I realized no matter how long the odds of my helping her friend were, her odds of doing so were even longer. So instead of expressing my doubt, I told Sonu, "Don't worry. I'll make sure she's safe. I promise."

I could see and hear myself saying these words as if someone else were saying them, as if I were perched on some Heifetzian balcony watching myself. I did not know how I would make good on my promise, but I simply knew I had to try. After five hours had passed and over 100 phone calls, e-mails, and text messages had been exchanged, we had guided her friends to the arms and home of our new friends... of people who up to that point, neither of us had ever known.

continued on page 20 →

ABOVE FROM TOP: SETH W. MOULTON; JUSTIN IDE/HARVARD UNIVERSITY; DAVID CALLAWAY



Greg Gottlieb (center), international organization coordinator for USAID, walks with Tim Rieser (right), congressional staff member, and Alexandra Riboul, USAID project manager, during a tour of Ancien Aeroport Militaire on May 1.

Rewriting the Rules

→ continued from page 17

international enterprises—from NGOs and multilateral organizations to civil society groups—that came to help the devastated country.

What makes Haiti different from other recent international disasters, Gottlieb says, is that it's an urban disaster of disproportionate size. "We've worked in cities before, but never at this scale," he says. The international relief community has had to use its common tools and adapt them to an urban setting. Urban planning and community revitalization became major components of the relief effort. Such questions as where to place services and whether they should be camp-based were new to the international community. Compounding

the problem, he says, was that Haiti lost many of its best government officials to the earthquake.

Gottlieb helped focus relief efforts on clearing the rubble and building temporary shelters in resettlement camps. But to underscore that task's complexity, he compares Haiti with New Orleans in 2005. As bad as Hurricane Katrina was, Gottlieb says, relief efforts eventually succeeded in moving residents out of the city, and individuals received vouchers for alternative housing. "What good would vouchers do in Haiti," he asks, "when there are so few places left to rent?"

Gottlieb's years of experience in the international relief community served him well in Haiti, he says, and he is satisfied with how multiple agencies are working together.

Regular check-ins map out the various organizations' projects to ensure efforts are not duplicated. "Is it perfect?" asks Gottlieb. "No, it's not, but we do a relatively good job of not stepping on one another's toes." He also worked closely with Haitian President René Preval and UN senior officials.

The outpouring of financial assistance from around the world has been heartening, he says. Recently, pledges for the country's reconstruction reached \$9.9 billion; \$3.8 billion is expected in the next year and a half. For the United States government, it is the largest humanitarian response ever, Gottlieb says.

In May, Gottlieb returned to his permanent post as USAID's mission director for Namibia, where he lives with his wife, Linda Howey, MC/MPA 1986, a USAID program

officer working in South Africa. Looking back on his three-month assignment in Haiti, Gottlieb believes much was accomplished. USAID, he says, provided the necessary oversight to ensure that the numerous groups that came to help were working toward a common goal.

"We clarified the primary importance of the settlement issue and helped bring coherence to implementing an emergency program," Gottlieb says.

And he is sanguine about Haiti's future. "I'm hopeful that all the money that pours in here to rebuild Haiti will be used in a way that provides people with the basic services and that their lives are improved. I'm not being Pollyanna-ish about it. With all this goodwill and money, I do believe things will improve." ❖❖❖

Looking for Home in the Rubble

→ continued from page 19

Recognizing what we had done, the eight of us who had found one another—Mila, Sonu, Alexis, Kirsten, Laura, Lisa, Naniette, and I—all recent graduates or current students at the Kennedy School, along with Terry and Candace in Haiti, decided we could do more. We realized we had a network of people across the United States, the Dominican Republic, and Haiti who were prepared and motivated to serve. Moreover, we realized that to *not* use that network, especially at a time of such great need, would be irresponsible.

The toughest challenge after the earthquake was simply getting into Port-au-Prince; the airport was closed and the only way in was through the Dominican Republic. We quickly called JetBlue and asked them for free seats and cargo space on their flights to the DR, and they said yes. It was then, during a comical moment, we were forced to come up with a name for ourselves. We had been so focused on the work at the center that we simply never bothered to think of one. Rather than trying to think of a name, I tried to envision the kind of person we sought to help, and almost instantly a picture of my mother, Denise, as a young woman formed in my mind. For a not insignificant period, she had been homeless in Port-au-Prince with my older brother, who at the time was less than a year old. How would such a person respond to this tragedy? And wasn't she, as alone and confused as she would have been after such an event, *exactly* the kind of person we wanted to help? We all agreed and in that instant, breathed life into Denise.

Within hours of our talking with JetBlue, doctors from across the United States seemed to know we could get them into Port-au-Prince and started contacting us. And only days after the earthquake

struck, we had doctors and nurses on the ground. Within two months, we had sent 50 relief personnel (mostly doctors and nurses) and nearly 20,000 pounds of medical supplies to Haiti, affecting over 25,000 lives.

Within two months, eight people who had not previously known one another worked to make this possible, by deciding we were our brothers' and sisters' keepers. We put our lives on hold to help others pick up the pieces of their own.

So, what now? Although I am proud of what Denise achieved, there is much more to be done. Most of the team members have returned to the lives they interrupted, with my sincere gratitude and a feeling that is nothing short of love. But there is no returning for me; there are some corners we turn, steps we take, that we can never unturn or retrace.

I made my way to Haiti nearly a month after the earthquake, taking yet another decisive step in my search for self and purpose and place. I saw things that one should never have to see. I saw 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...or perhaps under the weight of history. It seemed a fitting tribute to the hollow men who could often lift hearts but consistently failed to erect sound structures and institutions.

While I saw a broken country, I did not see a broken people...and if they had not given up on themselves, how could I give up on them? I saw little girls braiding each other's hair, and markets trying to form again. Perhaps the most poignant image I witnessed was that of an older woman sweeping in front of her home, which had inexplicably survived the earthquake while all the homes to its right and left had collapsed, piling in menacing heaps of rubble around her. She seemed



During his first visit to the General Hospital in Port-au-Prince, Aubry plays with a one-year-old whose arm was broken in the earthquake.



At the United Sikhs' camp in Port-au-Prince, Aubry watches volunteers prepare meals. The Sikhs fed hundreds daily and were great partners in relief efforts.



Aubry visits his 80-year-old Uncle Jacques in Port-au-Prince for the first time since the earthquake.

like someone trying to dry an ocean with a teaspoon. I could not help but smirk. She noticed my reaction and scolded me gently, asking, "What else would you have me do?" In her face, I saw the grit I came to recognize in my mother's face, through pictures, over the years. In the old woman's voice, I heard echoes of the unrealized dreams from my father, René, and other fathers and sons of a hard country that never seemed to give back nearly as much as it demanded. I felt connected to something. And I dared to even feel hopeful.

I saw people wrestling to reclaim their lives, to make themselves and their country anew, despite the longest of odds. I knew, as they must have known, that the road ahead would be long. I know that Haiti needs a *50-year business plan*, on the model of 1950s Singapore and South Korea, not a 5-year plan that saddles it with new debt, low-rent industries, and old bad habits. I know that it will be unpopular and difficult in the face of so much suffering for others to hear me talk of Haiti's need to have the *patience to remake* rather than succumbing to the seductive *rush to rebuild*. As a native son who has been away for so long, I know I will need to (rightly and fairly) convince others that my heart is in the right place and that I understand leadership is not a right but a privilege that must be earned.

And so, for me, there is no returning to another place, to another life. There is only this life, this new course that I must chart for myself and *with* my country. And perhaps, during my more hope-filled moments, I also see the promise of a new home. ❖❖❖

René Aubry, MC/MPA 2009, is a Haitian citizen currently living in the United States. He is working on launching Ciel 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.

TOP: U.S. ARMY/PVT. SAMANTHA D. HALL; PHOTOS RIGHT: CHRISTIAN KOBER



The Budget Crisis

^
OTHER

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.



BY ROBERT O'NEILL ILLUSTRATION BY NOAH WOODS

By September, following the collapse of the investment bank Bear Stearns, the federal bailout of mortgage giants Fannie Mae and Freddie Mac, and finally the bankruptcy of Lehman Brothers, the capital markets were beginning to freeze.

“This was a time when we were trying to take the ship of state out to deep waters because the storm was coming,” MacNaught says of efforts, such as cutting ties with Lehman Brothers before it declared bankruptcy, to defend the state’s interests. But Massachusetts could not stay in deep waters. Like other large states, Massachusetts relies on regular access to capital markets to finance its capital budget and to finance its operations, including local aid for teacher salaries, public education, and Medicaid and health services.

“When the markets had all but frozen, we were one of the few issuers to successfully access the markets to ensure that state government remained functioning,” says MacNaught of the nerve-racking days when the financial crisis reached its peak.

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 \$375 billion, 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 night nurse who has to wait

In the summer of 2009, the city looked at more than \$700 million of unpaid public safety fines, assessed for things such as sanitation violations and dirty sidewalks. Rather than leaving the fines unsettled, accruing interest that would most likely never be paid, Dao’s department offered to waive the interest. The city was able to collect \$15 million in three months.

“In our day-to-day work, we focus on smarter ways to do things so we’re more cost-effective,” Dao says. “In New York City we’re looking in every corner to find ways to do the same with less, if not doing less with less. But we’re also focusing on how we can bring in more revenues for the city.”

What Dao is doing in New York City—looking at budgets at a granular level and finding intelligent places to cut costs and maximize revenues—other alumni are doing elsewhere.

Bruce Haupt MPP 2009 helped the City of Boston take a look at its transportation fleet while he was a student in Bilmes’s class: He calculated the optimal way and time for the city to buy new cars and vans. Today he works for the City of Houston on a similar project. Using activity-based costing,

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;

“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.

“The plight of the cities and states is receiving far too little attention,” says Linda Bilmes, Daniel Patrick Moynihan senior lecturer in public policy and creator of a 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.

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 MPP 2005 is a project manager at New York City’s Department of Finance, the city’s tax administrator.

She was a financial journalist before coming to Harvard Kennedy School. Her career switch, she says, was motivated by a desire to influence things from the inside, and, she was drawn to the challenges of public sector management.

Facing cuts in federal and state allocations and grants, the city has worked hard to find ways to keep its revenue level. Meanwhile, costs continue to increase. For the past two years, Dao says, her department and other city agencies have been under intense pressure to keep those two balanced.

“But you can cut only so much before you eliminate a service,” Dao says. So her job has been to find more ways to generate revenue for the city.

a technique that essentially budgets performance targets and then works backwards to see what resources to apply to them, as well as other financial modelling tools learned in Bilmes’s class, Haupt is helping to streamline the city’s budget.

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 \$500,000, 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

the property crunch is really being felt now; a lot of federal stimulus money, which offset state cuts, may not be around for much longer; and municipalities, which are downstream from states, are going to be feeling pain from state cutbacks this year or next,” she says.

But the school, and the many alumni who have taken jobs in finance departments and are tackling this issue head on, are helping, even if in sometimes small ways, to ease the burden.

“We are seeding the next generation of municipal and state public sector workers with innovators,” says Bilmes. “What I think has changed is that those who have been able to put in better budgeting systems are now able to make much better budgeting decisions, because they can see what is fat and what is bone.” ❖

RAISING THE ALARM

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



WHEN A FIRE OFFICER ARRIVED AT THE SCENE OF A POSSIBLE CAR FIRE IN TIMES SQUARE 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 in the area, who told him that the

Joseph Pfeifer HKSEE 2006, MC/MPA 2008 describes the chain of events as a series of small pieces of information that tested—and confirmed—the ability of first responders to prevent 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.

Chief Pfeifer at the Fire Department Operations Center (FDOC), an advanced emergency operation center established since 9/11, which monitors all the department's responses to fires and emergencies and connects to other local, state, and federal agencies. During the emergency landing of US Airways Flight 1549 on the Hudson River in January 2009, the FDOC gathered and provided information to emergency responders and other organizations.



occupant of the vehicle had run away. The fire officer asked the police to run the plates, which turned out to be unregistered. Their suspicions raised, fire officers evacuated the area and called in the bomb squad, which found explosives in the vehicle.

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, one of 343 firefighters 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, slated to be implemented at the beginning of 2011, 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 40 times a year—for example, simulating a terrorist attack in the subway or a pandemic afflicting city residents—and produces weekly analyses 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 FDNY. 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 HKS 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 help 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.”

Lewis Rice is a freelance writer living in Arlington, Massachusetts.

ON THE WEB
<http://bit.ly/hks-joseph-pfeifer>



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.

“What got me into this was 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 is 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.”

JOHN F. KENNEDY JR. FORUM



TOM FITZSIMMONS

RIGHT: MARTHA STEWART

THE BUZZ

“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.

“I believe in a government that will... **at least try** to do the most good for the greatest number of people....”

∴ Actor Alec Baldwin about the importance of governments acting in the interests of all citizens, at the Forum, at an event sponsored by the Institute of Politics, in April.



Alec Baldwin

“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 at American University, speaking at a Women and Public Policy Program (WAPPP) event in April on women as soldiers and how the law limiting women’s combat roles is failing to keep up with conditions on the ground.

“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.



Raquel Rutledge

“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.

ON THE WEB
for further coverage
<http://bit.ly/hks-news-articles>

FORUM | Laboratory of Normalcy Georgia's transformation from a former Soviet republic to an open society embracing individual freedoms has been so strong that it cannot be reversed, Georgian President Mikheil Saakashvili told a Forum audience in April. "Our people would not accept to go back to corruption, authoritarianism, and nihilism," said Saakashvili, who has led Georgia since the 2003 Rose Revolution. Saakashvili also said that ironically, Georgia's tense relations with Russia, which culminated in Russia's invading in 2008, have made the country a laboratory for governance in the region, offering an alternative to authoritarian stability or chaos. "A third path is possible, a path of normalcy," he said. "Normal, democratic, open society."



Mikheil Saakashvili



Henry Paulson

FORUM | All-out Race Reliving the fall of 2008, when the United States came closer to financial collapse than it has at any time since the Great Depression, former Secretary of the Treasury Henry Paulson said that decisions were being made so quickly, and the consequences of those decisions were so grave, that he could not allow himself to think of failure. "The idea was so unacceptable, I didn't think about it," Paulson said. "From mid-August right through October 14, it was an all-out race to stave off disaster... I didn't have time to get really scared." Paulson admitted, however, that he believes the country came very close. If the system had collapsed, he allowed, the United States could easily have experienced 25 percent unemployment.

FORUM | Shaping the Agenda The recent discontent recently expressed by the American people has been many years in the making, according to Republican National Committee Chairman Michael Steele. Dismissing the charge that the Tea Party is made up of "right-wing ideologues," Steele described the movement that emerged last summer in response to the health care reform initiative as relevant. Its members, he said, are American citizens who are taking control and shaping the agenda. They are demanding that someone address their concerns—someone who understands "what my walk is all about," said Steele. "The political elite is clueless."



Michael Steele



Janet Napolitano

FORUM | Time Is Now U.S. Secretary of Homeland Security Janet Napolitano said, "there is a crying need for immigration reform." We are, however, "a nation of laws." A framework for immigration reform recently proposed by Senators Charles Schumer and Lindsey Graham will help enforcement deal more effectively with such critical issues as family unification and illegal immigrants already in the country, she said. "If we want a better set of laws, there are no better people than the people in this room to make sure it happens. Washington, DC, needs to hear that it is now time to move forward."

CLOCKWISE FROM TOP LEFT: KRIS SNIBBE/HARVARD NEWS OFFICE; MARTHA STEWART; TOM FITZSIMMONS; MARCUS HALEVI

Securing the Peace
The Durable Settlement of Civil Wars
:: Monica Duffy Toft



Ending a civil war is a laudable goal. But making sure it stays ended is equally important. As Monica Duffy Toft asserts in *Securing the Peace: The Durable Settlement of Civil Wars*, whether a lasting peace follows the presumptive end of a civil war can depend on the manner in which hostilities are settled. "Given that civil wars have the capacity to disrupt regional and even international stability, it is incumbent upon us to understand how to

end these wars—to end them constructively and to end them for good," she writes.

Toft, an associate professor of public policy, espouses a "hybrid strategy" that combines elements of the two approaches that have usually ended such conflicts since World War II: negotiated settlement and military victory. 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



Monica Duffy Toft

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. ❖ LR

36
classnotes

37, 46
from the field

40
books



Saving Schools
From Horace Mann to Virtual Learning
:: Paul E. Peterson

Throughout U.S. history, visionary leaders have sought to change the country's educational system. And they've succeeded—but not always in the ways they imagined. That's the premise of Paul Peterson's *Saving Schools: From Horace Mann to Virtual Learning*.

The Henry Lee Shattuck Professor of Government, Peterson catalogs the efforts of six educational reformers—Horace Mann, John Dewey, Martin Luther King Jr., Albert Shanker, William Bennett, and James Coleman—"to try to save the schools from the vested interests of the past." These efforts, from King's drive for school

desegregation to Coleman's role in the school-choice movement, met resistance from powerful interests that had a stake in the status quo, according to Peterson. They also led to increased centralization, moving control of schools away from local and parental entities to larger authorities such as state governments and federal agencies. The coming reform, which he predicts will feature technological advances and fewer administrators and regulators, may reverse that pattern.

"Education will become decentralized, personalized, and customized so that schools will look more like those of the earliest years of the republic than the highly structured, professionalized, centralized systems they became in the late twentieth century," Peterson writes.

Vested interests will most likely oppose the latest innovation, he writes. As has been the case throughout history, the opportunity to transform the country's educational system will be tested again.



War Stories
The Causes and Consequences of Public Views of War
:: Matthew Baum and Tim Groeling

When it comes to foreign policy and military action, the mass media take on a critical role in informing the public. But the problem, as Matthew Baum, the Marvin Kalb Professor of Global Communication, outlines in *War Stories: The Causes and Consequences of Public Views of War*, is that the media tend to shape coverage to serve their own interests rather than the public's.

Baum and UCLA's Tim Groeling argue that the media typically emphasize unexpected or novel information, such as that a member of Congress has criticized the president of his or her own party. Such 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 Power of Social Innovation
How Civic Entrepreneurs Ignite Community Networks for Good
:: Stephen Goldsmith (with Gigi Georges and Tim Glynn Burke)

In 2008, Stephen Goldsmith brought to the Kennedy School about 30 of the nation's leading civic entrepreneurs and city government officials. Over the course of two years, they met to discuss how people like them could join together to produce lasting and significant social change. Those conversations—plus Goldsmith's own experience as mayor of Indianapolis and as chair of the Corporation for National and Community Service—

formed the basis for *The Power of Social Innovation: How Civic Entrepreneurs Ignite Community Networks for Good*.

The Daniel Paul Professor of Government and director of the Innovations in American Government Program, Goldsmith, who is currently on leave to work for the Bloomberg administration in New York City, advocates for an approach to community improvement that blends the efforts of government, nonprofits, the private sector, and everyday citizens.

The book includes stories of change agents, such as the leaders of the United Negro College Fund and the United Way, who "produce civic breakthroughs when they shift their focus from organizational activities to the sought-after outcomes."



Military Leadership
In Pursuit of Excellence
:: Edited by Eric B. Rosenbach, William E. Rosenbach, and Robert Taylor

Eric Rosenbach joins the previous editors of *Military Leadership: In Pursuit of Excellence* for the sixth edition of this influential book, whose subjects run the gamut from the Civil War and Robert E. Lee to the war in Afghanistan and David Petraeus.

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.



MARTHA STEWART

A Branch at a Time



Bindu Ananth

10 years MPA/ID 2001-2010

How does banking work when each deposit is measured in cents, or when annual earnings are only a few hundred dollars? What financial services would most help a farm worker who brings in a dollar a day? These questions are at the heart of Bindu Ananth's work. And if she gets the answers right, millions of people in her native India and around the world might stand to benefit. Only about 300 million of India's 1.2 billion people have bank accounts. Fewer still have any of the host of financial services taken for granted in developed countries.

