THE SLATE PROGRAM
FOCUSES ON THE ART AND SCIENCE OF LEARNING
Learning Teaching  The SLATE program focuses on the art and science of learning.

Poll Vault  Alumni take on election reform.

Game Changer  Kennedy School founding father Tom Schelling’s influence runs deep.

DEPARTMENTS

Executive summary  The dean’s word

The end results  Letter to the editor . . . Tiziana Dearing mpp 2000, Vuk Jeremic mpa/id 2003 . . . Asim Ijaz Khwaja

Public interest  News bites from around the school


Bully pulpit  Christine Lagarde . . . Laurence Golborne . . . Dilma Rousseff . . . Henry Kissinger


Ways and means  Remembering Ash Center founder Roy Ash

Exit poll  Light in a Bottle
In my travels as dean, one of my greatest pleasures is meeting Kennedy School alumni. They are heads of state, educators, planners, leaders of international organizations, advocates for social justice, consultants, service providers, and local government officials—all impressive and inspiring people who are passionate about making the world a better place.

Meeting these dedicated individuals is a wonderful reminder of why we do what we do here at the Kennedy School. Witnessing their impact never fails to strengthen my commitment to making sure, in this rapidly changing world, that the Kennedy School offers our future leaders the best possible training. Since becoming dean, I have made it one of my highest priorities.

In this issue’s cover story, you will read about SLATE (Strengthening Learning and Teaching Excellence), a schoolwide initiative that is analyzing our current teaching methods and identifying more effective teaching tools. Over the past few years we have begun integrating these new tools into our curriculum: expanded experiential learning opportunities, peer-to-peer learning, and a revitalized Case Program. As we measure the results of our efforts, our initiative to reform and improve teaching and learning will continue. I believe we are making important progress.

This issue also features one of the school’s iconic figures, Nobel laureate Tom Schelling, who 32 years ago, together with several other remarkable colleagues at the school changed the way public policy is taught. Their efforts transformed public policy education not only at the Kennedy School but also at public policy schools throughout the country. The SLATE initiative seeks to build on this remarkable legacy.

In this election year, this magazine also looks at the work of some alumni who are exploring new ways to reform the election process: While still students, three of our graduate students—often one-room schoolhouses—and the first woman to head the state’s largest social service provider.

She stepped down as head of the organization, which serves 150,000 to 200,000 people a year in eastern Massachusetts, through a major recession and oversaw a financial and brand turnaround.

When she was offered the chance to head Boston Rising, a new funding organization dedicated to breaking the generational cycle of poverty, it “was too good an opportunity to pass up,” says Dearing. “I went from running a large, 100-year-old organization to creating a start-up.”

“Boston Rising works with residents in neighborhoods to help them clear the way of obstacles so they can rise in the ways they choose,” she explains. “That means restoring the tools for rising—an education that gives you a shot at a job, a job that lets you build assets, and strong social connections. We believe when you restore those tools and put individuals and families back in the driver’s seat, they will rise and bring their neighborhoods with them.”

Dearing has continued to win accolades for her work. She was one of Boston Business Journal’s “Top 40 Under 40” and was awarded the Chamber of Commerce Pinnacle Award in emerging executive leadership.

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Allison Makes Time

FACULTY Professor of the Practice of Diplomacy and International Relations Nicholas Burns was recently selected for membership in the American Academy of Arts and Sciences. A former U.S. undersecretary of state, Burns worked in the Foreign Service for 27 years. At the Kennedy School, he serves as director of the Future of Diplomacy Project and is the faculty chair for the programs on the Middle East and India and South Asia. He will be inducted into the academy in October.

Young Global Leader

ALUMNI Jeremy Heimans was named a Young Global Leader (YGL) by the World Economic Forum for his work as cofounder of Purpose.com, an online community committed to the 21st century purpose-driven movement. "Heimans became part of the growing network of more than 700 outstanding individuals in May."

Investigative Reporting Honored

RESEARCH CENTER This year’s Goldsmith Prize for Investigative Reporting went to a team of reporters at the Associated Press for their investigative series “NY10: Intelligence Division.” The series, by Matt Apuzzo, Adam Goldman, Eileen Sullivan, and Chris Hawley, disclosed under surveillance carried out by the police force in New York’s Muslim communities. Since 1993, the Goldsmith Prize, through the Shorenstein Center, has honored investigative reporting that best promotes effective and ethical conduct in government, the making of public policy, or the practice of politics.