Ananth MPA/ID 2007 is president and founder of IFMR Trust, 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—regulation, people willing to try new things," Ananth says.

Ananth started IFMR 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 IFMR's goals would be to expand access beyond small loans to a whole host of other financial services: savings accounts, insurance, mutual funds, pensions, capital.

Applying the lessons she had learned while working on microcredit, Ananth and her team focused on division of labor. The big financial organizations were good at providing capital, investment know-how, or insurance products, and, because of their size, at rates small organizations

could not duplicate. But people on the ground would know best how to reach local people, gain their trust, and translate the idea, strange to many, of entrusting others with their money.

In this partnership, IFMR is the one on the ground. Its key insight has been to reinvent the small village bank branch. Gone are the traditional bank branches, with large offices, bank managers, clerks, and tellers. Their high costs made going after the poorest customers prohibitively expensive. In are one-room offices, staffed by at most two high-school-educated "wealth managers," hired from the local population. The wealth managers are there to sell people on finance, but more importantly to understand what those people need. Insurance against crop failure might be the best use of a small farmer's money, while a villager growing his business might be better served by reinvesting than by squirreling away his profits.

IFMR then works with banks, insurance companies, and other financial services companies to

create standardized products suited to these new clients. Investment in biometrics allows an IFMR client to access his or her account with a thumbprint, reducing costs and, for illiterate clients, avoiding the issue of signatures and potential fraud. IFMR 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 is helping IFMR study the long-term effect of access to finance in those villages where it has set up branches.

IFMR has expanded to 80 branches in three Indian states. In a year or two, Ananth hopes, it will be providing a model, maybe as a franchisor, to entrepreneurs. The room for growth, after all, is enormous.

"The whole financial services story is completely ahead of us," Ananth says. RDO

To submit a classnote, e-mail hksalum@hks.harvard.edu. The subject line should be "classnotes."

ON THE WEB

Find alumni contact information in the online directory at hks.harvard.edu/about/alumni/online-community

1961

Arnold Zack MPA has been elected president of the Asian Development Bank Administrative Tribunal. He is in his sixth year as a judge on that tribunal.

1964

Abul Maal Abdul Muhith MPA is a member of parliament from Sylhet in Bangladesh, member of the Advisory Council of the largest political party, the Awami League, and since January 2009 has served as the country's finance minister. Previously he served Bangladesh as chargé d'affaires in the United States, executive director with the Asian Development Bank, and secretary in the Bangladesh finance ministry. After a brief stint as finance and planning minister of the country, Abdul spent two years as a visiting fellow at the Woodrow Wilson School at Princeton. He then worked as a senior consultant on planning, finance, and development in various international organizations, and co-chaired the Rome-based South Forum. Abdul also has worked as a leading member of Bangladesh civil society, founding the environmental movement BAPA, and as president of the Dhaka University Alumni Association.

1967

Harry Harris MC/MPA continues as president and founder of HealthCare California, central California's largest home health agency. After a career in government and academia, Harry became an ardent entrepreneur a few years ago. He decided to put experiences and concepts into practice. Harry continues to expand his growing company even in the current dynamic health care environment. He also finds time to continue his global consulting on entrepreneurial and health care issues with frequent travel. These overseas journeys are rewarding occasions for renewing old acquaintances and making new friends.

Peter McGrath MC/MPA, PHD 1970 has focused over the past several years on Health Information Exchanges. He would welcome hearing from fellow Harvard Kennedy School alumni with an interest in HIES. Peter is CEO of Coriendo LLC in Bala Cynwyd, Pennsylvania, a business process management technology company that automates and integrates business processes for organizations in health care and financial services.

Zafar Siddiqui Iqbal MC/MPA was a member of Pakistan's civil service, retiring as a top bureaucrat in 1988. He went to manage a development financing institution, which became extremely profitable and famous, and was chairman of a private sector conglomerate and later president of an Arab investment bank. He left the private sector in 1995 to become chairman of Greenstar Social Marketing, the largest nonprofit reproductive health program in Pakistan, in partnership with Population Services International.

1968

Abraham Katz PHD retired as honorary president of the International Organization of Employers after serving as president from 1996 to 1998. IOE officially represents over 140 national employers' organizations at the International Labor Organization and other UN bodies. In 1999 he retired with the title of president emeritus from the U.S. Council for International Business, an organization of about 300 leading multinational corporations and service firms. Prior to that he was a career foreign service officer for 34 years, retiring as U.S. Representative to OECD with the rank of ambassador. Other assignments included assistant secretary of commerce for international economic policy, economic counselor, Moscow, and various other assignments in Washington, Paris, and Mexico. He was awarded the French Ordre National du Merite with the rank of Grand Officier, the Meritorious Service Award of the Department of State, and the USCIB International Leadership Award.

1969

Mike Hager MC/MPA is president of the nonprofit Education For Employment Foundation, based in Washington, DC. His work in creating job opportunities for young people in the Middle East and North Africa takes him to the region almost monthly. Previously, Mike led the Conflict Management Group in Cambridge. Between 1982 and 2000 (after a mostly overseas career with USAID), he was co-founder and director

general of the Rome-based International Development Law Organization. Mike lives in Washington, DC, with his journalist wife, the former June Ashley.

1972

Salim Abbas Jilani MC/MPA is chairman of the board of directors of Pakistan's Sui Southern Gas Company, a utility that transmits and distributes natural gas to more than 500,000 commercial and industrial consumers through a vast network of underground pipelines. Prior to this, he spent a long career with the Pakistani government holding many senior positions including that of secretary of defense. During these rather challenging times in Pakistan, he lives peacefully with his wife, Aziza, enjoying greatly the company of his two sons and daughter and their lovely, growing children.

David Wheat MPP is in the System Dynamics Group at the University of Bergen in Norway. This spring, he taught a new master's level course right out of the HKS playbook: policy design. Students extended their simulation models of dynamic public sector problems by designing feasible policy structures to improve systemic behavior. While developing the course, he wrote an article that will soon appear in *Systems Research and Behavioral Science*: "What Can System Dynamics Learn from the Public Policy Implementation Literature?" "My immediate priority, however, is to get back on my feet following knee surgery after slipping on an icy sidewalk!" he writes.

1974

Sandford Borins MPP is a professor of management at the University of Toronto. This past academic year he was a research fellow at the Ash Institute for Democratic Innovation and Governance. He coordinated a faculty research seminar on the replication of innovations. He is also doing research on narrative and management, and his latest research paper—"Innovation as Narrative"—is posted on the Ash Institute website under faculty research.

1975

Jennifer Bremer MPA, PHD 1982 was named founding chair of the American University in Cairo's Department of Public Policy and Administration. The new department joins departments of law and journalism to make up the academic core of AUC's new School of Global Affairs and Public Policy, established in September with Nabil Fahmy,

a distinguished Egyptian diplomat, serving as dean. More than 100 graduate students are enrolled in the master's in public policy and administration program, which will be restructured next year to establish the Middle East's first MPP program as well as relaunching AUC's 25-year-old mid-career MPA.

Dave Christian MC/MPA served as an international affairs analyst in the federal government from 1967 to 1998, and consulted on international issues for Booz Allen Hamilton from 1999 to 2007. He resides with his wife, Arlene Christian, in Arlington, Virginia.

1976

Jonathan (Jock) Brown MPP, PHD 1981 recently "retired" as senior investigator at the Kaiser Permanente Center for Health Research. However, he continues to lead the development team for the Evidence-Based Medicine Integrator (EBMI), a new kind of open-source computer simulator that transparently combines clinical trial results with electronic medical record data to suggest treatments for individuals and populations. In October, he was elected vice president of the International Diabetes Federation, where he has for many years chaired a Task Force on Health Economics working in Africa, China, Kazakhstan, and Central America.

Phil Scanlan MC/MPA who has served as Australian consul-general in New York since April 2009, is founder of the bipartisan Australian American Leadership Dialogue, and is focused on building systemic ties with global leaders in New York City and environs. Phil is the first fellow of the Australian and New Zealand School of Government (ANZSOG), executive fellow of Melbourne Business School, former member of the Business Council of Australia, and fellow of the Australian Institute of Company Directors. Every available moment Phil prefers to spend with his American wife, Julie, and seven children, aged 32 to 12.

1977

Mark Kleiman MPP is professor of public policy at UCLA. *The Economist* listed his book, *When Brute Force Fails: How to Have Less Crime and Less Punishment* (Princeton University Press), as one of the "Books of the Year" for 2009, and Robert Frank of Cornell, writing in *The New York Times*, called its analysis of the dynamics of deterrent threats "revolutionary." Mark edits the *Journal of Drug Policy Analysis* and blogs at The Reality-Based Community (samefacts.com).

COURTESY OF BINDU ANANTH; FAR RIGHT: MARTHA STEWART

1978

Richard Philip Broinowski MC/MPA was, after graduating from Harvard, general manager of Radio Australia and Australian ambassador to Vietnam, to the Republic of Korea, and then to Mexico, with joint accreditation to the Central American Republics and Cuba. After retiring from the Australian public service in 1998, he became adjunct professor of media and communications at the University of Canberra, and then Sydney University. Richard has published three books, with a fourth in the pipeline, and lives in Sydney with wife Alison.

Clarence Cooper MC/MPA was presented in February with one of the Atlanta Bar Association's two annual Leadership Awards. The awards are presented to Atlanta Bar Association members who inspire by their example, challenge by their deeds, and remind us all of our debt to our profession and our community.

Russel Feldman MPP is president of TBA Architects, Inc. of Waltham, Massachusetts, and San Francisco, serving the public, nonprofit, and private sectors. Last year Russ was elected chair of the board of trustees for the Boston Architectural College, the largest independent spatial design school in the country. Russ has received the first BSA College of Fellows Award for Excellence in Teaching and, perhaps more important, is a three-time winner, in the professional category, of the International Sandcastle Competition held in Ipswich. Russ lives in Newton, Massachusetts, with his wife, Anne Kane.

Susan Gordon MC/MPA, following a full and rewarding career in public service with the EPA and the State Department, has established a jewelry design firm. Susan works with traditional artisans in India to craft her contemporary yet classic designs. Her goal is to help preserve a dying art while bringing to the American market the luxury of hand-crafted fine jewelry. Recently, Susan Gordon Jewelry was honored by the World Gold Council as one of the "very best new designs in gold jewelry."

Eric Hirschhorn HKSEE has seen his book, *The Export Control and Embargo Handbook*, reach its third edition. The book explains in excruciating detail the five major U.S. government export control and embargo regimes — covering exports of defense items, exports of commercial items having potential military applications, transactions with embargoed countries, exports of nuclear hardware, and assistance to foreign nuclear programs.

Jean Van den Eynde MPA is the managing director of the Brussels office of Russell Reynolds Associates, an executive search and assessment firm. Search and consulting assignments take him frequently to London, Paris, and Amsterdam, and at times to places like Dubai, Milan, and New York. Jean was the first non-American chair of the worldwide Association of Executive Search Consultants. His three children have spent years abroad studying in Indonesia, Costa Rica, Argentina, and Denmark... not a surprise if you consider that two of them were born while Jean was in Washington, DC, for the IFC of the World Bank group. Jean continues to be active in the Fulbright organization, raising funds for scholarships.

1979

Floyd McKissick, Jr. MC/MPA is currently serving in the North Carolina Senate, where he has represented Durham County since 2007. In the Senate he is co-chairman of the Appropriations Subcommittee on Natural and Economic Resources, vice-chairman of the Commerce Committee, and co-chairs a Legislative Study Commission on urban growth and infrastructure issues. In 2009, he was honored to receive the North Carolina Housing Coalition Legislator of the Year Award, the North Carolina Justice Center Defender of Justice Award, the NAACP Political Trailblazer Award, and an award from the NC Police Benevolent Association. In addition to serving in the North Carolina Senate, Floyd practices law with McKissick & McKissick.

Calum Paton MPP has been professor of health policy at The School of Public Policy and Professional Practice at Keele University (UK) since 1993 and is now professor of public policy. "We are starting a master in public policy at Keele this autumn," he writes. "and would be very interested in communicating with HKS about curriculum, electives, and exchanges (et al.). Keele has particular expertise in health policy (UK/Europe/U.S.), education, social work, and the sociology of aging, including social gerontology. Our sister schools have expertise in economic policy, the environment and sustainability, urban 'futures,' and international relations.

1980

Ed Burns MC/MPA has retired from Massachusetts state government. He was a pre-eminent Suffolk County (Boston) prosecutor and director of the grand jury, and later served as the

director of civil process for the Middlesex County sheriff in Cambridge. He once filled in for the sheriff as the leader of the 2006 Harvard commencement parade, in keeping with the ancient tradition. He will now devote his time to the private practice of law.

William Dalton MC/MPA has been chief counsel and general counsel for the American Cancer Society for the past 13 years. Additionally, he writes a weekly newspaper column and lectures on nonprofit law and issues. "My wife, Katharine, and I live in Milton, New Hampshire, working from a home office," he writes. "My three adult children and six grandchildren all live within an hour of our house. My two step children spend much of their time with us, although the older will start college (likely Amherst or Dartmouth) this year. The younger will soon be aiming in the same direction. Besides working and writing, I spend a lot of time on gardening and outdoor projects."

Donna Woodman Drohan MCRP was awarded an honorary Doctor of Humane Letters by Wheaton College in May 2009. The degree acknowledges her career consulting to the military services, the Joint Staff, and the Office of the Secretary of Defense on transportation and logistics concepts.

Alec Fiskan MC/MPA lost his re-election bid for the Seattle Port Commission, and left his job as the mayor's liaison to Seattle City Light to open a business financing ground-source heat pumps — a business that will have to grow significantly to cover two college tuitions and a fascination with Lycian history.

Jerome Ostrov MC/MPA is married to HLS alumna and attorney Roberta (Bobi) Baruch. Jerry and Bobi are the parents of three children in their 20s. Jerry practices tax law and estate planning with the Washington, DC, law firm of Kozusko Harris Vetter Wareh LLP. In addition, Jerry has just completed a book-length college guide for Jewish parents, titled *Oy Vay, It's Time to Apply—A Cultural Guide to Colleges for Jewish Parents*, which is now in the process of being published. Jerry serves on the Board of Governors of the American Jewish Committee (AJC). Through AJC, Jerry has been privileged to attend AJC-sponsored exchange programs with AJC counterparts in both Poland and Germany.

Jim Thornton HKSEE continues to operate his private biotech company, AgroMed LLC, providing innovative disease resistant and nutrition enhancement solutions for food and feed crops. Former public service included many years in the U.S. Depart-

ment of Agriculture during the Kennedy, Johnson, and Carter administrations and with Senator Hubert Humphrey on Capitol Hill, where he helped create the Women's Infants and Children (WIC) nutrition program and a number of rural development and farm programs. He has been working in the ag-biotech field since 1992. He and his wife, Lynn, will celebrate their 57th wedding anniversary this year. They have four chosen (adopted) children, five grandchildren, and two great-grandchildren.

1981

George Atta MCR is chief community planner and principal at Group 70 International Inc. in Honolulu. He specializes in natural and cultural resource planning and community development. A LEED AP, he has been active in sustainability efforts for over two decades. He also specializes in disaster planning and mitigation. He is active in the local and national chapters of the American Planning Association. With strong multicultural interests, he is active with the East West Center and many cultural and artistic institutions.

Neil Gordon MCRP is the new CEO for The Discovery Museums in Acton, Massachusetts, a children's museum with a strong science focus. Neil lives in Wayland with his wife and four kids, three of whom are in college — donations accepted! Neil is president of the Association of Children's Museums, and involved with various other museum professional groups.

William "Jake" Jacobsen MC/MPA is retired and resides with his wife in Easton, Maryland. After completing senior Foreign Service assignments in Botswana and Namibia, he served on the National Security Council under Colin Powell. President George H.W. Bush appointed Jake as U.S. ambassador to Guinea-Bissau. After retirement from the Foreign Service in 1994, he spent a decade as a consultant in Lesotho, Morocco, and Indonesia. He participated with the UN in the 1999 referendum in East Timor and later directed a U.S. diplomatic liaison office established there. Returning to the United States, Jake and his wife owned and operated a B&B for five years on Maryland's Eastern Shore.

Joe Leitmann MPP is lead environmental specialist with the World Bank in Washington, DC, where he recently moved after five years of living in Indonesia. He works on climate change mitigation and adaptation, forestry, urban environmental management, and post-disaster reconstruction in the countries of East Asia. Joe is also con-

tributing to the reconstruction effort in Haiti as well as a book on post-disaster recovery. He lives in Chevy Chase, Maryland, with his wife and two children. An older son, Joseph Rafael, and his wife live in nearby Washington.

Richard Paton MC/MPA and his wife, **Zoraida Julia** MC/MPA, still live in Ottawa. Richard has been the president of the Chemistry Industry Association of Canada for almost 14 years and benefited enormously from his Kennedy School experience in his years with the federal government and then with a business association. Zoraida also applied her HKS lessons to international consulting for many years. Their children, Michael and Jasmine, are now 24 and 20. Richard has been teaching a course as part of the MPA at Carleton University for over 20 years. The course, "The Politics of Management," is modeled on the management case courses of HKS.

Tom Sellers MC/MPA is a ten-year cancer survivor whose life mission is to ensure the best possible quality of life for all cancer survivors. Since his mother's death from lung cancer in 1980, he has relentlessly pursued that mission in both his private and professional life. Most recently, Tom led the fundraising, community relations, and development activities for a \$30 million American Cancer Society (ACS) project to build a 50,000-square-foot Hope Lodge in Boston to provide free lodging and services to cancer patients in treatment. He also served as CFO for the Massachusetts and New England Divisions of ACS. In his new role as president and CEO of NCCS he will continue advocating for quality cancer care and the best possible quality of life for the millions of cancer survivors diagnosed each year.

Gerald Stoughton MCRP is presently the director of the Office of Financial Analysis at the Port Authority of New York and New Jersey. He went directly to the Port Authority after graduating from the Kennedy School and currently oversees the financial analysis of all major business transactions prior to presentation to the agency's Board of Commissioners. He has been involved with aviation, port, real estate, and transportation projects. He recently participated on a New York City Bar Association panel covering public-private partnership financing opportunities.

Mark Thompson MCRP was recently elected chair of Manhattan's Community Board 6, representing the East Side of Manhattan, and serves on the boards of several neighborhood and political groups. In his private life, Mark is vice president of Capalino+Company

and its affiliates, acting as government relations advisor to a wide range of corporate and not-for-profit organizations. His specialty is in the areas of land use, real estate, and development. Most recently, Mark was the project manager for the newly opened Museum of Chinese in America.

1982

David Kirk MCRP is a partner in the Atlanta office of Troutman Sanders LLP, an international law firm with over 650 attorneys in 15 offices worldwide. His practice focuses on zoning, land use, ethics, urban redevelopment, 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 JD from the University of Michigan in 1999. David lives in Decatur, Georgia, with his wife, Lori, and two daughters, aged eight and 11.

Kevin Murphy MPA is having fun developing national competitiveness strategies (Egypt) and national industrial strategies (Saudi) and running J.E. Austin Associates since 1986. "We have now completed 580 projects in 120 emerging economies," he writes. "We are currently working in Cyprus, Jordan, Armenia, Colombia, Pakistan, Egypt, Senegal, Tanzania, and other places. We are based now in Arlington, Virginia. We have hired a few people from HKS. **Justin Stokes** MPA/ID 2004 runs our competitiveness project in Tanzania. **Imran Khan** MPA/ID 2009 is working for the Competitiveness Support Fund. We are helping leaders in emerging countries with their industry competitiveness and country competitiveness strategies. I have two kids in high school. Would love to hear from old HKS friends."

Marianne Myles MC/MPA will complete her assignment as U.S. ambassador to the Republic of Cape Verde in August 2010. In September she will begin service as senior inspector and team leader in the U.S. State Department's Office of the Inspector General.

Dave Ruef MCRP has transitioned from a successful 25-year career as an organizational effectiveness consultant and trainer to following his passion for exercise and helping others achieve a healthy lifestyle by working as a full-time personal fitness trainer, with in-home clients and on staff at New York Sports Club in Hoboken, New Jersey, where he and his wife reside.

1983

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 Recommendations on Older Women and Protection of their Human Rights, which aims at ensuring older women's enjoyment of rights and fundamental freedom in respect of their access to good health, economic security, and adequate housing, which are essential requirements for aging with dignity. Previously she was the director general of Bangladesh Television and a board member of Grameen Bank.

Jane Burnes MC/MPA is in her tenth year of Olympic Games-related projects. Having built and operated BC-Canada pavilions in Torino and Beijing, at the Vancouver 2010 Winter Games she was venue lead for the British Columbia Celebration site, which welcomed over 1.5 million visitors. The venue included an outdoor skating rink, zipline, pyro/fireworks/laser shows every night, and giant outdoor screens, all in the heart of downtown Vancouver.

Odile Disch-Bhadkamkar MPA was promoted to treasurer at Stanford University. She lives in Palo Alto, California, with her husband, Neal, and three children.

Verna McDaniel MC/MPA was named county administrator for Washtenaw County. Ann Arbor, Michigan is the county seat. Verna is the first female and African American to ever hold the appointment. As county administrator she serves as chief executive officer and controller. She personally directs the operations of all county departments to ensure efficient and effective service delivery throughout county government with 1,400 employees and a \$200 million annual budget serving 340,000 residents. Verna has been in public service for more than 35 years. She and her husband, Tim, a local attorney, have been residents of Ann Arbor for 33 years and are the proud parents of Samantha, who graduated from the University of Michigan and now lives in Florida.

Paul Sturm MC/MPA is teaching in the Community Studies and Civic Engagement Program at the University of Baltimore and the Nonprofit Management Program at the College of Notre Dame of Maryland. He also coordinates the Baltimore Nonprofit Leaders Circles, a peer learning program for executive directors of nonprofit organizations. He is co-author of *Hidden Truths: Discovering Your Nonprofit's Culture*

and *How It Impacts Performance*. Paul has been an active member of the HKS alumni community, serving on the Alumni Executive Council and Alumni Association Board of Directors in addition to helping plan his most recent class reunion.

Ann Umemoto MC/MPA is lucky to live and work in the same city, White Plains, New York. Her commute to work takes only 10 minutes. (If she walked to work, her commute would be greener but much longer.) She works on public health programs in maternal and infant health at the national headquarters of the March of Dimes.

1984

Kenneth Burt MPA is the political director of the California Federation of Teachers and a visiting scholar at UC Berkeley. He authored *The Search for a Civic Voice: California Latino Politics*, with a foreword by Los Angeles Mayor Antonio Villaraigosa, and has chapters in five anthologies relating to Latinos, labor, and the Cold War. Kenneth is a board member of the *Harvard Journal of Hispanic Policy*, the Edmund G. "Pat" Brown Institute for Public Affairs, and the California Workforce Investment Board. He is married to Sonia Sotelo Burt, and they have two children.

Steve Carlson MPP is CEO of the Provident Group, a Manhattan-based boutique investment banking and advisory firm dedicated to servicing the middle markets within the Americas and other select emerging markets through the structuring and private placement of client transactions. Previously Steve was a managing director at Lehman Brothers in various leadership positions: global head of Emerging Markets Fixed Income; head of Institutional Sales Group; head of Non-GSE CMOs and fixed mortgage trading; co-head of Mortgage-backed Securities Derivatives Trading; and director of MBS Research. Steve started his post-Kennedy School career at Fannie Mae in strategic planning and corporate finance. He and his wife, Carla, live in Pelham, New York, and have five kids.

Vicki Hill MC/MPA continues to explore the world with her husband and 14-year-old son. They most recently ventured to Belize to visit Caracol, the largest Mayan ruins in the country, and to hike among cascading waterfalls and colorful wildlife. They topped off the trip with a sailing adventure among Belize's many tiny islands and found themselves in hurricane force winds. When not traveling, Vicki manages her environmental planning consulting business, which has been in operation since her graduation from HKS.

International Politics and the Environment

Ron Mitchell MPP 1985, PHD 1992

International Politics and the Environment provides a sophisticated overview of the theories, concepts, and methods central to the complex and contentious field of international environmental politics. Mitchell introduces students to the political processes involved in both causing and resolving international environmental problems, linking environmental policy to politics and bringing in a wide range of practical real-life examples.

Managing Public Sector Projects: A Strategic Framework for Success in an Era of

Downsized Government
David Kassel MC/MPA 1997

From Boston's Big Dig to infrastructure reconstruction in Iraq, public projects all too often make headlines for the wrong reasons, such as when they run behind schedule or over budget, or when they are perceived as being aimed at satisfying narrow interests. Yet public projects are critical to the nation's economic health and to society's well-being. Kassel provides new tools that will help managers adapt to changing circumstances of government and public expectations and win back public trust.

Gender Stereotyping: Transnational Legal Perspectives

Rebecca Cook MC/MPA 1973; Simone Cusack

Providing strategies for eradicating gender stereotyping through the transnational legal process, Cook and Cusack argue that in order to abolish all forms of discrimination against women, priority needs to be given to the elimination of gender stereotypes.

The Story of American Business: From the Pages of The

New York Times
Nancy Koehn MPP 1983

Nancy Koehn, professor of entrepreneurial leadership and history at Harvard Business School, sifts through 150 years' worth of the newspaper of record to trace the history of American business. "By reading these stories of the past, we can gain a clearer understanding of the world we see changing around us today," Koehn writes.

The Subversive Activities Prevention Law of Japan: Its Creation, 1951–1952

Cecil Uyehara HKS 1964

The Subversive Activities Prevention Law was passed in 1952 as the Allied occupation of Japan was coming to an end. But it proved to be extremely controversial. The subject of vociferous opposition, it would spark the largest demonstrations Japan had seen since the end of the war. Uyehara studies the creation of the law and the debates and, in an epilogue, analyzes its implementation.

Carol Landsman MPP, Jody Feerst Litvak MPP, and Mark Sullivan MPP

enjoyed the foliage and a brief return to the Boston area at their "unofficial reunion" last fall, when all attended the 2009 Rail-Volution Conference in Boston. All three continue to work in transportation. Carol lives in Portland, Oregon, where she is running her own consulting company focusing on transportation planning for small cities and rural areas. Jody, who was a panelist at the conference, lives in Los Angeles, where she is community relations manager for the Los Angeles County Metropolitan Transportation Authority. Mark lives in Washington, DC, where he is a senior advisor for Innovative Program Delivery at the U.S. Department of Transportation (USDOT). While they were in the area, all three made a point of returning to Cambridge to visit with their former professor **José Antonio (Tony) Gomez-Ibanez MPP 1972, PHD 1975**, who still teaches at the school and GSD. Jody visited with him at a lunchtime session at the school on high-speed rail featuring **Polly Trottenberg MPP 1992**, who was also attending Rail-Volution. Polly currently serves as assistant secretary for policy at USDOT. Carol and Mark reunited with Tony for brunch after the conference concluded. **Sue Bregman MCRP 1983**, who was a panelist with Jody, joined them. Sue is a principal at Oak Square Resources in Brighton, Massachusetts.

J. Gregory Payne MC/MPA recently edited two editions of the *American Behavioral Scientist*—one on global perspectives on public diplomacy and the second on the 2008 election. He coordinated a U.S. State Department grant for visiting Indonesian journalists and ran programs on political communication, followed by a visit to Indonesia and Turkmenistan as a visiting scholar. He is currently working on a public diplomacy project with the mayor of Rosarito, Baja Mexico, which focuses on ethical issues in sensational news coverage in the wake of President Calderon's war on the drug cartels.

Mark Roberts MD/MPP is professor and chair of the Department of Health Policy and Management at the University of Pittsburgh Graduate School of Public Health, with secondary appointments in Medicine and Industrial Engineering. He is an academic internist with research interests in health policy, decision sciences, cost-effectiveness analysis, and the use of mathematical models and techniques from operations research in the evaluation of problems in health care quality, delivery, and organization. Mark lives in Pittsburgh with his wife, Eileen, and they have three adult children.

Earl Anthony "Tony" Wayne MC/MPA is currently serving at the U.S. Embassy in Afghanistan. With ambassadorial rank, he is coordinating director for Development and Economic Affairs and oversees non-Department of Defense assistance to Afghanistan. He supervises 14 different agencies and offices with program budgets of over \$2 billion a year and approximately 600 professionals. Tony finished his tenure as ambassador to Argentina in June 2009.

Hilary Wolpert Silver MPP has been hired to analyze health care utilization for a nonprofit MCO that serves low-income clients. The move comes after 15 years analyzing health care utilization data for Connecticut Medicaid and less than two years analyzing CIGNA's utilization data. The goal of the analysis will be to determine which clients are likely to require expensive care for chronic disease in the coming years, so that the MCO can provide them with additional services that may lessen the need for some of this expensive care.

1985

Carlos Cavalier MPA is now dream coordinator — "a much better name for CEO" — of Alquería in Bogotá, Colombia, a vibrant milk processor with a CAGR of 25% over the past two decades. Lately, he has advised the governor of Cundinamarca on higher education access for disadvantaged children. He lives in Bogotá with his wife, Tita, and two sons, as the other two are in school in the United States.

Thomas Gardner MC/MPA is associate professor of communication at Westfield State College. He teaches public relations for nonprofits and government agencies in the MPA program, and also undergraduate courses, including communication law, political communication, and an honors seminar on war and media. He will take students to Vietnam in January 2011. His book, *The Media Rhetoric of Law and Order: How ABC Framed the Mumia Abu-Jamal Story*, was published in 2010 by The Edwin Mellen Press. He lives in Amherst, Massachusetts, with his wife, Karen Levine, and son, Koby, 14. His daughter, Sarah, 28, married in June. She works at the State Department.

Rick Heller MPP received a master's degree in journalism from Boston University in 2009 and is now editing the online magazine *The New Humanism*, which is published by the Harvard Humanist chaplaincy.

Alison Hughes MC/MPA is a faculty member in Policy and Management at the Mel and Enid Zuckerman College of

Public Health, The University of Arizona. This year Alison signed on to a "phased retirement" program, allowing her to reduce her time commitment at work and open up new avenues for her free time. She continues to advise students and supervise their field studies, and continues her work interests in telemedicine practice and health information technology systems. In February she was honored to receive the Ms. Rosa Parks Living History Makers Health Award, bestowed jointly by the Tucson branches of the League of United Latin American Citizens and the National Association for the Advancement of Colored People.

Sam Leiken MC/MPA is now vice president of the Council on Competitiveness, a Washington, DC, leadership group comprising CEOs, university presidents, and labor leaders working together to ensure that Americans prosper in a global economy. He is currently leading a project called Tapping Mature Talent, a joint venture with the Council on Adult and Experiential Learning (CAEL) that focuses on the potential of mature workers as economic assets in their regions. Sam has just completed a year-long study on regional leadership titled "National Prosperity/Regional Leadership," available on the council's website, www.compete.org.

Dan Levine MPP has started teaching a course on state and local economic development to MPP students at Rutgers University, after 25 years of being a practitioner-in-the-field. "Although I am not quite ready to give up my day job (still in corporate relocation and economic development), it really is quite a trip returning to the public policy classroom as distinguished (i.e., touch of grey) faculty! Always enjoy hearing from HKS classmates," he writes.

Henry Ramos MPA recently relocated from New York City to his home state of California, where he and his wife, Claudia, have settled on a 10-acre ranch near San Luis Obispo, on the Central Coast. Recently, Henry was appointed by Governor Arnold Schwarzenegger to serve on the state community colleges' board of governors. He was also named one of Latino America's 101 most influential individuals by *Latino Leaders Magazine*. Also a recognized artist, he has recently affiliated with the Gallery of Graphic Arts in New York and Studios on the Park in Paso Robles, California, as an artist-in-residence.

Jim Shultz MC/MPA is the executive director of the Democracy Center, based in San Francisco and Bolivia. In 2009 Jim and his team undertook a 14-city U.S. tour for their new book,

Dignity and Defiance, Stories from Bolivia's Challenge to Globalization. Jim's other recent international work includes a series of advocacy training programs in the Balkans, the Republic of Georgia, and East Asia. Jim lives in the small rural village of Tiquipaya, Bolivia, with his wife, Lynn, their seven-year-old daughter, and two crazy black dogs. His neighbors are mostly cows.

Peter Swiderski MPP returned to his Kennedy School roots this year when he ran for and won the mayor's seat in his hometown of Hastings-on-Hudson, New York. (This is a part-time position, though some weeks it doesn't feel so part-time.) He ran with a slate of two trustees, has a working majority on his board, and is successfully (so far) tackling an agenda focused on riverfront development, taxes, sustainability, and deer control. His wife and two children affectionately tolerate his newfound evening passion.

1986

Janet Beardsley MC/MPA received a Pacesetter Award for community service in February. Each year, the Pacesetter Awards are given to those who work to improve lives in Colorado's Boulder County. Jane was selected based on her 23 years as executive director of the YWCA of Boulder County and carrying out the organization's mission to protect children, empower women and girls, and eliminate racism. She is also a past recipient of a Be Bold Award from the Women's Foundation of Colorado, and she received a Woman Who Lights Up the Community Award from the Boulder Chamber of Commerce.

James Doane MC/MPA retired from the U.S. Department of State's Foreign Service in March of 2000. Since then he has been a foreign affairs consultant working closely with the State Department's Bureau of Near East Asian Affairs and the Foreign Service Institute. Most recently he is consulting on improving the life support services at the U.S. Embassy in Baghdad. Since retiring he has traveled to and worked closely with the U.S. Embassy staff in Israel, Colombia, Eritrea, and Iraq.

John Gamman MC/MPA works as a senior mediator/policy analyst with CONCUR, Inc., a firm he co-founded in 1990. He designs and oversees negotiation processes that create collaborative solutions to large-scale environmental problems. These have included cleaning up the largest land-based oil spill in the United States and assisting a coalition of 25 agencies to protect 1,500 miles of streams in Silicon Valley. John has been named to the Fulbright Senior

Specialist's Roster, enabling him to create collaborative projects with counterparts worldwide.

John Hale MC/MPA is the associate director of the Center for Civic Education. The center is based in Los Angeles, and its mission is to promote the principles and practice of democracy in the United States and other countries. John and his family live in La Cañada-Flintridge but have been neither seared by fire nor washed out by mudslides... yet. John's wife is a graphic designer and artist, his daughter is a singer and sophomore at NYU, and his son is the La Cañada High School soccer team's goalkeeper, who recorded 16 shutouts in 21 games this season.

Jim Junke MC/MPA is director of human rights policy at Canada's Department of Foreign Affairs and International Trade. He is responsible for leading 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-nuclear non-proliferation, South Asia, and the United States. In addition he served with the Privy Council Office (serving the Prime Minister) and abroad in Islamabad and Rome. He lives in Ottawa with his spouse.

Rob Muller MPP was recently named vice president of the education practice at CNA, a national applied research and analysis organization, where he also serves as director of the Regional Educational Laboratory Appalachia. Founder of the consultancy Practical Strategy LLC, he has held senior positions in the federal government as well. On the side, Rob teaches in the MPP program at Georgetown. He and his wife, Sally Sachar, are trying to keep up with three teenagers.

Alasdair Roberts MPP, PHD 1994 published a new book in March 2010: *The Logic of Discipline: Global Capitalism and the Architecture of Government*. Alasdair is presently the Jerome L. Rappaport Professor of Law and Public Policy at Suffolk University Law School.

1987

Janice Day MC/MPA and her husband, **Jim Day MC/MPA**, relocated to Washington, DC, in 2008 after living in St. Paul, Minnesota, for six years. They now love living in Georgetown. Jim is president of Hardwick Day, a higher education consulting firm with offices in Minnesota and Washington; Jan is a communications consultant. They have three children, Owen, 21, Grace, 19, and James, eight.

Nadine Hack MC/MPA, president of beCause Global Consulting, went to Lausanne, Switzerland, to be interviewed by the president and faculty at IMD international executive leadership business school as a possible executive-in-residence on responsible leadership and corporate social responsibility. IMD is ranked second globally by *The Financial Times* and second worldwide by *The Economist*. Nadine is excited about increasing her already significant global impact by employing her expertise, knowledge, and network in this potential position.

Hilary Hamlin MC/MPA HKSEE is a management consultant in a niche market of mental health, mental retardation/intellectual development disabilities, substance abuse, and information systems. Hilary has worked in this field for 30 years, including management positions at community mental health centers in three states, two state departments of mental health, a couple of federally funded special projects, and a software company specializing in this market. She is currently project manager for the implementation of an electronic medical record system for two of the largest centers in Texas, where the system will have 2,000 users. She now lives in Tucson, Arizona.

Terri Monroe MC/MPA is director of the Leadership Institute and associate professor of leadership at the University of San Diego. She teaches mid-career students enrolled in the MA and PhD programs in leadership studies offered by USD's School of Leadership and Education Sciences, and heads up a new specialization in organizational leadership and consulting. A number of former HKS classmates and faculty members have served as affiliated faculty members for the semi-annual Leadership for Change group relations conferences that she conducts each January and July.

Frank Ostrander MC/MPA has transferred after three years as the economic counselor at the U.S. Embassy in Sarajevo, Bosnia, to be the economic counselor at the U.S. Embassy in Ottawa, Canada. He joined the Foreign Service shortly after graduating from the Kennedy School and has also served in South Africa, Germany, Iraq, and Washington, DC. He and his wife, Bonnie, are looking forward to retiring after this assignment.

Jonathan Schell IOP is a fellow at the Nation Institute and a lecturer at Yale University, where he teaches a course on the nuclear dilemma and one on nonviolence. His most recent book is *The Seventh Decade: The New Shape of Nuclear Danger*.

Steve Sleigh MC/MPA is a principal with The Yucaipa Companies, a Los Angeles-based private equity firm. Steve manages Yucaipa's Washington, DC, office, working closely with union pension funds as a source of capital, unions as a source for investments, and to help portfolio companies navigate government relations. Steve lives in Chevy Chase, Maryland, with his wife, Ann Greiner, and two children, Claire and James.

Peter Thompson MC/MPA presents *Talking Heads*, a weekly program on ABC TV, Australia on the lives of prominent people. As well, he is a fellow of the Australia and New Zealand School of Government, teaching executive programs on communication and public policy. Peter teaches at annual events, like the three-week Executive Fellows Program that includes key contributions from HKS faculty, including Mark Moore, Dutch Leonard, and Malcolm Sparrow. Peter lives at Avalon on Sydney's northern beaches with his partner, Jane.

Javier Trevino MPP is back in government following his appointment as secretary general of Nuevo Leon, a position that combines the roles of lieutenant governor and secretary of state. "I worked nine years in the private sector as the senior vice president for corporate communications and public affairs at CEMEX. I previously served 14 years in the Mexican federal government in several positions including: director of planning in Mexico's Education Department; spokesman and minister for press and public affairs at the Mexican Embassy in Washington during NAFTA negotiation; and advisor in three presidential campaigns. I also served in top posts in the Zedillo administration, including deputy foreign minister, and deputy finance minister for administration."

1988

John Carlson MPP recently joined Morgan Stanley as a managing director in the operational risk division. Previously, John worked at BITS, the technology policy division of the Financial Services Roundtable, the Office of the Comptroller of the Currency, and Office of Management and Budget. John lives in Bethesda, Maryland, with his wife, **Mona Yacoubian** MPA 1989, and their three teenage daughters.

Robert Cerasoli MC/MPA resigned as inspector general for the City of New Orleans in 2009 to attend to health issues. After five successful surgeries, he has come back to full health, weightlifting and bodybuilding again at the South Shore YMCA in Quincy. Robert is a part time personal trainer at the YMCA.