Top Think Tanks

RESEARCH CENTER The Belfer Center for Science and International Affairs and the Center for International Development were recognized respectively as the number one and number three university-based think tanks in January by the Think Tanks and Public Policy Program at the University of Pennsylvania. The Belfer Center was also ranked 17th among security and international affairs think tanks globally and 19th among all U.S. think tanks.

Alumni Honored

ALUMNI Three members of the Kennedy School alumni community were honored during Reunion Weekend in May for their outstanding contributions.

James McCorkell MPA 1999 received the Alumni Achievement Award for his work founding and directing College Possible, a program that provides support to low-income youths in achieving entrance to college.

Melodie Potts MPP 2008 received the Rising Star Award for founding and operating Teach for Australia, a program that places volunteers in disadvantaged parts of the country.

Joseph A. Rieser Jr. MPP 1974 received the Julius E. Rabbit Memorial Alumni Volunteer Award for his commitment and service to the school and the alumni community.

Audacious Idea

STUDENTS Instigio, a project that creates social impact bonds to improve the outcomes of social services, was awarded the 2012 Public Service Innovation Award. The project is the creation of student innovators Michael Belinsky MPP 2012, David Bullen MPP-ID 2012, Avmish Gungardurdoss MPP-ID 2012, and Madalina Pruna MPP-ID 2012. The international social development organization was also cited by Google’s president, Eric Schmidt, as an “audacious idea.”

It’s the Economy

PERCENTAGE OF MILLENNIALS CONCERNED ABOUT JOBS AND THE ECONOMY 58%
Post Grad

TEACHING  Looking part pop art, part community notice board, the project was devised by a group of Kennedy School students as a way of connecting all those who walk through Harvard Square. It started with a simple question, stuck to an empty Brattle Street shop front on a Post-it note: What inspires you? Within weeks the store windows were covered with replies. They include the silly and the glib (“fish fingers and custard,” a paw print), but overwhelmingly they are small personal revelations (“Miss Flythe 4th Grade teacher,” “my friends and parents,” “Martin Luther King”).

“I was inspired to see that a simple question could resonate with so many people and move them to action,” said Jonah Evans MPP 2012, one of the HKS students who started the project. “We’ve all been inspired by someone. That feeling of connection doesn’t always happen in public, especially Harvard Square. It’s a nice excuse to slow down and realize what we have in common.”

Marshall Ganz, whose community organizing class sparked the project, says it was part of an exercise intended to pupils to action the five core principles he teaches in class: relationship building, storytelling, structure, strategy, and action.

“It’s remarkable that it’s staying up out there and that people are adding to it, so it has clearly touched a nerve,” Ganz said.  

ON THE WEB  http://ken.sc/post_grad
Breaking Trails

bigger, broader connection to the outdoors and foster a lifelong commitment to conservation,” he says.

The amc allows Judge to combine two important strands in his life. His career has been marked by a commitment to social justice and sustainable development, through work at places such as the Greater Boston chapter of Habitat for Humanity and Springfield’s Redevelopment Authority. He also has a lifelong outdoor enthusiasm, having been introduced to hiking in the White Mountains as a child, rising to the rank of Eagle Scout, and even teaching survival courses.

Judge sees opportunities to bring his love for the outdoors to places such as New York City and Hartford, Connecticut — not just to win new members, but also to engage a more diverse population and to reach kids who otherwise might never appreciate being in nature. “If we can get kids out before they turn 12, they are 75 percent more likely to have a lifelong relationship with the outdoors,” he says. And when they find out they enjoy the outdoors, they become “experiential conservationists,” wanting to safeguard that experience for future generations. To get more people out from urban areas, the amc is looking to leverage existing urban trails and add new ones. September 2012 will see the launch of a campaign to complete the 200-mile Bay Circuit Trail. The amc is also partnering with the YMCA and the Boys and Girls Clubs, training leaders in those organizations in outdoor skills so that they will feel more comfortable leading children in outdoor recreational activities.

With everything going on in today’s world, the mission of the amc has never been more relevant or more urgently needed, Judge says. “Raising the next generation, and protecting our spaces for them is our duty.”