He is not quite fully retired, but maintains that he is fully retired from public service. He is staying intellectually active as a visiting associate professor at Bridgewater State College, teaching two undergraduate courses in American government, and one graduate module in ethics and conflict of interest.

Edward Goldstein MPP married Melanie Flamenbaum on May 10, 2009 in Washington, DC. He is currently manager of government relations for Orbital Sciences Corporation and also teaches public policy courses at American University and Catholic University. He previously was lead writer at NASA.

Bob Levy MC/MPA was re-elected without opposition to a City Council position for Plantation, Florida. His new term will be four years. He still remains town manager of Pembroke Park, Florida.

Phil Prosseda MPP is the chief of the Selections Division in the Office of Admissions at the U.S. Air Force Academy. He is responsible for selecting the freshman class of approximately 1,300 cadets from over 12,000 applicants. Previously, Phil was the dean of the Air Force Academy Preparatory School, an assistant professor in the Academy's Department of Economics, and a glider instructor pilot. Phil earned his PhD in economics from the University of Colorado in 2004. He lives in Monument, Colorado, with his wife and two daughters.

1989

Mehrdad Baghai MPP/ID is managing director of Alchemy Growth Partners, a boutique advisory and venture firm in Sydney. He is co-author of *The Alchemy of Growth*, an international best seller, and its sequel, *The Granularity of Growth*. Mehrdad was an executive director of the CSIRO, Australia's national science agency, with overarching responsibility for growth. Previously, he was a partner at McKinsey and co-leader of the firm's worldwide Growth Practice. He is co-founder of High Resolves, a community service project around global citizenship, which has engaged over 7,000 high school students.

Shari Davis MPP is helping to lead a special election campaign for the Santa Monica-Malibu public schools. With woefully inadequate per pupil funding in economically challenged California, her local school district is turning to the voters with hopes of attaining the required two-thirds majority to support a modest tax increase to avert devastating cuts to public education. Shari and her husband live in Santa Monica, where their three children attend neighborhood public schools.

Jane Seagrave MC/MPA has been named chief revenue officer of The Associated Press, the world's largest newsgathering organization. Jane was formerly senior vice president of global product development. The new job expands her responsibilities to include all aspects of AP's business. A former journalist, she served in various executive positions in digital media before joining AP in 2003. She is married to John H. Kennedy, a professor at LaSalle University. Their daughter is a student at Oberlin College.

Paul Ulrich MPA lives in Hong Kong and has been working for the past several years at Moody's Investors Service in its corporate finance group as a financial writer covering credit markets in Asia Pacific. "After graduation I worked in Sudan, Somalia, and West Africa on relief and development projects, but since 1992, when I married my wife, Jing Ulrich, my focus has been more on China. For fun, I dabble in creative writing, and my first novel, *Saudi Match Point*, also available as an audiobook, appeared in 2007."

Birge Watkins MC/MPA is a consultant to the endowment of the United States Institute of Peace in Washington, DC, working on its \$186 million headquarters building under construction on the National Mall. He is also the Washington campaign chair for the new L. William Seidman Building at Grand Valley State University in Grand Rapids, Michigan. Bill Seidman was the former chairman of the FDIC, chief commentator on CNBC, the founder of Grand Valley, and a close friend. Birge is also a founder and partner in Encompass Strategic Partners LLC, a real estate investment advisory company. His biggest challenge is having three kids in college: a daughter, Porter, at Georgetown University, and sons Rob, at American University, and Throne at James Madison University.

1990

John Austin MC/MPA is a nonresident senior fellow with the Brookings Institution and is serving his second term as vice president of the Michigan State Board of Education. He is also a resident scholar at the University of Michigan Institute for Research on Labor, Employment and the Economy (IRLEE). John currently directs the Great Lakes Economic Initiative for Brookings, designed to improve the economic vitality of the midwestern states. He has served as policy director for Michigan's Commission on Higher Education and Economic Growth, and was the founding director of the New Economy Initiative for Southeast Michigan, a

\$100 million effort to aid in the area's economic transformation. John has been married 22 years to his wife, Terese. They and their three school-age children reside in Ann Arbor, Michigan.

Izzat Dajani MC/MPA is head of Key and Priority Clients, Investment Management Division at Goldman Sachs, based in Dubai. Previously, Izzat was chief executive of the Investment and Development Office of the government of RAK in UAE, heading the corporate finance and advisory activities of government. He was chairman of RAK Friedman School of Nutrition and Policy, Tufts University, and chairman of the Board of Governors of George Mason University, RAK campus. Izzat spent over 20 years in private equity and venture capital across countries in GCC, Middle East, South Asia, and East Asia regions. He lives in Dubai with his wife and two children.

William Decker MC/MPA is a group team leader with the Centers for Medicare and Medicaid Services (CMS) in Woodlawn, Maryland, managing the development of newly mandated Medicare program operations. Previously he was a senior policy advisor with the Public Policy Institute at AARP, a senior staff analyst on the Advisory Committee on the Food and Drug Administration, and a board member of the Workgroup for Electronic Data Interchange. Bill lives in Washington, DC, with his wife, Laura Diamond.

Geri Denterlein MPA, president and founder of Denterlein Worldwide Public Affairs, leads a company that specializes in strategic communications and is known for its successful public policy campaigns, crisis communications work, and health care consulting. Currently serving as chair for the Mass Bay Chapter of the Red Cross, Geri was unanimously voted into the role of chair of the Metro Chairs for fiscal year 2011 by the 45 largest chapters in the country at a recent national Red Cross meeting.

Jeff Fowler MC/MPA is still serving in the U.S. Navy as a vice admiral (three-star) who is superintendent (university president equivalent) of the U.S. Naval Academy. He completed his 32nd year of commissioned service and third year as superintendent in June. Jeff previously served for three years as the head active-duty and reserve Navy recruiter for the entire country.

Merritt Helfferich MC/MPA is CEO of Innovation Consulting, Inc. in Fairbanks, Alaska, providing consulting in grant management, project evaluations, and Alaska Native education development. **April Crosby** MC/MPA is a consultant and a board member of environ-

mental groups. They both volunteer with numerous public service and environmental organizations. For the past two years they have volunteered in El Salvador with teacher-training nonprofits. For fun they engage in outdoor adventures: In May they hiked 175 miles of the Santiago de Compostela trail in Spain and in October will spend several weeks in the Netherlands bicycling.

Richard Lundgren MC/MPA received a master of science degree in real estate finance and investment from New York University in May 2009. He is president of Peirson Properties, a newly formed real estate investment company, and lives in Washington, DC.

Anil Pandya MC/MPA joined Northeastern Illinois University's College of Business, in Chicago, after graduation. "My son was married in September 2008 and Abha and I have a beautiful grandson, Valmik, age seven months," he writes. "I founded a credit bureau in India: High Mark Credit Information Services. It received a provisional license from the Reserve Bank of India in April 2009 and is capitalized at INR 40 Crores (about \$10 million)."

Heather Parish MPP is an independent consultant who specializes in developing strategies and capacity-building initiatives for community economic development and finance and entrepreneurial and business development. Heather currently holds memberships in the Association of Consultants to Non Profits (Chicago), Women in Planning and Development (Chicago), the Harvard Club of Chicago, and the California Alumni Association. Heather also serves as a board member of the Wieboldt Foundation and the Illinois State Board of Investment.

Debbie Phillips MC/MPA, a pioneer in the field of life and executive coaching, founded Women on Fire, an organization to connect women to one another to maximize their success. Last year her book, *Women on Fire: 20 Inspiring Women Share Their Life Secrets (and Save You Years of Struggle!)*, was published and she co-produced the film *Inspire Me!* This year she will lead the second annual Women on Fire conference in Chicago. She lives with her husband, Rob Berkley, on Martha's Vineyard and in Naples, Florida.

Fernando Tovar MPP is general counsel for GDF Suez Energy for the Middle East and North Africa. Fernando leads a team of nine in the management of legal risks involved in the development and operation of power generation and seawater desalination facilities in the region. Fernando is based in Dubai, United Arab Emirates, and has been

living there for the past four and a half years with his wife, Carolina, and two children, Rafael, six, and Andrea, four.

1991

Chris Granda MPP started a new consulting firm, Grasteu Associates, last year after eight years as a managing consultant with Vermont Energy Investment Corporation. In his new venture Chris is working with electric and gas utilities as well as government entities around the world to design innovative energy efficiency programs. Learn more at www.grasteu.com. Chris lives with his wife, Bonny, and two kids in Richmond, Vermont, in an energy-efficient home that they designed.

Rami Irani MC/MPA works as a consultant physician and pulmonologist in the private sector and as a medical advisor and training manager for international and local pharmaceutical companies. He has long experience in training health workers and medical representatives on medical aspects of drugs. He monitored ethical aspects of marketing activities and has initiated and supervised clinical trials in Eastern Mediterranean countries. Rami published three books on asthma, one book on early childhood development, and two stories for children. His recent book on health education, *Traveling Doctor*, appeared in March 2010.

Jim Jordan MC/MPA writes that he and his wife, Nancy Snyder, celebrated their 23rd wedding anniversary in April. "My daughter, Brett, whom some will remember as a baby in the stroller in 1990-91, is in her sophomore year at Washington University in St. Louis and is interested in the MPP program at HKS! I am running my own training and consulting biz for police, Strategic Resources for Criminal Justice Organizations. I created The Sergeants' Leadership Program and it has seemed to strike a chord."

Arlene Kirsch MC/MPA has started Vantage Consulting on Cape Cod. Vantage works with local nonprofits to help put the fun back into fundraising. Arlene lives on the Cape with her husband. She now has two wonderful grandchildren in the Boston area.

Amy Klein MPP is a pediatric occupational therapist at Cincinnati Children's Hospital Medical Center. She particularly loves working with medically fragile infants and toddlers, children with feeding disorders, and children with cerebral palsy. She uses the research and critical appraisal skills she developed at the Kennedy School in her role as a Point of Care Scholar, a one-year

program sponsored by Cincinnati Children's that provides her with the opportunity to improve care by critically assessing and incorporating evidence into hospital practice. In addition, Amy is incorporating her love of yoga into her OT practice.

Gerry Nalepa MC/MPA retired from the Marine Corps in March after 16 active years and 14 reserve years. "I am moving to Nevada (bought two foreclosed condos) because I like the desert and my parents (in their 80s) are out there and I want to be close," he writes. "I may go back east for DoD work, but looking for things to do in Las Vegas, after I take my folks cross-country this spring."

Lisa Minshew Pitney MPP is the vice president of government relations for the Walt Disney Company, overseeing state and local government relations. Lisa lives in La Crescenta, California, with her husband and two young children.

Patrick Sinclair MC/MPA has moved back to Los Angeles and is now communications director for the Partnership for Los Angeles Schools, an initiative of Mayor Antonio Villaraigosa. The partnership manages 12 low-performing inner-city schools in East LA and Watts.

Evelyn White MC/MPA has released a new book, *Every Goodbye Ain't Gone: A Photo Narrative of Black Heritage on Salt Spring Island*. The book is the first to document the historical and contemporary presence of blacks on a rural enclave a few nautical miles from Vancouver, British Columbia. Salt Spring is widely hailed as one of the top artist colonies in North America and stands, with Oak Bluffs on Martha's Vineyard, as a community that has provided sanctuary for generations of blacks.

Austin Yamada HKSEE has been appointed senior vice president for business acquisition in the intelligence, security, and space sector within QinetiQ North America's Mission Solutions Group.

1992

Alexandre Chavarot MPP recently joined, after 15 years in investment banking, the Clinton Climate Initiative (CCI), one of the programs of the William J. Clinton Foundation, as head of clean energy finance and solar program coordinator. CCI acts as a facilitator between government, industry, and finance to implement pilot energy efficiency and clean energy projects. Alexandre is currently involved in the development and financing of large-scale solar park projects in India, South Africa, Australia, and the United States. He is still based in London, where he lives with his wife and three children.

Juliette Fay MPP made what she calls a “fluky switch from state and local work” to writing novels. Her first, *Shelter Me*, was published by HarperCollins last year, with another due to be published by Penguin/Viking in early 2011. She lives in Wayland, Massachusetts, with her husband and four children.

Yoshio Matsuki MC/MPA has been living in Ukraine for nine years and was recently made a full professor at the National Technical University of Ukraine Kiev Polytechnic Institute, teaching public policy for sustainable development. “I feel that I have found a place to settle in,” she writes. “I am not wealthy, but enough to live.”

Andy Sieg MPP is managing director and head of Retirement and Philanthropic Services at Bank of America Merrill Lynch. He lives in Greenwich, Connecticut, with his wife and two children, and stays in touch with HKS through involvement with the Dean’s Alumni Leadership Council.

Marti Trudeau MC/MPA just completed a lighthearted chemistry book for people with no chemistry background. The book is titled *Dmitri’s Neighborhood: Feeling at Home with Chemistry Basics*. Marti is the administrative director of the Center for Health Equity Research and Promotion (CHERP), located at the Philadelphia VA Medical Center. CHERP is a VA Health Services Research and Development Center of Excellence and has been funded since 2001.

Susan Watts MC/MPA was director of the Maternal and Child Health Program at the French-American Foundation in New York and Paris after graduation; she then joined New York City’s Children’s Aid Society and later the New York office of the Children’s Defense Fund. Susan now devotes her time to volunteer work in Palm Beach, Florida, and Newport, Rhode Island. She is married to Bruce Watts and has two grown children and two grandchildren in Germany.

1993

Laurel MacLaren MPP is the deputy country representative of The Asia Foundation’s Indonesia office, managing a portfolio of development and policy reform programs that address local governance, the justice sector, and economic development. Having worked in Indonesia for the past nine years, she spent five years with Save the Children and three years managing a USAID bilateral public health program. Laurel lives in Jakarta with her two children.

John Reid MPP founded Conservation Strategy Fund (CSF) in 1998, five years after graduating from the Kennedy School. He still runs the organization, which provides economics training and analysis to environmental organizations all over the world. CSF applies the strategic and economic analysis John learned at the Kennedy School to saving rich and endangered ecosystems, particularly in the tropics. The group has offices in Brazil, Bolivia, and Northern California, where John lives with his wife, Carol, and two kids.

John Rodman MC/MPA just completed 10 years as director of museum experience at The Preservation Society of Newport County in Rhode Island after six years as assistant secretary of environmental affairs under Massachusetts Governor William Weld. He directs the interpretation of the seven national historical landmarks and five other sites of the Preservation Society and their marketing and sales. John served seven years as a board member and secretary of the PR and Marketing Committee of the American Association of Museums. He and Laurel live in Tiverton, Rhode Island, and enjoy restoring sports cars.

Kristen Sample MPP is director of the Andean Region for the International Institute for Democracy and Electoral Assistance (IDEA). Her work focuses on political and electoral reform, party strengthening, and women’s political participation. She lives in Lima, Peru, with her husband and three children.

Lisa-Joy Zgorski MPP addresses legislative and public affairs in the director’s office at the National Science Foundation. With \$3 billion in stimulus funds added to the NSF’s \$6.5 billion annual budget, work has increased. Still, she is thrilled to be engaged in communicating the importance of science and the thrill of exciting discoveries to the press, Congress, and the public in creative ways. She lives in Washington, DC. She headed the DC-area regional alumni council for several years, served on the Alumni Executive Council for two full terms, and now appreciates her large network of HKS friends and colleagues yet enjoys spectator status vis-à-vis “official” alumni activities.

1994

Peter Fishman MPP recently joined Sovereign Bank in Boston (the U.S. subsidiary of Grupo Santander) as senior vice president/director of products and marketing. Peter will be helping to build and grow the bank’s payments business. Previously, Peter worked as a consultant for Santander in

Mexico, as director of Latin American expansion for Capital One, and as a consultant for Bain & Company. Peter lives in Sudbury, Massachusetts, with his wife, Coleen, seven-year-old son, Max, and one-year-old son, Charlie.

Mark Goffman MPP is creating a new TV series for CBS called *DC Law*, about a high-profile boutique law firm that handles precedent-setting cases in our nation’s capital. Previously, Mark worked on *Law and Order: SVU* and *The West Wing*. Mark and his wife, Lindsay, gave birth to their first child, Oliver Graham Goffman, in February 2010. They reside in Los Angeles.

Maynard Holt MPP is co-president of Tudor, Pickering, Holt & Co. LLC, a boutique energy investment and merchant bank located in Houston, Texas. Maynard resides in Houston with his wife, Kathleen, and their three children.

Jerry Hoover MC/MPA is the principal deputy program manager for DynCorp International in Afghanistan. He is responsible for running the program charged with training Afghan police, which reports directly to the U.S. State Department. Prior to this assignment, Jerry served as chief of police in Reno, Nevada; acting police commissioner for United Nations Police in Sudan; and as a senior police advisor for the State Department in Iraq. Jerry is married to **Rusty Hoover** MC/MPA 1995.

Dale Johnson MPP has just started working as the director of business solutions at ExpertNegotiator LLC, in Scottsdale, Arizona. Dale spent the past two years building a new home and finally moved in over the holidays, much to his relief. He invites all of his classmates to look him up when they’re in the Phoenix area.

Maria Plati MC/MPA is the communications manager for Preservation of Affordable Housing, Inc (POAH), a nonprofit organization that has rescued and restored some of America’s most “at risk” rental housing for the elderly, the disabled, and working families, with more than 6,400 apartments. POAH is recognized for structuring innovative financing on complex deals that preserve long-term housing affordability and is a leader in advocating for public policies to address the nation’s affordable housing challenge. Maria serves on the board of NewTV, the local cable TV access station in Newton, Massachusetts, and on the board of the Kennedy School New England Alumni Association.

Andrew Yarrow MC/MPA is vice president of Public Agenda and an adjunct professor of history at American University. He will publish his new book,

Measuring America: How Economic Growth Came to Define American Greatness in the Late Twentieth Century, in late summer 2010.

1995

Dolores Barrientos MPA joined the Inter-American Development Bank (IADB) as regional specialist for climate change and sustainable energy in May 2009. Taking advantage of her solid financial background and her sectoral knowledge structuring projects, Dolores is supporting the development of the climate change agenda in Mexico and the Latin American region. Previously, she enjoyed a career in finance in the Mexican Foreign Trade Bank, leading the international finance team.

Leela Padmini Batuwitage MC/MPA is the additional secretary for environment and policy of Sri Lanka’s Ministry of Environment and Natural Resources. She has been actively involved in managing sustainable development issues over the past 17 years in the Ministry of Environment and has extensive experience in: development of national environmental policies and strategies; international environmental policies; international environmental negotiations; industrial ecology and green design; and natural resources economies in developing countries. She has represented Sri Lanka at many international environmental conferences.

Cheryl Claus MC/MPA is an international relations advisor for the U.S. Department of Agriculture’s Foreign Agricultural Service. She is the FAS/USDA representative to the Inter-American Institute for Cooperation on Agriculture. Previously Cheryl served as an FAS international economist and member of the U.S. government negotiating team for the U.S.-Australia and U.S.-Korea Free Trade Agreements. She lives in Washington, DC.

Christopher Delbrueck MPA is deputy CEO and CFO of E.ON Sverige AB, a subsidiary to E.ON, the largest private energy utility in Europe. Having started his career after HKS with the Boston Consulting Group and a short entrepreneurial stint in the software industry, he is now working in Sweden while spending the weekends in Düsseldorf, Germany, where he lives with his wife, Birgit, and their daughter, Franziska.

Elias Freig MPA is a consultant and social entrepreneur serving as coordinator of the Special CO2 Task Force of Mexico’s Ministry of Finance, in charge of policies on the economics of climate change and carbon finance. He writes that he is “developing a concrete pro-

posal and framework with integral and innovative approaches to operationalize a sound and effective global financial architecture that could lead to a win-win climate change global deal at UNFCCC’s COP-16, hosted in Cancún, Mexico, in December 2010, at a critical moment when negotiations have reached a stage where it is absolutely vital to develop a sound financial architecture for a global climate treaty that inevitably requires the direct involvement of the ministers of finance of the world.”

Cynthia “Rusty” Hoover MC/MPA works as a deputy attorney general for the State of Nevada, representing the Department of Public Safety and the Department of Motor Vehicles. She has created a continuing education course on negotiation and has team-taught the course for the State Bar of Nevada, the Washoe County Bar Association, and the Office of the Attorney General. She also teaches Journalism 101 online for the University of Nevada, Reno. In her spare time, she takes her therapy dog, Mojo, a Saint Bernard, to the local hospital once a week to visit the pediatrics and oncology wards. She is married to **Jerry Hoover** MC/MPA 1994.

Robert Burne MacDougall MC/MPA has written *No Way to Fight a War*. The book, which came out in March, is a critical look at United States war strategy since the end of the Second World War. The book comes out as Bob’s son, Andrew, a Marine captain, deploys to Afghanistan. Following a two-year stint teaching in the Political Science Department at East Carolina University, Bob and his wife, Patty, moved to Norfolk, Virginia, where Patty is a nurse manager at a major metropolitan hospital.

Joshua Mendes MC/MPA is happy to report that he has been serving as a volunteer mediator at a community center up in the Bronx, an activity sparked by a couple of courses he took at the Kennedy School. Josh has so far mediated about 40 cases...bringing some peace (at least most of the time!) between neighbors, family members, and others.

Geralyn Sheehan MC/MPA is director of Opportunity International-Nicaragua. Opportunity is a global microfinance organization working in 30 countries and serving over one million micro-entrepreneurs. Her work in Nicaragua focuses on community economic development strategies to co-invest with the poor in developing small/medium enterprises to stabilize local economies. Target strategies focus on value-added agriculture and eco-tourism. Geralyn divides her time between Atlanta, Georgia, and Nicaragua.

Doug Thompson MPP has been appointed vice president of finance of Network Health. Doug, who previously served as interim vice president of finance for Network Health, will continue to oversee Network Health’s financial and accounting administration, including premium rate setting, recoveries and expenses, and payment protocol. He will also lead its budget development and oversight, enhance purchasing strategies and expense management, and ensure compliance with state and federal regulatory agencies’ financial requirements.

Jeff Tryens MC/MPA is chief cook and bottle washer for his one-person consulting firm, Measures Matter. After a ten-year stint as executive director of the Oregon Progress Board, ending in 2005, Jeff has worked with a variety of state and local governments, most notably the state of South Australia, where he directed programs in community engagement and agency performance improvement. Between gigs with South Australia, Jeff has helped a variety of U.S. government agencies and nonprofits to improve performance through better planning and stronger outcome management. Jeff resides in Portland, Oregon.

Mike Walker MPA works with several HKS alums at Beacon Consultants Network Inc., a consulting firm specializing in effecting human behavior change. Beacon helps clients create programs, products, and services that change the way groups of people act. Clients keep him busy with questions like “How do we compel people to use less energy? Drive hybrid vehicles? Save for retirement? Take their medication?” (Mike would definitely appreciate hearing from you if you think you have any of the answers.) He lives in Hingham, Massachusetts, where he is tolerated by his wife, Debra, and occasionally outwits his daughter, Lauren, a toddler.

Chris Wrenn MC/MPA is a colonel in the United States Air Force. Currently, he is pursuing a PhD in international relations at the Fletcher School, Tufts University. Chris lives in Medford, Massachusetts, with his wife, Andi, and two of their five children.

1996

Judith Canales MC/MPA received her second presidential appointment when she was named by President Barack Obama as the administrator for rural business-cooperative programs for the U.S. Department of Agriculture Rural Development in Washington, DC. She is responsible for overseeing the national rural business and cooperative pro-

grams portfolio for USDA. Judith previously served in the Clinton administration at the Department of Housing and Urban Development and as deputy state director for the USDA Texas State Office. A native Texan, she most recently served as the executive director of the Maverick County Development Corporation in Eagle Pass, Texas.

Vinio Floris MC/MPA writes that in August 2009 a group of MPAs traveled to Turrialba, Costa Rica, to attend the wedding of the daughter of **Carlos Leon** MC/MPA. Carlos passed away unexpectedly in 2008. The event was a fitting tribute to a dear friend who touched the lives of many with his kind heart and joyful spirit.

Natalie Keng MPP writes: “Ni Hao, Y’all! I am excited to announce my new start-up business and website, Chinese Southern Belle LLC. It’s a mother-daughter adventure that uses food as a starting point for cross-cultural learning, fun, and social/business connections. We integrate awareness about social, health, and sustainability issues in our events—opening minds, one mouth at a time! We hope to have a book and a show in the future. Besides being near my folks, the best part is transforming my passion around food/culture and HKS training into an exciting new career! I’d love to hear feedback!”

James Nicholson MPP is a managing director with FTI Consulting in Paris. James works as an expert witness in the assessment of financial damages and related issues in international arbitration disputes, working with corporations, governments, and law firms. James is a CFA charterholder (2008) and a non-executive director of F&C Zircon, a hedge fund. James married Jennifer Gessner, whom he met when they were both working at Bain & Co, in 2007, and is now the proud and tired father of two young sons.

Guy Swan III HKSEE was recently promoted to lieutenant general in the U.S. Army. “On December 15, 2009, I assumed command of U.S. Army North (Fifth Army), with headquarters at Fort Sam Houston, Texas. USARNORTH is responsible for homeland defense, providing military support capabilities to civil agencies in times of crisis or catastrophe, and conducting military-to-military partnering with the armies of Mexico and Canada. Prior to assuming command of USARNORTH, I served in Baghdad as the chief of staff to General Ray Odierno, the commander of U.S. forces in Iraq.”

Antonio Torres MC/MPA is a development officer at the Massachusetts Housing Finance Agency (MassHous-

ing), underwriting large-scale mixed-income multi-family developments throughout Massachusetts. Last year he was elected to his third three-year term as trustee of the Massachusetts Housing Finance Agency’s Employees Retirement System. Since 2003 he has served as an advisory board member of the Local Initiatives Support Corporation (LISC) — Boston, and a member of its credit committee. Also, in 2009 he was a founding member of the Mel King Institute for Community Building, an organization that was created to advance the educational and training needs of community development practitioners in Massachusetts.

Peter Allen Weinmann MC/MPA is a partner in the law firm of Wolfgang & Weinmann in Buffalo, New York, where he concentrates on tax assessment challenges. He is married and has four children under the age of eight.

1997

Todd Cyril MPA has been managing American military assistance programs for Lebanon at the Defense Security Cooperation Agency since 2008, after three years serving in Amman, Jordan. He will shortly begin training for a move this summer to serve in the U.S. Embassy in Tel Aviv, Israel, as the Army attaché. He is currently living in Fairfax, Virginia, with his wife, Laila, and two daughters, Ashley and Jessica. Stepdaughter Mouda is living and working in New York City.

Louritha “Lou” Green MPP was recently awarded an Ian Axford Fellowship in Public Policy—one of only five granted to outstanding Mid-Careers who develop policy with practical application for the United States and New Zealand. Lou is an international trade liaison in U.S. Customs and Border Protection. She will spend seven months learning from the New Zealand Customs Service. Her research will focus on establishing a New Zealand-U.S. joint action plan for application in the event of a significant disruption of trade. She has also served as an attorney for CBP’s Office of Chief Counsel.

Christopher LaMonica MPP is an assistant professor of government at the U.S. Coast Guard Academy in New London, Connecticut. Chris just returned from teaching for five years at Victoria University in Wellington, New Zealand, with his wife, Nikki, and daughter, Olivia. They are now expecting a second child in May 2010.

Thomas Matsel MC/MPA is currently serving as the deputy brigade commander for 1BCT, 10th Mountain Divi-

A Proper Place for Women

Emily Stanger



10 YEARS
2001-2010
MPA/ID

When Emily Stanger MPA/ID 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, where a 14-year civil war, from 1989 to 2003, left the country in shambles.

Stanger's connections to the small West African nation began the summer of 2007, between her first and second years in the MPA/ID program, when she served as an intern in Liberia's Ministry of Gender. Inspired by her experience that summer, she focused her second-year policy analysis on the economic development of Liberian women. In Liberia, 80 percent of women from rural areas are illiterate, yet women make up most of the work force.

"They're conducting the majority of economic activity and yet are extremely disadvantaged," Stanger says.

She and Molly Kinder MPA/ID 2008—a fellow intern in the program—wrote "Fulfilling President Sirleaf's Mandate: Ensuring Women their 'Proper Place' in Liberia's Economic Development." The report earned them the Jane Mansbridge Research Award for the best paper written in the area of gender and public policy and the opportunity to present the report to President Ellen Johnson-Sirleaf MC/MPA 1971, who in 2006 became Liberia's—and Africa's—first female president and in 2008 delivered the school's graduation address.

Impressed by their work, President Johnson-Sirleaf invited Stanger to return to Liberia as a Scott Fellow and serve as special advisor to the minister of gender and development.

In October 2009, Stanger was appointed program manager for the government of Liberia-UN Joint Program on Women's Economic Empowerment—an ambitious \$8 million initiative to transform the economic status of Liberia's women through programs in adult literacy, microfinance, business development, secondary school enrollment, and trade.

From her home base in the capital, Monrovia, Stanger works on designing the programs and bringing the various actors together. "In the past, these functions were managed by numerous agencies," she says, "and the women were not getting the whole package of services." She also travels throughout the country of 3.5 million people, overseeing implementation.

She describes Liberia as beautiful and undeveloped, with beaches, wooded hills, and miles of dense tropical forests. Forty percent of West Africa's rain forests are in Liberia, where it rains continuously from early summer to early fall. The rest of the year is humid and sunny. "Growing up in Houston," she says, "was good preparation for living here."

Stanger is grateful for the opportunity she has been given. "To be honest, when I came, I didn't think I'd be here for more than a year. Liberia is very much in a post-conflict

stage where everything is being reconstructed and rebuilt. At the same time, if you stay on, you see changes. It's incredibly exciting."

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 class tensions. She is trying to deliver to people who haven't had opportunities."

Working with the women of Liberia has also been enormously 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'd come," she says. "The women make everything worth it." SA

sion, at Fort Drum, New York. He deployed to Mazar-i-Sharif, Afghanistan, in March. He was previously stationed in Germany, where he commanded 1st Battalion 94th Field Artillery and then served as the chief of plans, Operational Fires Directorate, U.S. Army Europe in Heidelberg.

Carrie (Miller) Smith MPP and her husband, Wesley, recently received their foster care and adoptive license with the state of Ohio. They have just been matched to a group of three siblings (aged ten, nine, and five) and are looking forward to the children moving in with them for foster care and eventual adoption. Carrie is employed by NetJets Aviation, a private fractional aircraft company, where she is the Software QA project manager and senior technical lead for the company's Information Technology group.

1998

David Goode MC/MPA is an associate of the Democracy and Governance Sector at ARD, Inc. in Burlington, Vermont, which he now calls home. He is presently living in Skopje with his wife, Kelly, while serving as director of the USAID Macedonia Local Government Activity Project implemented by ARD. Since leaving HKS he has focused on local development in unstable and transitional areas, managing humanitarian assistance, community development, and local governance programs in Bosnia, Serbia, Iraq, and Afghanistan. David and Kelly plan on returning to Vermont in 2010 to continue thinking locally and acting globally.

Marie-Christine Ryckaert MC/MPA is the co-founder of a not-for-profit organization called Mpilonhle in KwaZulu Natal, South Africa. Mpilonhle focuses on health promotion and social development of youth, sponsoring mobile health units that visit rural schools and their community to provide health education and HIV prevention services, HIV testing, curative services, and computer training. Mpilonhle is currently expanding the program by integrating sports into its multidimensional health program. Previously Marie-Christine worked in Executive Programs at the Kennedy School as director of the Senior Managers in Government Program and the Senior Executive Fellows Program. Marie-Christine spends most of her time in Mtubatuba, KwaZulu Natal, with her husband and three dogs. Their sons are in New York and Boston (HBS). When in the United States, they are in Baltimore.

1999

Marcel Machill MPA 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 journalism/media science 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") and for various scientific organizations (e.g. Humboldt Foundation, the European Science Foundation, and the Norwegian Research Council). He offers support to HKS alumni who wish to pursue PhD studies in the above-mentioned areas. Marcel lives in Germany.

Jim McCorkell MPA writes that things continue to go well for Admission Possible, the nonprofit he founded shortly after leaving HKS. "We're now helping more than 6,000 promising low-income students earn college degrees." In June, President Obama featured its work at a White House event: "Ninety-nine percent of the Admission Possible class of 2008 got into college—99 percent," Obama said. "The vast majority of students stay in college and earn their degrees. Admission Possible operates in just two states now, so imagine if it were ten or 20 or 50." Jim is working hard to make his bold vision a reality, with lots of help from HKS alumni.

Raghu Narain MPA is now living in Hong Kong with his wife, Isis. Raghu is a managing director and head of General Industrials Asia for The Royal Bank of Scotland. In this role, Raghu is responsible for advising clients in the General Industrials and Transportation space on mergers and acquisitions, capital raising, and corporate finance solutions. Raghu and Isis are enjoying exploring Hong Kong, learning Chinese, and traveling to different countries in Asia.

Femi Richards MPP was recognized in *Savoy Magazine* as one of the "Top 100 Most Influential Blacks in Corporate America." Femi is the vice president of audit and compliance for LexisNexis, where he oversees the company's audit and compliance program including responsibility for internal, external, and customer-facing privacy and compliance processes as well as comprehensive compliance auditing. Femi and his wife, Nettie, reside in Potomac, Maryland, with their three children.

Lillian Shirley MC/MPA writes that she was "really sad to miss our 10th year reunion, but the H1N1 epidemic was in

full swing here at the time. In addition, this year I was elected president-elect of the National Association of City and County Health Officials, appointed by the governor to the Oregon Health Policy Board to implement health reform in Oregon regardless of the outcome on the national level, and profiled by the Robert Wood Johnson Foundation as a public health leader and innovator nationally. The friendships, faculty, and course work from HKS impact my day-to-day work even now. Much else has happened: I am now a grandma to a three-year-old and two-year-old."

Henrik Skovby MPA is still partner with Dalberg, where most hours are spent working side-by-side with other HKS alumni on global development issues. "The family has relocated to Copenhagen, where Jakob, our second son, was born last year. Please don't hesitate to connect next time you are in Denmark."

Stefan Wisbauer MPA is managing director of UK Preventive Medicine, a subsidiary of U.S. Preventive Medicine, working with former Secretary of HHS Tommy Thompson, among others. Stefan is working on scalable prevention solutions from primary (wellness) to secondary (early detection) to tertiary (chronic condition management) and interested in exchange with others working in the space or in need of solutions. Previously Stefan worked with the World Bank and McKinsey & Co. He lives in London with his partner and their 18-month-old daughter.

2000

Clayton Bond MPP is a Foreign Service officer currently serving in Singapore. Clayton hopes to continue his career in Jakarta, Indonesia, where he will move in September 2010 to accompany his husband, Ted Osius (also a Foreign Service officer), for the remaining two years of Ted's assignment there.

Adair Dammann MC/MPA lives in Seattle with her husband, Dan Henke, with whom she celebrated a first anniversary in May. The nest full of stepchildren has emptied, but two Labradors help keep the house full of love and life. Adair continues her life of endless cycles of elections and lobbying, which allow her to apply her numbers skills to precincts, voters, and state budget crises, in rapid succession. As the recently elected secretary-treasurer of SEIU Local 925, she can now add local union budgeting to her quant skills portfolio. In the wake of the Citizens United Supreme Court decision, she thinks back on Derek Bok's class, and has an argument she wants to pick up with him about money in politics.... And she

still wants to know why the media considers "civic engagement" a good concept when applied to developing nations and a bad concept when it comes to union members' grassroots political action.

Cara Hesse MC/MPA, while on a business trip to Ethiopia in 2004, met Woinshet Zabene Nash, an Ethiopian girl who had been violently abducted from her home at age 13 by a group of men and raped repeatedly. Local custom forces victims to marry their abductors. Cara raised funds to keep Woinshet in school for four years, enabling Woinshet to refuse the marriage. Woinshet's legal challenge has changed the law in Ethiopia, so that a man is no longer absolved of his crime if he marries his victim. Woinshet's extraordinary story gained national attention in *The New York Times* and is featured in an upcoming film by actress/director Marisa Tomei. Cara is now raising money for Woinshet's law school education. "Thanks to all classmates who contributed to Woinshet's education fund!" she writes.

Marcel Lettre MPP is principal deputy assistant secretary of defense for legislative affairs at the Pentagon. Previously he was senior national security advisor to Senate Majority Leader Harry Reid.

Cecilia Lonning MPA lives in Copenhagen, Denmark. She is a principal at Mercer, where she is heading the Danish Human Capital division, helping clients with various HR challenges. Previously, Cecilia worked for McKinsey & Co. and Carlsberg Breweries. She was recently re-elected as a member of the Copenhagen City Council, where she sits on the Committee for Youth and Education. She lives with her boyfriend, Anders, and their two children, Camille and Carl-Christian. She enjoys running and has completed three marathons since her HKS days.

Kwame Manley MPA, assistant United States attorney for the District of Maryland, was recently appointed deputy chief of the Violent Crime Section. In addition to managing a team of prosecutors and a full caseload of federal trials, Manley works with federal and state law enforcement leaders to develop an anti-violence and anti-gang strategy for Maryland. Successes include the nationally recognized EXILE program, which targets repeat violent offenders for federal investigation and prosecution. Manley is also pleased to announce the birth of his second child, Justin Jangha Manley, born January 6. Justin, big sister McKenzie, and mom Monique McCloud-Manley, are all doing well.

COURTESY OF EMILY STANGER; TOP: MIKE CASEY

Thomas Ranese MPP recently relocated to the San Francisco Bay Area to join Google in a newly defined role as head of global marketing strategy and operations. He left New York State government, where he was the chief marketing officer responsible for the 1 LOVE NEW YORK tourism campaign and for oversight of the state's film and television tax credit.

Craig Sandler MC/MPA is managing partner of Affiliated News Services, which operates online news wire services covering state government and serving media organizations and government affairs professionals in Massachusetts and Florida. He teaches public affairs reporting at Emerson College and published *The Illustrated Timeline of Inventions* in 2007. He and his wife, Martha, are also busy raising Lila, who will turn six this November.

Lisa Scott Screeton MPA is relocating back to the Boston area and hopes to continue to advocate for quality elder care for those without substantial means. Still performing as an opera singer, she recently returned from a tour of Italy and from singing at St. Peter's Basilica for Pope Benedict XVI. She invites all to celebrate with her a three-year survival victory over breast cancer!

Suzanne Smith MC/MPA was awarded the Bill & Melinda Gates Foundation's Grand Explorations Challenges (GCE). Suzanne, of Massachusetts-based STAR Analytical Services, will use the grant to analyze the acoustics of cough as a tool to diagnose pneumonia. Suzanne and colleagues are searching for distinctive cough sounds that could become a tool for use by health workers in isolated areas to identify individuals who would benefit from antibiotics, leading to dramatic improvements in the management of severe respiratory illness. GCE is a highly competitive initiative to help scientists around the world explore bold and largely unproven ways to improve health in developing countries.

2001

Moshe Arenstein MC/MPA is in his fifth year as the line producer for *Hardball with Chris Matthews* on MSNBC. He is based in New York. More important, he is the proud father of Dafna Arenstein, born September 2009. She is adored by her six-year-old twin brothers.

Mark Fedor MC/MPA is a commander in the U.S. Coast Guard. In May he completed an assignment as speechwriter to the commandant of the Coast Guard, Admiral Thad Allen. In August 2010 he will start a one-year course of study at the National War College at the National Defense University in Washington, DC.

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 five branches of the armed services.