Fog of Smoke

Indoor air pollution from primitive cooking fires kills 2 million people a year, according to the World Health Organization. That’s as many deaths as from malaria and tuberculosis combined. And cooking with biomass fuels such as wood and dung is a large contributor to environmental pollution. So the humble improved cooking stove has caused great excitement for its potential to lessen this terrible scourge. By providing a more efficient and cleaner alternative, the new stove has the potential to improve billions of lives, and nonprofits and governments around the world have embraced it as a great economic development tool. But “Up in Smoke: The Influence of Household Behavior on the Long-Run Impact of Improved Cooking Stoves,” by Associate Professor of Public Policy Rema Hanna and two coauthors, has taken some of the steam out of the claims made for this simple technology. The authors’ four-year study of more than 2,200 Indian households living with the new stoves found that use of the stoves fell sharply after the first year that no health improvements were registered at all. The households were failing to keep the stoves in good working condition, not making even simple repairs.

Tough Love

Management scholars and practitioners tend to favor either a soft, nurturing approach or a tough one. What might work best is not simply a question of personality or preference; it’s vitally important in the fields of public management and organizational performance, where an increasing focus on collaboration often brings together agencies with widely differing approaches, such as those involved in national and homeland security.

New research by Steven Kelman, Weatherhead Professor of Public Management, suggests that “tough love” might be a very productive compromise. Kelman studied partnerships in the United Kingdom, made up of agencies ranging from the police to public works crews, that were formed to respond to public-order problems. He found that in situations in which soft and hard management coexisted, the reduction in crime was greater than either approach could have achieved on its own.

Share the Wealth

What influences a preference for income redistribution? The debate over whether it is a country’s environmental and institutional factors or its culture that is longstanding and very difficult to resolve. In “Culture, Context, and the Taste for Redistribution,” Associate Professor of Public Policy Monika Singh looks at whether immigrants could shed some light on their preferences. She found that they took the preferences for or against redistribution with them when they moved to another culture. Culture had a great effect on an individual’s preference for redistribution as household income, and was 60 percent as great as the combined effect of income and education.

Triple Decker

“More than 85 percent of single-family dwellings are owner occupied; more than 85 percent of dwellings in homes with more than three units are rented,” Edward Glaeser, Glmp Professor of Economics and director of the Taubman Center for State and Local Government, writes in “Rethinking the Federal Bias Toward Homeownership.” National and local policies, he argues, “stack the deck against energy-efficient, economically vibrant urban density.”

Poor Results

About one-third of the children of immigrants live in poverty in the United States—some 15 percent higher than the rate among native children—and the difference between the two groups continues into adulthood. That’s according to a new study, “Poverty and Program Participation Among Immigrant Children,” by George Borjas, Scriver Professor of Economics and Social Policy. Borjas sees parents’ educational attainment as the primary reason for the difference.

Hire Ed

Evaluating job candidates jointly rather than separately undercuts the tendency toward gender bias, “making employers choose based on ability, irrespective of the gender of the candidate and the implicit stereotypes that the employer may hold,” write Iris Bohnet, nks academic dean and professor of public policy, and coushonn Alexandra van Geen and Max Buerman in “When Performance Trumps Gender Bias: Joint vs. Separate Evaluation.”
Footprint

Singapore

The Kennedy School’s ties to Singapore go back almost as far as the tiny island’s emergence in 1965 as an independent city-state. Since 1968, when the newly independent government’s first prime minister, Lee Kuan Yew (1923–2015), entered the school, the Kennedy School has trained almost 200 of Singapore’s citizens, many of whom are now the republic’s top leaders in education, business, and government. In the intervening years, the school’s influence has extended beyond our campus—Kennedy School faculty members have helped the Singaporean’s National University establish and develop the Lee Kuan Yew School of Public Policy. “Our relationship with Singapore is something that the Kennedy School should be very proud of,” says John Thomas, a former lecturer and the faculty chair of the Kennedy School’s Singapore Program from 1991 to 2008. “we’ve succeeded in training a huge number of the officials who are now Singapore’s top leaders. We’ve made a big impact.”