Albert George II MPP, HKSEE 2004 is the CEO and co-founder of the Amazon Reforestation Project, Inc., which aims to demonstrate how the United States and Brazil can work together to make a difference by protecting nearly one million hectares (over 275 million trees) of land in the heart of the Amazon rain forest. The project is launched in collaboration with Francisco Ritta Bernardino (the former spokesperson for Jacques Cousteau) and his daughter Eliane Ritta Honorato. "We believe through this partnership we will create the largest reforestation/afforestation rain forest CO2 offset project in the world."

Sarah Karlinsky MPP/UP is the deputy director of San Francisco Planning and Urban Research, a member-sponsored public policy think tank focused on urban planning and governance in San Francisco. Previously, she developed affordable housing for Mid-Peninsula Housing Coalition, one of the largest nonprofit developers in Northern California. Sarah lives in the North Beach neighborhood of San Francisco with her boyfriend, the poet Matthew Zapruder, and their rapidly growing collection of books and typewriters.

Ken Shulman MC/MPA is in his seventh year as the executive director of Lambert House, Greater Seattle's community center for gay, lesbian, bisexual, and transgender youth.

Swarnim Wagle MPA/ID is an economist at the World Bank's International Trade Department in Washington, DC. Between 2002 and 2007, he co-led the UNDP Asia Trade Initiative, covering policy advisory work across 25 countries in the Asia Pacific. A Nepali citizen, Swarnim is also writing a doctoral thesis in economics at the Australian National University.

2002

Ikjun Bae MPA goes by IJ, the abbreviation of Ik and Jun in English, these days. IJ is still with Diageo but has moved across different functions from corporate relations to marketing and to commercial. IJ spent four years and six months with Diageo as of February 2010, which makes Diageo the company he stayed with the longest time. He still believes that promoting moderate and responsible drinking serves a public cause and people's happiness. IJ is married with a lovely wife and two girls, and he is the happiest man on earth when he is with them.

Jason Small MPP is deputy director of the Office of West African Affairs at the U.S. Department of State in Washington, DC. Previously, Jason was a Brookings Institution Fellow with the U.S. House Appropriations Committee and deputy director of the Department of State's Sudan office. He lives in Arlington, Virginia, with his wife.

2003

Edith Buhs MC/MPA is delighted to announce the birth of Eleanor Rose Buhs Thomson on June 30, 2009 at the Cambridge Birth Center, and marriage to Peter Thomson on September 5, 2009 at the Audubon Nature Center in Boston. Both events were extraordinary, beautiful, and full of love. Edith, Peter, and Eleanor are all sleeping well, enjoying family life, and eating solids in Boston.

Kerry Greeley MC/MPA is national development director for Health Care for America Now, the leading grassroots campaign for guaranteed, quality, affordable health care for all. She previously served as campaign manager for Mike Ciresi for U.S. Senate in 2008 and for Tim Walz for U.S. Congress in 2006, and as deputy national finance director for John Kerry for President in 2004. Kerry lives in Washington, DC.

Andrew Grotto MPA is a professional staff member on the Senate Select Committee on Intelligence, a position he assumed in September 2009. In that capacity, he serves as liaison to Senator Sheldon Whitehouse (D-RI) and is the senator's senior advisor on national security and intelligence matters. Prior to joining the committee, he was a senior national security analyst at the Center for American Progress, where he researched and wrote on nuclear weapons proliferation and other national security topics.

Simone He MPA is a senior manager with the Bosch Group in Shanghai, doing corporate strategy for the Asia Pacific region. Previously, Simone was a manager of corporate affairs with the Bosch Group in China, a controller of the Bosch Group in Stuttgart, Germany, and an international executive management trainee of the Bosch Group. Simone lives in Shanghai with her husband and two daughters.

Hawon Lee MC/MPA, the Washington, DC, bureau chief of *Chosunilbo*, South Korea's leading newspaper, was in Afghanistan covering the war. After he was embedded at Bagram Airbase, he covered the U.S. Army's activities, including armored vehicle patrol, skills education, and security council meeting. He had an exclusive interview with

then-U.S. Army Commander in Afghanistan **Stanley McChrystal**, who was a national security fellow at the Kennedy School.

Pablo Pinell MC/MPA is a co-founder of Hib Latin America, an international consulting firm. He works as senior consultant on sustainable forestry and development, focusing on the economic and financial fields. Most of the public he works with includes indigenous groups, rural cooperatives, NGOs, local governments, and private firms. Previously, Pablo was CFO of the Municipal Government of La Paz in Bolivia. He lives in Santa Cruz, Bolivia, and is happily married to his wife, Angela, raising their two little boys, Mariano and Santiago.

2004

Ken Biberaj MPP is excited to share that the New York State Banking Department recently approved his nomination to serve on the Board of Directors of Hanover Community Bank on Long Island. "I am excited by this opportunity to help the bank grow in the years to come," he writes.

Raj Chinai MPA/MBA relocated from San Francisco to Bangalore, India, where he is a principal with SVB India Capital Partners, an India-focused venture capital firm. Since 2007, Raj has been evaluating early and growth-stage investment opportunities across all sectors, including consumer Internet, mobile, luxury retail, infrastructure services, wine, and microfinance. Raj looks forward to staying in touch with HKS alums visiting and/or living in India.

David Eagles MPP recently accepted a position as vice president of program management and strategy for Oakleaf Waste Management, one of the largest providers of sustainable waste logistics and recycling solutions for companies throughout North America. David served previously as director of analytics for the Troubled Asset Relief Program (TARP) under the Obama administration with the U.S. Department of the Treasury. Prior to that he was appointed in the George W. Bush administration and was one of the youngest members of the Senior Executive Service as the advisor to the secretary of housing and urban development. He also was the director of performance for the U.S. Small Business Administration, leading coordination of major reforms for the agency, which was rated "most improved" among all federal agencies during his tenure.

Peter Greer MPP is president of HOPE International, a microfinance organization operating in post-conflict and underserved regions of the world. He recently co-authored *The Poor Will Be Glad*, to help churches more actively engage in business-based approaches to alleviating poverty. Peter and his wife, Laurel, reside in Lancaster, Pennsylvania, and joyfully welcomed their third child, Myles Mugisha Greer, into their family.

Justin Martin MC/MPA just celebrated the five-year anniversary of his government relations firm Perseverance Strategies, Inc., located in Salem, Oregon. Perseverance is proud to represent The Confederated Tribes of Grand Ronde, The Spirit Mountain Community Fund

Stephen Frost MPP/UP is head of diversity and inclusion at the London Organising Committee of the Olympic

Games and Paralympic Games Ltd. The mission of the 2012 Games is to use the power of the Games to inspire lasting change. He is responsible for the diverse and inclusive recruitment of a 200,000 workforce, supplier diversity across a £1.2 billion procurement spend, and inclusive Games time service delivery across functions ranging from catering and security to accommodation and transport. Recently he established the London 2012 Diversity and Inclusion speaker series, launched by Archbishop Desmond Tutu.

Sandra Gallardo MPA and **David Zlotlow** MPP are proud to announce the arrival of their first child, Marcelo Alejandro Zlotlow, in February. About a year ago, Sandra and David left Washington, DC, to move to the Sacramento area, where David has been working as counsel in the Legal and Regulatory Department of the California Independent System Operator. The ISO is the non-profit entity that operates the electric transmission grid and wholesale electricity markets for much of California. Prior to leaving Washington, Sandra served as senior counsel for oversight and investigations for Senator Edward Kennedy on the Senate Health, Education, Labor, and Pensions Committee.

Mauricio Garcia MC/MPA is a Reform of the State specialist with the Inter-American Development Bank. He is currently posted in Nicaragua, where he oversees the exciting governance and public management portfolio, which comprises judiciary, citizen's security, and administrative systems modernization programs. Previously, Mauricio was the coordinator of the Reform of the Administration of Justice Program in Peru, and an international consultant in project risk management in several countries in Latin America and the Caribbean. Mauricio lives in Managua with his wife and three daughters.

Peter Greer MPP is president of HOPE International, a microfinance organization operating in post-conflict and underserved regions of the world. He recently co-authored *The Poor Will Be Glad*, to help churches more actively engage in business-based approaches to alleviating poverty. Peter and his wife, Laurel, reside in Lancaster, Pennsylvania, and joyfully welcomed their third child, Myles Mugisha Greer, into their family.

Justin Martin MC/MPA just celebrated the five-year anniversary of his government relations firm Perseverance Strategies, Inc., located in Salem, Oregon. Perseverance is proud to represent The Confederated Tribes of Grand Ronde, The Spirit Mountain Community Fund

(which just reached the \$50 million dollar mark for grants to charitable and non-profit organizations), Portland Public Schools, Defenders of Wildlife, The Oregon Alliance of Boys & Girls Clubs, Central Oregon LandWatch, National Popular Vote, The Oregon Tribal Gaming Alliance — which includes all of Oregon's nine sovereign Indian tribes — and e-recycling issues for Thomson, Inc.

Wanja Njuguna MC/MPA is a print media lecturer at the University of Botswana, Gaborone. Besides teaching, she runs a 24-page departmental newspaper, *UB Horizon*, which is a tool for print media students to practice skills taught in class. She is also currently pursuing a PhD in communication at the Aberdeen Business School in Scotland, based on a project on stigma in print media reporting on HIV/AIDS in Botswana. She lives in Gaborone with her only child, son Tijara, ten.

Karola Maxianova and **Tim Maxian Rusche** MC/MPA are happy to announce the birth of their first daughter, Stella Rebecca. Stella was born on December 30, 2009 in Brussels, where both Karola and Tim work for the European Commission.

Andrew Simons MPA/ID is the director of programs for a humanitarian relief and development organization called Food for the Hungry Ethiopia. Based in Addis Ababa, he oversees programs with more than 330 staffers serving more than 350,000 beneficiaries in rural Ethiopia. Programs are mainly focused on food security, agriculture, water and sanitation, HIV/AIDS, and linking rural farmers to new urban markets. Andrew lives with his wife, Laura, and beautiful daughter, Isabella, who turned two in June.

Tim Sultan MC/MPA is running, as a Democrat, for the Arizona State Legislature. If elected in 2010, Tim will represent the people of his hometown, Tucson, in the Arizona House of Representatives' 28th District. Tim is running to fund education and children's services and balance Arizona's budget. He ran unsuccessfully for Congress in 2004 after graduating from HKS.

Ayumi Suzuki Yuasa MPA/ID works for Japan International Cooperation Agency (JICA), which is one of the largest international development agencies in the world. Previously, Ayumi was assistant division director in charge of international affairs in the Gender Equality Bureau of Cabinet Office, representing Japan at several international conferences on gender issues such as APEC. Ayumi lives in Tokyo, with her husband and their newborn first daughter, Aina.

2005

Tara Acker MC/MPA is the director of SomerStat for the City of Somerville, Massachusetts. As part of the Mayor's Office, SomerStat provides analytical and executive support to the mayor to help make Somerville a well-managed, transparent, and high-impact city government. Previously, Tara worked as the manager of the Environmental Results Program (ERP) for the Massachusetts Department of Environmental Protection. Tara has also been a consultant for the Northeast Waste Management Officials' Association, where she advised an initiative to develop measures for evaluating the effectiveness of state environmental programs.

Aaron Ausland MPA/ID is associate director of Independent Research and Evaluation at World Vision International, a global humanitarian relief and development organization. He is also the founder and editor of *The Global Citizen: a Journal for Young Adults Engaging the World through Service*, a print and online journal published through the Krista Foundation for Global Citizenship, of which he has been a board member since 2005. Aaron and his wife, Gabriela, have a four-year-old son, Thiago Montana, and were expecting a baby girl in May in Bogotá, Colombia, where they have recently relocated.

Shashank Bengali MPP is a national correspondent covering economic affairs for McClatchy, the third-largest U.S. newspaper chain. Previously, Shashank spent four years as McClatchy's bureau chief in Nairobi, Kenya, writing about sub-Saharan Africa. He has reported from more than 30 countries and covered the conflicts in Darfur, Gaza, Iraq, Lebanon, and Somalia.

David Buchwald MPP (2005 originally, then 2007 because he obtained an MPP/ID) took office at the start of 2010 as an elected member of the City Council of White Plains, New York. He is proud to represent a constituency of 58,000 and is working on city budget, transportation, and environmental issues. David continues to be an attorney in the tax department at Paul, Weiss, Rifkind, Wharton & Garrison LLP in Manhattan.

James Constable HKSEE has been awarded the Manorial Court at Shoreditch, London, which is likely to be of interest in the run up to the London Olympics in 2012.

Jo Guzman MPP helped bring a little joy to an orphanage in Guyana over the Christmas holidays. Jo, who is the dep-

uty commander of the military liaison office at the U.S. Embassy in Guyana as well as a volunteer teacher at the Joshua House orphanage, partnered with the Guyanese Defense Force and Loving Hugs, a Colorado-based NGO that takes donated stuffed animals and sends them to children in need. The program helps the GDF continue to gain the confidence of the people. But the "hugs" also give the children a sense of warmth and love, which are so often missing in their lives, Guzman writes. "You can see an immediate transformation in these children's eyes when they receive the hugs, a realization that someone cares."

Abish Khan MPA/ID is working for BP Oil International in London as a senior market economist, conducting cross-trading bench analysis for crude oil and products. Previously, Abish was working as an economist in the Global Commodities team at Goldman Sachs & Co. in New York and London. Abish currently lives in London with her husband, Waqas Ali.

Patrick Reilly MC/MPA is currently seconded by Ireland to the Organization for Security and Cooperation for Europe (OSCE) as a legal system monitor in Kosovo. Pat spent 2007–2008 with the Academy for Peace and Development think tank as a local governance advisor in Hargeisa, Somaliland/Somalia.

Mark Rosenow MPP is the area defense counsel assigned to Holloman Air Force Base, New Mexico. Rosenow, who has a rank of captain, provides legal defense services to all U.S. Air Force members stationed at that location, representing them in interrogations, pretrial confinement hearings, courts-martial, and all post-trial matters. Previously, Mark served as the chief of military justice for the 49th Fighter Wing at Holloman AFB and was responsible for coordinating and prosecuting courts-martial for the United States. He serves on the Board of Directors for the Association of Graduates of the United States Air Force Academy and the Editorial Board of the *Air Force Law Review*.

Marika McCauley Sine MPP is continuing to work on corporate responsibility strategy and programs at The Coca-Cola Company, including creating jobs for women in the distribution system, new products for the developing world, and capacity building for small-scale fruit farmers. "I'm also keeping busy with my baby boy, Jonah McCauley Sine, born on Christmas Eve in 2008. I would love to see you if you're passing through Atlanta!"

Sudhir Thomas Vadaketh MPP is an analyst with The Economist Group, based in Singapore. He writes on a variety of regional macroeconomic and political issues. Sudhir is loving life in Singapore with wife and cat; spends a lot of time eating, traveling, reading, and writing; and enjoys exploring Southeast Asia, and watching China's and India's rise.

2006

Michael Allegratti MPP is running for U.S. Congress in the 2010 election cycle. Michael is seeking to represent New York's 13th District, which includes all of Staten Island and portions of Brooklyn. The race for NY-13 is one of the most competitive in the country. Michael writes, "I was born and raised in Bay Ridge, Brooklyn; currently live on Staten Island; and am running for Congress because I have a deep commitment to improving my community and the lives of all the people who live here." Michael would love to hear from friends old and new with ideas, advice, or questions about his candidacy.

Elizabeth Conlisk MC/MPA is the vice president of communications and university relations for the Big Ten Network, a partnership between the Big Ten Conference and Fox. Elizabeth was part of the executive team that launched the network, which is now available in more than 73 million homes across the country, in 2007. She leads the strategic communications effort and also serves as the link between the network and the universities. She lives in Chicago.

Ersin Esen MPP is a development planning expert with 11 years of experience in public service in Turkey. Ersin has experience in development planning, project cycle management, project evaluation, capital budgeting, and international environment negotiations. Ersin lives with his wife, Sibel, and their daughter, Eylul Bahar, in Ankara, Turkey.

Jacobo Garcia MPA is a consultant for regulatory reform in the Organisation for Economic Cooperation and Development (OECD). He works in a joint project between the OECD and the Mexican Ministry of Economy to improve the regulatory quality and strengthen the competitiveness of Mexico. Previously, Jacobo was chief advisor to the governor of Coahuila, Mexico, and associate professor at the State University of Coahuila. He has also worked for the Mexican ministries of Public Administration and Economy and taught at ITESM and the State University of Hidalgo. Jacobo lives in Paris with his wife and two sons.

Leslie Gerwin MC/MPA currently hangs out at the Woodrow Wilson School of International and Public Policy, where her responsibilities include programming for and serving as advisor to MPP/MPA students interested in law-related issues. In her day job she serves as associate director of Princeton University's Program in Law and Public Affairs. She also teaches an undergraduate seminar in urban education reform. Returning to her roots, Leslie is an adjunct professor of law at the Benjamin N. Cardozo School of Law, where she teaches public health law and policy. Leslie and Bruce live in Princeton and have several guest rooms.

Jafar Hassan MPA was appointed minister of planning and international cooperation in the new Jordanian government in December 2009. Previously, Jafar was the director of the International Affairs Department at the Royal Palace. Jafar lives in Amman, Jordan, with his wife and three-month-old daughter.

Daniel Hoffman MPA is a diplomat at the U.S. Embassy in Moscow. He and his wife, Kimberly, welcomed their son, Jerron Louis, to the world in November 2009.

Angela Joo-Hyun Kang MC/MPA is founder and CEO of G-CEF (Global Competitiveness Empowerment Forum), a social enterprise specializing in corporate social responsibility in Seoul, South Korea. With previous business and non-profit sector experiences in PR, marketing, sales, and strategic alliance, she has been working with human rights, labor foundations, and NGOs to develop corporate social innovation models. She founded and continues to chair Emerging Economies Working Group under Corporation 20/20, based in Boston. She serves as an advisor to the Korea Human Rights Foundation, Community Relations Center, and Presidential Council of Nation Branding of South Korea.

Margaret Anderson Kelliher MC/MPA writes from Minneapolis, Minnesota, that in September 2009 she kicked off her campaign for governor of Minnesota. As speaker of the Minnesota House of Representatives, she is combining her legislative leadership experience, her dairy farm roots, and her hockey mom credentials to get people to work and lead Minnesota on the road to economic recovery.

Queen Nworisara-Quinn MPP is currently working for the African Development Bank in the Office of the Vice President for Infrastructure, Private Sector, and Regional Integration. During the past year, she worked as an investment officer in the bank's Private Sector Department, originating transactions in

manufacturing, agribusiness, and private equity. She has recently accepted a Gates-Cambridge Scholarship to obtain an MPHIL in innovation, strategy, and organisation and subsequently pursue a PHD in management at the University of Cambridge, Judge School of Business. Queen currently resides in Tunis, Tunisia, with her husband, Matthew.

Talal Salman MPP is currently doing his MBA at the Wharton School, class of 2011; he will be graduating the same year of his five-year HKS reunion. After graduating from the Kennedy School he worked in Cairo, Bahrain, Dubai, Abu Dhabi, and Beirut in banking and then public policy consulting. He will be spending his summer working in London.

Curt Shepard HKSEE was named chairman of the board of directors of the California Council for the Humanities. Kurt is the director of children, youth, and family services at the LA Gay & Lesbian Center, and oversees the agency's youth-related programs, including drop-in services and three residential programs for homeless lesbian, gay, bisexual, and transgender youth.

Bashar Zeitoun MC/MPA is program director at the Arab Forum for Environment and Development (AFED) in Beirut, Lebanon, managing the organization's advocacy and educational programs in the Middle East and North Africa region.

2007

Jeff Frazier HKSEE 2006, 2007 continues his work as director of IBSG public sector at Cisco Systems, where he spends most of his time working around the world on innovation for public sector/public safety. "I stay busy with work on a few nonprofit boards in North Carolina," he writes. "I still very much enjoy contributing to the UN Police strategy through my work on the IPAC Council, and recently visited Japan and China with North Carolina Governor Beverly Perdue as a member of a small trade delegation. I live in Cary, with my wife, Sydney, and boys, Grant, nine, and Jack, seven. To my HKS friends, if you find yourself near NC, please let us know, we would be glad to entertain."

Charlene MacDonald MPP was hired as vice president of government affairs with the American Clinical Laboratories Association, where she will represent diagnostic testing corporations before Congress and the administration. She is also recently engaged to Shawn Martin, director of government relations for the American Osteopathic Association. They will live in Washington, DC.

Serah Makka MPP is a manager at the Boston-based corporate philanthropy, Grand Circle Foundation, working on implementing development projects in developing countries worldwide. Prior to this, Serah was a strategy and evaluation consultant with FSG Social Impact Advisors—a premier consulting firm that works to advance the effectiveness of philanthropy.

Rauf Mammadov MC/MPA is head of sectors development with the Department of Economic Development of the government of Dubai, UAE. Having led a team to develop the measures to boost and shield Dubai's economy from effects of the global crisis, Rauf has recently designed new economic indexes to measure economic activity in the Emirate of Dubai. Previously, Rauf held senior operational roles with multilateral development organizations (Islamic Development Bank and European Bank for Reconstruction and Development). Rauf's views on the current state of Islamic finance were published in the January edition of London-based *Global Islamic Finance* magazine. Rauf lives in Dubai with his wife and two kids.

Tom Massimo MC/MPA has been serving as the acting deputy commissioner for administration at the Massachusetts Department of Environmental Protection since May of 2008. He also served concurrently as the interim assistant secretary for human resources in the Executive Office of Energy and Environmental Affairs for the Commonwealth for most of 2009.

Kai Monheim MPP has been enjoying life back home in Berlin, working as a strategy consultant at BCG for the past three years. "Looking forward to seeing many of you again soon!"

Michelle Rosier MPP is a senior regional organizing manager for the Sierra Club in Minneapolis, Minnesota, mentoring seven organizers on a wide variety of campaigns in the Midwest focused on climate solutions. Previously, Michelle was the state lobbyist for the Sierra Club in Minnesota and a natural gas efficiency program manager with the Consortium for Energy Efficiency in Boston. Michelle lives in St. Paul, Minnesota.

Ankur Shah MPA/ID is in Dubai with his wife, **Hilla Talati** MPA/ID 2006, working with Acumen Fund, a development venture capital fund, on global fundraising and portfolio expansion.

Bijal Shah MPA is a lawyer working for the Asylum Division of the U.S. Citizenship and Immigration Services, where she oversees the adjudication of cutting-edge asylum cases nationwide and

further lesbian, gay, bisexual, and transgender policy. Previously, Bijal was a Presidential Management Fellow who spent much of her time on legal immigration review and comprehensive immigration reform for the Department of Justice. As a fellow, Bijal also traveled to the Middle East to adjudicate Iraqi refugee cases. In her free time, Bijal serves on the Diversity Committee of the Human Rights Campaign. Bijal lives in Washington, DC, with her partner.

Yiting Shen MPA is a global entrepreneur and has co-founded Yana in London, Boston, and San Francisco. Yana.com is a self-improvement online community to make people live happier and healthier lives. Yana stands for You Are Not Alone. She and her team are on a mission to build Yana as the destination site for self-improvement, like LinkedIn for professional networking. Previously, Yiting co-founded Kent Consultancy Group and was a management consultant with Booz & Co. She also had tenure in New York doing mergers and acquisitions with UBS. Yiting lives in London and is an active volunteer with the HKS Club of London.

Timothy Sommella MPA is a reviewer with the U.S. Coast Guard in Washington, DC, managing the fiscal year 2011 budget. Tim will be married to Jodie Knox of Springfield, Virginia, in May 2011.

Erin Sweeney MPP/UP is a Foreign Service officer with the U.S. Department of State. She recently completed her first overseas tour as a consular officer in Lagos, Nigeria. In December 2009, Erin was awarded the Secretary of State Award for Overseas Volunteerism by Secretary of State Hillary Clinton for her extensive community and public service in Nigeria. In August, Erin will be moving to La Paz, Bolivia, for her next posting, where she will be a political officer reporting on human rights and indigenous issues.

Jumaane Tafawa MPA/ID is the manager of Programs for Enterprise Growth at the Initiative for Global Development—led by Colin Powell and Madeline Albright. Jumaane works with CEOs from *Fortune* 500 companies in the United States and the equivalent in Africa to enable faster business growth and greater poverty reduction in "frontier" markets. Targeted initiatives include increasing access to finance for SMEs in the value chains of frontier businesses and improving investors' perceptions of Africa to channel more investment to frontier businesses. "My five-year goal is to create a profitable and scalable approach to fund and grow SMEs across Africa."

Steve Ying Lim Koon MC/MPA is a social entrepreneurship strategist in China. As the lead consultant for the British Council Social Entrepreneurship program, Steve has trained hundreds of social entrepreneurs across China and consulted to dozens of high-potential social enterprises in strategy and fundraising. He partners with social investment organizations and foundations to develop incubation and financial infrastructure to promote social entrepreneurship in China. As a management consultant, Steve conducts strategic management development programs for high-potential managers in multinationals and large Chinese companies. He has trained over 10,000 managers in China. Steve lives in Shanghai.

Lars Zimmermann MPA is founding executive director of Forum for Interdisciplinary Thinking and Leadership, a new think tank providing fellowships and associateships for young public intellectuals to bring new ideas and policy solutions to the fore of Germany's public policy discourse. The institute is located in Berlin and is supported by Germany's leading companies and national scientific academies such as the German Academy of Science and Engineering. Previously, Lars was a fellow of the policy planning staff in Germany's foreign ministry and working with the Bertelsmann Foundation.

2008

Alex Alexander MC/MPA is the director of business and policy for e-health with Advocates for Human Potential in Sudbury, Massachusetts. His current job is setting up this division, including a policy cell and student mentoring program. "There is a lot of activity and funds around health IT (electronic medical records) and a deficiency of more than 50,000 workforce. Our focus is government contracts and specific work around helping community health centers adopt health IT." Alex lives in Chestnut Hill, Massachusetts, with his wife, Priya, a resident MD at Boston Medical and their children, Alex, ten, and Lisa, nine.

Karim Bardeesy MPP is a member of the editorial board of *The Globe and Mail*. He and Rachel Pulfer married this spring, and they look forward to hearing from classmates who might be passing through Toronto.

David Bibo MPP is counselor to the deputy administrator of the Federal Emergency Management Agency. He advises senior officials on improving programs and policies across FEMA's areas of responsibility. Previously, David served as special advisor to the director

of the United States Secret Service, as a Dukakis Fellow in the office of Massachusetts Governor Deval Patrick, and as Boston's assistant homeland security director. David and his wife, Erin Ward Bibo, live on Capitol Hill.

Liz Booker MC/MPA is a lieutenant commander and H65 Dolphin helicopter pilot in the United States Coast Guard, completing a two-year tour as the aviation assignment officer at the Coast Guard's Personnel Service Center, Officer Personnel Management Branch in Arlington, Virginia. She will relocate to Los Angeles with her family this summer for a three-year assignment as the operations officer at Coast Guard Air Station Los Angeles located at LAX airport.

John Cassidy MPP is a manager with Deloitte Consulting in the federal government practice, where he advises national security and law enforcement clients within the Department of Homeland Security and Department of Justice on strategy development and implementation. John is currently a Nuclear Scholar at the Center for Strategic and International Studies (CSIS), conducting research on domestic nuclear detection capabilities. Prior to attending HKS, John served as director of the National Youth Leadership Forum and began his career as a high school government teacher in Michigan. He lives in Washington, DC.

Dave Disi MPA recently returned from a deployment to Afghanistan with the U.S. Army. For eight months, he commanded a team embedded with the Afghan National Police and served as the senior advisor to an Afghan colonel overseeing 200 officers in the Tagab District. For the final months of his deployment, Dave was the civil-military officer for a squadron stationed in Nangarhar Province, where he worked with U.S. State Department officials to help enact the landmark Shinwari Tribal Reconciliation Initiative. During his tour, Dave was awarded the Bronze Star, the Purple Heart, and the Order of the Combat Spur.

Alex Gallo MPP is an instructor in the Department of Social Sciences at West Point, where he teaches courses in American politics, policy, and strategy and homeland security and defense. He is also a research associate at the Combating Terrorism Center, a strategy think tank at West Point. Recently, Alex was part of a four-person team from the Combating Terrorism Center that spent six weeks in Afghanistan and provided an assessment of the strategic landscape and threat picture to then-ISAF commander General Stanley McChrystal and U.S. Ambassador Karl Eikenberry.

Mark Ginalski MC/MPA has co-founded a clean energy company in Marin County, California, with a couple of friends from Australia. "My experience at Harvard provided the requisite knowledge to begin this venture during the worst of economic times and the confidence to see it through to a successful launch," he writes. "Although I miss the day-to-day rigors of the law firm, the opportunity to bring environmentally superior green technology to the market more than makes up for any professional loss. On a personal note, I am reminded and humbled on a daily basis of the great work being performed by my classmates from all corners of the world."

Joy Vermillion Heinsohn MC/MPA and Ben Heinsohn welcomed their first child, Lincoln Benjamin Heinsohn, into the world on December 11, 2009. Lincoln was born in Winston-Salem, North Carolina, where Joy works on triple-bottom-line issues as the director for programs at the Z. Smith Reynolds Foundation.

Donna Hockey MPP is the founder of Our Global Victory (OGV), a social enterprise that works to ensure that all children have access to quality education, opportunity, and protection. OGV promotes social projects and has created an online community that participates in solutions to the world's most challenging child rights issues. Donna lives in Atlanta with her husband, Tammer. They are expecting their first child in July.

Omar Khan MPA is a civil servant in Pakistan presently working on an Asian Development Bank-funded project in the province of Punjab that deals with institutional reforms, capacity building, public financial reforms, and private sector development. His area of expertise also includes reforms in the indirect tax arena. In addition, he follows his passion of travel writing for various newspapers. Presently he lives in Lahore with his wife and two very energetic sons.

Tamas Landeszl MC/MPA, SEF 2002 is an active member of the World Economic Forum's Young Global Leaders community. Tamas specializes in economic development, peacebuilding, and organizational change management, currently working with the EU Monitoring Mission based in Tbilisi, Georgia. Tamas is also the co-founder of the Center for Adaptive Leadership and Competitiveness, based in Budapest, Hungary. He and his wife, Olesya, were expecting their first child in June.

Naveed Malik MPP is a Foreign Service officer specializing in public diplomacy with the U.S. Department of State, and is studying Arabic ahead of his first assignment as an economic officer at

the U.S. Embassy in Kuwait City, Kuwait. He and his wife, Humera, have been married for just over one year and currently live in Arlington, Virginia.

Lisa Renstrom MC/MPA is president of Rachel's Network, a group of 100 women philanthropists giving to the environmental movement. Lisa's second incarnation was as president of the Sierra Club, and her first was as the owner/president of hotels in Acapulco, Mexico. She lives in Washington, DC, with her husband, Bob Perkowitz.

Chris Robert MPP continues in the PHD program at the Kennedy School. His projects include a paper on the methodology of policy analysis and, in India, the effect of agricultural debt relief on household investment, subjective well-being, and welfare.

Janet Rosenzweig MC/MPA was nominated by New Jersey Governor Chris Christie to the cabinet post of commissioner of the Department of Children and Families in February. The nomination came while Janet was a visiting associate professor of child advocacy at Montclair State University. Prior to completing the MC/MPA program, Janet served as the executive director of the New Jersey chapter of Prevent Child Abuse, America.

Jamie Snashall MC/MPA is senior advisor, government relations, with Telstra, Australia's leading telecommunications and information services company. Jamie was formerly general manager Canberra of Enhance Corporate, a major government relations and strategic communications firm. He spent three years as political advisor and press secretary to Australia's Deputy Prime Minister Julia Gillard when in opposition and one year as political advisor to a senior state government minister. He has also worked as a bureaucrat in a range of portfolios and as a public affairs and social science consultant. Jamie is married to Narelle Luchetti and lives in Canberra.

Chris Taylor MC/MPA was named CEO of Mission Essential Personnel, a global government services firm that specializes in language and intelligence services, training and technical services, and global human capital services. Chris was also admitted to the Council on Foreign Affairs as a lifetime member. He and three classmates run the "HKS in DC" Facebook group, which holds monthly events in Washington, DC, for all HKS alumni.

Fatih Turkmen MPP is a planning expert for the State Planning Organization of Turkey. Fatih mainly deals with the education sector and is involved in

educational policymaking and public resource allocation to education investments. He lives in Ankara.

2009

Martin Alintuck MC/MPA is president and CEO of the USA Pavilion at the World Expo to be held in Shanghai from May to October of this year. Martin previously spent seven years living and working in China as managing director, China, for Edelman Public Relations and prior to that as managing director, Shanghai, for Burson Marsteller. He has also served as vice chairman of the American Chamber of Commerce in China.

Max Anderson MPA lives in New York City with his wife, Jess, and daughter, Carolina. He published a book in April called *The MBA Oath*. It is about business ethics and the idea of creating a Hippocratic oath for managers. He is working to set up a nonprofit to support the MBA oath and would welcome all partners and opportunities to speak about the idea.

Erez Carmon MC/MPA is a physician in the IDF Medical Corps. He spends most of his time managing medical personnel. Erez is also a senior obstetrician and gynecologist. He lives in Israel with his beautiful wife and four daughters.

Thomas Eads MC/MPA is a management analyst in the Florida Department of Health, Tallahassee, in support of programs in the Bureau of Chronic Disease Prevention and Health Promotion. Thomas was previously a research management consultant to food and agricultural companies, associate professor of food chemistry at Purdue University, and senior scientist and group leader at Kraft, Inc.

Fernando Gutierrez-Eddy MC/MPA is senior advisor for government relations with UNICEF in New York, managing resource mobilization, policy, and advocacy with a number of key public sector donor partners. Previously, Fernando was responsible for private sector fundraising and advocacy with UNICEF in Europe and Latin America. Fernando lives in New York with his wife and two children.

Bakhtiyar Hajiyev MPP is running for office in the upcoming parliamentary elections in Azerbaijan. He is planning to introduce new election campaigning techniques and start making a positive change in the face of politics in this post-Soviet country. His campaign message will be people centered, and one of the main campaign issues will be education. Bakhtiyar served as the UN youth delegate from Azerbaijan in 2005 and addressed the UN General Assem-

bly, and later started the Azerbaijani office of AIESEC — the world's largest student organization. He has also served as an international board member of the International Junior Science Olympiad since 2004.

Bruce Haupt MPP can confirm, since moving to Houston, that everything really is bigger and better in Texas. Bruce currently works for the City of Houston's Finance Department on special projects ranging from fleet management to forecasting the city's ad valorem tax base. In his spare time he is teaching government at Houston Community College, managing a kick-ball team, and has just completed his first half-marathon. "If you stop into H-town, say hello!"

Kumiko Igushi MC/MPA is temporarily both a research assistant at CGIS, Harvard University, and an editor/researcher at Mitsubishi International Corporation's Washington, DC, office. Previously, in Japan, Kumi was a new strategies development director of Aon Corporation (doubling as an HR consulting director of Aon Consulting); a senior manager of government public affairs, Hewlett-Packard, as a Japan representative lobbyist; and a strategy manager of the telecommunications and media group, Deloitte Consulting. Kumi lives in Arlington, Virginia, with her husband.

Bryant Ives MPP is a senior consultant with IBM's Global Business Services (GBS) consulting group. He is currently working on a global transformation program in Houston, Texas, with an internationally integrated oil company. Before that he worked with a *Fortune* 500 consumer packaged goods company on a regionwide SAP implementation program. He is also involved with internal IBM projects such as Smarter Planet Enterprise of the Future and Latinos Unidos — a diversity network group that aims to work with the local Latino community in Chicago.

Anjali Ravi Kumar MPA is an assistant manager with KPMG India's International Development Services Practice. She advises donor agencies, NGOs, governments, and corporations on ways to improve aid efficiency, monitor and measure social programs, and find suitable implementation partners in areas such as water and sanitation, education, health care, rural livelihoods, and natural resource management. Prior to KPMG, Anjali worked with a leading Indian NGO called Naandi Foundation. She lives in Mumbai.

Sheila Lalwani MPP is a Fulbright Scholar in Germany and is researching Islam, gender, and human rights in Europe.

Antonio Nuñez Martin MC/MPA is setting up the Spanish HKS Alumni Association. "Over these last few weeks we have had a lot of activity from the Kennedy School in Spain," he writes. On January 14 and 15, Dan Levy, the academic director of the MPA, was here to talk about the evaluation of public policies; on the 24th, Thor Steingraber opened the opera *Tristan and Isolde* at the Liceo Theatre in Barcelona, and a few of us from HKS attended. In February, Gonzalo Fanjul was at IESE speaking about immigration with great results. We are continuing with plans to create new government training programs, and I would appreciate very much to count on your help."

Diego Osorio MC/MPA returned to the United Nations after graduation, first in Bonn, Germany, with the UNV Programme, and more recently as a coordination officer for reconstruction with the UN Mission in Haiti (MINUSTAH in French). He is based in Port-au-Prince.

Neel Shah MPP says that "after incubating the idea in Professor Christopher Stone's classes on nonprofit strategy, **Devin DeCiantis** MPP and I launched CostsOfCare.org. We are a 501c3 nonprofit organization that aims to prevent personal bankruptcies caused by medical bills, using information technology to help doctors understand how the decisions they make impact what patients pay for care. You can follow our progress on Twitter (CostsOfCare) or Facebook."

Andrew Sullivan MPP started in June 2009 as communications director for the Partnership for New York City, a nonprofit membership organization of 200 CEOs from New York City's top corporate, investment, and entrepreneurial firms that works closely with government, labor, and the nonprofit sector to keep New York City the center of global commerce, culture, and innovation. He also does economic development policy work for the partnership. He lives in Brooklyn.

In Memoriam

James Nxumalo MC/MPA 1978
Andrew Kamarck MC/MPA 1978

Board of Directors of the HKS Alumni Association

EXECUTIVE COMMITTEE

Marilyn Averill MPA 2000, Chair
Gary Schwarz MPA 2007, Vice Chair
Rudy Brioché MPP 2000, Ex-Officio
Paul Hodge MPA 2000, Ex-Officio, HAA Liaison

MEMBER-AT-LARGE

Shannon Christian MPP 1987

MEMBERS

Gayane Afrill MPA 2005
Jeff Amestoy MPA 1982
Michael "Yemi" Cardoso MPA 2005
Roland Castañeda MPP/JD 1974
Kriengsak Chareonwongsak MPA 2007
Lenora Peters Gant HKSEE 1997/99
Farah Karim MPA 2001
Andrea Marmolejo MPA 1988
Kathe Mullally MPA 1998
Daniel Ostergaard MPA 2004
Pradeep Singh MPA 1991
Jacquelyne Weatherspoon MPA 1991, HAA Liaison
R. Giles Whiting MPP 2005

ASSOCIATE MEMBER

Greg Rosenbaum MPP/JD 1977

Dean's Alumni Leadership Council

Greg Rosenbaum MPP/JD 1977, Chair
Joseph Caldwell MPA 1985, Vice Chair
José María Figueres MPA 1991, Vice Chair
Joshua Gotbaum MPP/JD 1976, Vice Chair
Paul Hodge MPA 2000, Founding Chair and Vice Chair
Yoko Makino MPA 1999, Vice Chair
Hilda Ochoa-Brillembourg MPA 1972, Vice Chair
Michael Spies MCRP 1982, Vice Chair
Judy Wade MPP 1989, Vice Chair
Jill Wagner MPA 1983, Vice Chair
Joan Abrams MPA 1993
Geraldine Bermejo Acuna-Sunshine MPP 1996
Merribel Ayres SMG 1984
Douglas Bereuter MCP 1966, MPA 1973
Stuart Bernstein MPA 1991
Jeffrey Bialos MPP 1980
William Blais MPA 1982
Osman Boyner MPA 2001
Teresa Brady MPP 1983
Joseph Campbell MPP 1978
Craig Cardon MPA 2002
Alexandre Chavarot MPP 1992
Nancy Connerly MPA 1979
Robert Culver MPA 1978
Omar Daghestani MPP 2002
Mark Dalzell MPP 1979
Diane Damskey MPA 1988
James DeNaut MPA 1989
Christine Dillon MPA 2004
Scott Eblin MPA 1987
Philip Edmundson MPA 2004
Arturo Fernandois MPA 1994
Ernesto Fernandez-Hurtado MPA 1948
Robert Ferrí MPA 1986
Caroline Flueh MPA 1990
Douglas Freeman MPP 1998
John Gage KSGP 1971
Thomas Gallagher MPP 1978
Aaron Gershenberg MPP 1989
Henry Hubschman MPP 1973, JD 1972

David Hulse MPP 1984

Dwight Hutchins MPA 1996
Mazen Jaidah MPP 1996
David Johnson MPP 1983
Stacey Keare MPP 1994
Michael Kendall MPP 1983
John Kennedy MPA 1988
Florence Koplow MPA 1995
James Langevin MPA 1994
Pat Lawson MPA 1989
Nancy LeaMond MCP 1974
Peggy Lents MPA 1974
Leon Loeb MPP 1972
Kent Lucken MPA 2001

J. Michael McGinnis MPP 1977
Patricia McGinnis MPA 1975
Robert Metzger HKS 1978
R. Preston Miller, Jr. MPA 1976
Rodney Miller MPP 1990
Marcia Morris MPA 1993
Paul Jay Much MPA 2009
Ajay Nagpal MPP 1992
Robert Olian MPP/JD 1977
Anthony Otten MPP 1981
Anne Reed MPA 1981
Eli Rosenbaum MPP/JD 2009
Jorge Rosenblut MPA 1985
Sean Rowland MPA 1997
Sean Charles Rush MPA 2007
Danny Sebright MPA 2001
Cynthia Shapira MPA 1979
Daniel Sheffey MPP 1989
Harry Sherr MPA 2003
Andrew Sieg MPP 1992
Heather Steans MPP 1987
Bob Suh MPA 1985
Harriett "Tee" Taggart MCP 1973
Elizabeth Tamposi MPA 1984
William Tobey MPP 1984
Joseph Tompkins MPP 1975, JD 1974
Jennifer Rebecca Walto MPA 2009
Stacey Gillis Weber MPA 1990
Thomas White MPA 1982
Gita Wirjawan MPA 2000
Howard Wolk MPA 2002
Wilfred Wong MPA 1987
Rudy Brioché MPP 2000, Ex-Officio

Visiting Committee

Lawrence Bacow
Robert Belfer
John Deutch
Cheryl Dorsey MPP 1992
Ann Fudge
Joshua Gotbaum MPP/JD 1976
James Johnson
Lawrence Katz
Peter Malkin
Richard Meserve
Bijan Mossavar-Rahmani MPA 1982
Franklin Raines
Alice Rivlin
David Rubenstein
Ralph Schlosstein
Marta Tienda
Lan Xue

Dean's Council

Peter Malkin, Chair
Gianna Angelopoulos-Daskalaki, Vice Chair
Roy Ash
Thomas Barry
Robert Beal
Robert Belfer
Judith Benardete
Steven Berger
Daniel Biederman
Mary Boies
Richard Cavanagh
Cecilia Chan
Victor Chu
Timothy Collins
Anthony Conza
Jamie Cooper-Hohn MPA 1994
Howard Cox, Jr.
Jorge del Calvo MPP 1981/JD 1980

Bharat Desai
Bülent Eczacıbaşı
HRH Princess Firyal of Jordan
Clifford Gundle
James Harpel
Jane Hartley
Alan Hassenfeld
Ken Hersh
John Inclendon
Maxine Isaacs
Tasso Jereissati
James Johnson
Nicholas Josefowitz
Maha Kaddoura MPA 2000
Joseph Kasputys
John Keane, Sr.
Marilyn Keane
George Kellner
Nemir Kirdar
Eleni Kokkalis
Socrates Kokkalis
Latifa Kosta
Ned Lamont
Nicholas Lazares
Brandt Louie
Bertram Lubner
Andrónico Lukšić
Yoko Makino MPA 1999
George Mallinckrodt
W.A. Manoukian
Deryck Maughan
James Metzger
Yogendra Modi
Anthony Morris
Bijan Mossavar-Rahmani MPA 1982
Sharmin Mossavar-Rahmani
Marilyn Carlson Nelson
Marvin Odum
Idan Ofer
Nelson Ortiz MPA 1983
Minnie Osmeña MC/MPA/HKSEE
Derwin Pereira MPP 2006
Richard Plepler
Thierry Porté
Andrew Rappaport
Jerome Lyle Rappaport MPA 1963
Gordon Rawlinson
David Richards
James Rogers, Jr.
Greg Rosenbaum MPP/JD 1977
Joseph Roxe
David Rubenstein
Vincent Ryan
Mohammad Safadi
Paul Sagan
Kim Samuel-Johnson
Ralph Schlosstein
Mark Schwartz MPP 1979/MBA 1978
Douglas Shorestein
Steven Simmons
Gabriela Smith MPA 1991
Neil Smith
Rory Stear
Christen Sveaas
Anthony Tamer
A.A. Taubman
Edward Tian
Sidney Topol
Marvin Traub
Donald Tsang MPA 1982
Adair Turner
Agâh Uğur
Enzo Viscusi
Brooke Wade
Abigail Wexner
Leslie Wexner
John Whitehead
Malcolm Wiener
J. McDonald Williams
Dorothy Zinberg

Women's Leadership Board

EXECUTIVE COMMITTEE

Barbara Annis, Chair
Haifa Al Kaylani, International Vice Chair
Margaret Traub, Treasurer
Loreen Arbus
Susan Bogart
Roxanne Cason HKSEE 2002, Chair-at-large
Linda Coughlin
Michelle Gadsden-Williams
Maureen Gaffney HKSEE 2002
Jean Minskoff Grant HKSEE 2003, Chair-at-large
Patricia Harris
Dana Hollinger
Renee LaBran
Francine LeFrak
Ranjini Manian
Neena Mehta HKSEE 2002
Carol Perrin
Angela Schwes
Vickie Sullivan
Robin Talbert
Lara Warner

CORPORATE MEMBERS

Janice Howroyd, Act-1 Personnel Services
Catherine Coughlin, AT&T
Mary Stoddart, Best Buy
Eileen Foley and Shana Warshaw, BNY Mellon Wealth Management
Jacqueline Kane, The Clorox Company
Kathryn Quigley and Lara Warner, Credit Suisse
Crowe Horwath LLP
Jan Babiak and Beth Brooke, Ernst & Young
Lorie Jackson MPA 1982 and Suzanne McCarron, ExxonMobil
Patricia Harris and Simone Hoyle, McDonald's Corporation
Michelle Gadsden-Williams, Novartis
Krys Moskal Amdurer and Angela Schwes, Pearson Education
Seraina Maag HKSEE 2009, Zurich North America

MEMBERS

Carla Abourjeily
Maha Al-Juffali
Sharon Allen
Wendy Appelbaum HKSEE 2003
Elizabeth Arky
Jan Babiak
Barbara Beck
Clare Beckton MPA 2005
Stephanie Bell-Rose MPA 1984
Nicoletta Bernardi
Carol Bernick
Donna Block
Cecelia Boone
Michèle Boutros-Ghali HKSEE 2004
Maria Brennan
Kim Brizzolara
Maxine Burton
Mary Carrington
Deborah Carstens
Joan Chrestay HKSEE 2004
Kathy Cloninger
Betty Cohen
Elizabeth Colton
Lizbeth Cooney
Laurie Cunningham
Darlene Daggett
Roxanne Decyk
Cecile deJongh
Cristina de Manuel Keenoy
Diane Dixon
Saundra Dockser
Julia Bailey Dulan
Lauren Embrey

Ivelisse Estrada
Nina Fialkow
Anne Finucane
Stacy Fisher
Karen Frank
Carolee Friedlander
Carol Fulp
Denise Gatling
Sandra Gooch
Sarah Walker Guthrie
Sheila Harrell
Kathy Harris
Linda Hart
Joan Helpem
Sara Hildebrand
Margaret Holzworth
Tamara Jacobs
Janis Jones
Laurie Jonsson HKSEE 2002
Fawziah Abdul Karim
Margaret Kavalaris HKSEE 2002
Sung-Joo Kim
Patricia Kouba
Toni Kramer
Roelfien Kuijpers
Dianne Laurance
Barbara Lee
Robin Leeds
Renee Levow
Sheela Levy
Deborah Lindholm
Carol Locke
Ann Lovell
Maria Paola Lukšić
Julianne Malveaux
Florine Mark
Bobbi McKenna
Ellen McLaughlin HKSEE 2002
Carol Bailey Medwell
Ellen Mignoni
Ellen Jane Moore
Barbara Morrison
Marilyn Carlson Nelson
Anne Nobles
Julia Novy-Hildesley
Gun Nowak
Anna Ouroumian HKSEE 2003
Aysen Özyeğin
Kristine Pearson
Maureen Peckman
Carol Penn
Joyce Reuben
Margaret Rose
Nancy Russell
Sarina Russo
Holly Taylor Sargent
Hoda Sarofim-Sawiris
Cynthia Schwalm
Susan Silbermann
Nada Simon
Pernille Spiers-Lopez
Lois Stark
Liora Sternberg
Fredericka Stevenson
Camelia Sucu
Mary Green Swig
Davia Temin
Dorothy Terrell
Linda Kaplan Thaler
Emily Tong
Beatrice Trussardi HKSEE 2007
Kathleen Valenti
Damayanti Vasudevan
Lauren Wachtler
Diedra Wager
Meredith Wagner
Claudia Walters
Anna Elise Walton
Leigh Wasson
Marie Wilson
Ellen Wingard



ROLL CALL Dean David T. Ellwood joins New York City first responders and HKS alumni at a dinner and panel discussion at the Harvard Club in March. Front row (left to right), NYPD First Deputy Commissioner Rafael Pineiro S&L 1995, NYPD Deputy Chief Joseph McKeever MC/MPA 2007, Dean Ellwood, FDNY Chief Joseph Pfeifer MC/MPA 2008,

FDNY Assistant Chief James Manahan S&L 2008, NYPD Deputy Inspector Terrence Riley MC/MPA 2004, NYPD Deputy Inspector Robert Harnischfeger MC/MPA 2002. Rear (left to right), NYPD Sgt. Timothy Malin MC/MPA 2010, U.S. Coast Guard Commander Anthony Ceraolo MC/MPA 2003, NYPD Deputy Chief Steven Bonano MC/MPA 2009,

U.S. Coast Guard Lieutenant Commander Edward X. Munoz MC/MPA 2008, NYPD Captain Daniel Sosnowik MC/MPA 1998, NYPD Deputy Chief (retired) James McShane MC/MPA 1992, Jennifer Adger (former NYC Office of Emergency Management member) MPP 2002.

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 how to fight terrorism.

As Joe Pfeifer HKSEE 2006, MC/MPA 2008 realized, his responsibilities went from serving a local population as a chief for the New York City Fire Department to acting on a "world stage" after the 9/11 attacks in the role of chief of counterterrorism and emergency preparedness. Pfeifer credits his Harvard Kennedy School education with helping him adjust to this new reality, and it was support from the FDNY and a fellowship through Harvard Kennedy School that allowed him to attend. (Pfeifer is profiled on page 26.)

"HKS gives a student many options for learning," says Pfeifer, who is now a guest speaker in Executive Education and an affiliate fellow at the Ash Center for Democratic Governance and Innovation.

"The struggle after 9/11 was that the Fire Department and New York City had to adapt to this new threat environment. My education at HKS 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 FDNY, with support for further training from the highest levels of the organization. "After 9/11, the FDNY 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 FDNY. "As fire commissioner, I expect a more sophisticated level of management for greater operational efficiency and to better position the FDNY 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."

SAMUEL STUART HOLLENSHEAD

MARTHA STEWART

In 2003, HKS 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, HKS reached out to the Harvard Club of New York (HCNY) Foundation, seeking its partnership and support for first responder fellowships. "The HCNY 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 Tanya Ryk Friedman, a Harvard College graduate and the foundation's president.

Since the foundation was established, in 1954, members of the Harvard Club of New York have contributed more than \$3 million to support undergraduate and graduate financial aid awards and programs.

NYPD Sergeant Tim Malin MC/MPA 2010 received the first HCNY Foundation fellowship. "Over the last 10 years, I've gained the necessary street experience in the NYPD," he says. "Now—thanks to the HCNY Foundation and HKS—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 HKS 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 HKS, 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 HKS? What case study can I pull out?' I'm empowered to create new ideas because of this solid underpinning."

As HCNY 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. ❖ LS

To learn more about funding first responders at HKS, contact Beth Kramer, Assistant Dean, Alumni Relations and Resource Development at beth_kramer@harvard.edu or +1-617-494-5323.

New Professorship in International Finance

A new endowed professorship will firmly situate the Kennedy School at the fore of research and policy on international finance. The Minos A. Zombanakis Professorship of The International Financial



Graham Allison, Minos Zombanakis, and Dean David T. Ellwood at a dinner in April to celebrate the new professorship.

System has been established with a \$4 million endowment, which has been financed by contributions from Zombanakis's family and friends from around the world, as well as a matching contribution from the Harvard University Professorship Challenge Fund.

The professorship will support a distinguished professor or professor of practice whose research and teaching will inform contemporary policy issues relating to the challenges of global markets. In Zombanakis's own words, "The purpose

is to examine the architecture of the international financial system and ways we might improve it."

Dean David T. Ellwood expressed his gratitude for the professorship, saying, "Harvard Kennedy School is deeply grateful to Mr. Zombanakis for this endeavor. Addressing the global financial challenges of today is a top priority for policymakers throughout the world."

A force in international finance for more than 50 years, Zombanakis MPA 1956 has earned a reputation for astute perception and innovation. He spent a long career in banking and is recognized for founding roles in the Euroloan markets, the syndicated loan market, and the creation of the London Interbank Offered Rate (LIBOR). He currently serves as chairman of the Group for International Study and Evaluation (GISE AG), which advises government agencies and large institutions in matters relating to the world's financial systems.

The professorship was officially announced at a dinner in April, which welcomed the guest of honor to Cambridge along with several family members, including his sons Andreas Zombanakis AB 1980 and Constantinos Zombanakis AB 1982, MPA 1988, and his grandson Minos Zombanakis. The elder Zombanakis said of the professorship, "I can only hope that it will help future generations to understand better how the financial world works and how we can improve this area for the benefit of the world economy." ❖ AF

2010 Alumni Awards

Created in 1997, the HKS Alumni Awards program is administered by the HKS Alumni Association and Office of Alumni Relations to celebrate the outstanding work of HKS alumni throughout the world. During Reunion Weekend 2010, the following winners were honored:

❖ Robert Min Xie MC/MPA 1994	Julius E. Babbitt Memorial Alumni Volunteer Award	for founding the HKS China Alumni Association and mentoring and recruiting students
❖ Mehmet Daimaguler MPA 2005	Rising Star Award	for facilitating inter-religious dialogue within Germany and working to address global climate change
❖ Susan Ople MPA 1999	Alumni Achievement Award	for working to protect migrant workers and fighting against human trafficking of women in the Philippines



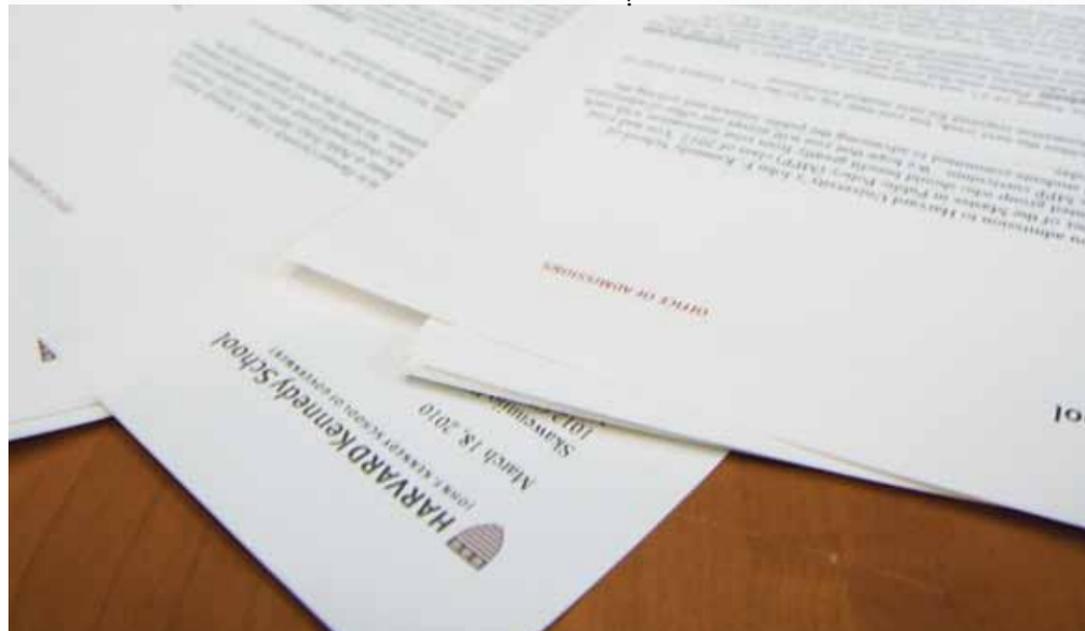
Pictured above: Rudy Brioché MPP 2000, HKS Alumni Association Board chair; Susan Ople; John Haederle MC/MPA 2000, accepting for Mehmet Daimaguler; Rosario "Chato" Calderon MC/MPA 1988, accepting for Robert Min Xie; and Judy Kugel, associate dean of students



Congratulations

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.*

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.



FINAL SAY

A continuum of public service

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.

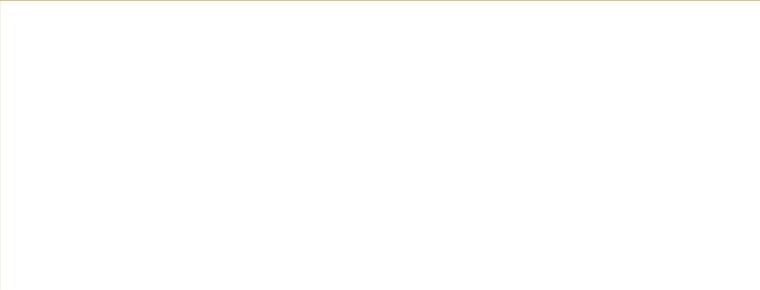
ON THE WEB

Learn more about what you can do to support Harvard Kennedy School at www.hks.harvard.edu/giving

617-496-7073
617-496-4511 fax

JOSHUA LAVINE

JENNIFER TAPLIN



**Thank you for helping us
create a society of leaders.**

LITTAUER SOCIETY

At the core of Harvard Kennedy School lies a focus on leadership — both in the classroom and in giving. To those donors who have led the way in advancing the school’s mission, we extend our gratitude for your vision and support.

The following gift levels apply to the HKS Fund, which is the school’s primary vehicle for unrestricted giving and financial aid funding:

KENNEDY CIRCLE ✦ \$25,000 and above

GLOBAL LEADERS CIRCLE ✦ \$10,000–\$24,999

DEAN’S CIRCLE ✦ \$2,500–\$9,999

FORUM CIRCLE ✦ \$1,000–\$2,499

ASSOCIATE CIRCLE* ✦ \$500–\$999

* 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.

The SUSTAINERS CIRCLE is composed of our most committed donors who contribute at any of the above giving levels for five or more consecutive years. The Kennedy School has come to especially rely on these most loyal donors.