CURRENT LEADERSHIP

3 top ministers

Prime minister: Lee Hsien Loong (b. 1954)

Deputy prime minister: Tharman Shanmugaratnam (b. 1952)

Senior minister: Heng Swee Keat (b. 1965)

3 additional ministers

Minister for education: Ong Ye Kung (b. 1965)

Minister for culture, community and youth: Grace Fu (b. 1961)

Minister for health: Ong Ye Kung (b. 1965)

COUNTRY FACTS

1981 – Founded as British trading post

1963 – Independence from UK

1965 – Gained full independence

land area – 270 square miles

islands – 63, compose the nation greenery – 59% average of land

5.183 million population

English common language

parliamentary republic
top 13 of government

economy

rated second fastest in the world among economy

In Pursuit of Equal Justice

ALUMNI Bryan Stevenson see p. 10 has a little ritual. Every time he argues a case before the U.S. Supreme Court (something he’s done five times so far), he stands outside the building beforehand and contemplates the words inscribed above the arches in front: “Equal Justice Under Law.” Stevenson still holds out hope that the sentiment behind that phrase can prevail for everyone in this country—regardless of race and financial or social status. He argued, and won, two cases this past March—both representing major victories for equal justice, the cause to which he has devoted his life. Decisions reached by the Supreme Court in June 2012 struck down myths that have previously allowed juveniles to receive mandatory sentences of life without parole. In its rulings, the Court agreed with Stevenson “that children need additional attention and protection in the criminal justice system.”

Stevenson has taken the Kennedy School credo of public service about as far as one can go. The executive director of the Equal Justice Initiative (EJI), a Montgomery, Alabama-based nonprofit, he has spent decades defending poor people whom the legal system has failed. In the process, Stevenson has won almost every award offered to civilrights attorneys. He draws no salary from EJI, and he gave the organization the entire $300,000 he received as a 1995 MacArthur Fellow. He also donates a portion of his faculty salary from New York University Law School to EJI, leaving just enough money to support his famously frugal lifestyle.

Although Stevenson has fought for his cause since the early 1980s, he did not always intend to be a lawyer. As an undergraduate at Eastern College in Pennsylvania, he hoped to spend his days full of philosophy. “The moment I realized what someone with a law degree could accomplish,” he says, “I was seized with the desire to make the law work for the disadvantaged.” And that’s what he did: Stevenson and his EJI colleagues have helped overturn the convictions of more than 100 death row inmates who had received inadequate legal counsel. He has since expanded EJI’s focus to challenge excessively high incarceration levels in this country, especially for people of color.

Stevenson found his true calling a year later during an internship at the Southern Center for Human Rights in Atlanta, where he defended prisoners facing the death penalty. This was a turning point for him—“the moment I realized what someone with a law degree could accomplish,” he says. “I was seized with the desire to make the law work for the disadvantaged.”

http://ken.sc/equal_justice

ON THE WEB
USING NATURE'S FACTORY TO DEVELOP STRONGER, CHEAPER VACCINES

SUDha Srinivasan, one of six Harvard Kennedy School students who recently presented at the Massachusetts Conference on Emerging Technologies, co-founded Vaxess, a company that is working to develop super-efficient vaccines.

Vaxess is one of several companies that recently received an Instiglio Social Impact Bond, a unique way to raise funds to support companies focused on social impact.

instiglio.org

Like Magic

Q&A Linda Bilmes

Mayor Joe Curtatone expressed frustration over how his city’s lack of resources prevented him from implementing badly needed reforms.

According to Linda Bilmes, Daniel Patrick Moynihan Senior Lecturer in Public Policy, her fellow panelist Tom Menino, the mayor of Boston, suggested, “Get Linda to help for free with her students.” The rest, says Bilmes, is history.

Q: What happened next?

It was pure serendipity. Mayor Curtatone, who is a very charismatic kind of guy, came to my Budgeting and Financial Management class and asked for volunteers. To my surprise, 67 out of the 95 students signed up. They worked that semester in all 37 departments — trying to understand budgets, setting performance measures, seeing how things fit together. If you were looking at responding to a fire, for example, how did the actual cost structure work out between the police, the fire department, and the public utilities?

Q: What did you take away from that first experience?

What I discovered was that for teaching something like budgeting and public finance, there’s just no substitute for doing it in the real world. Instead of looking at a textbook or a Harvard Business School case, students were actually working with the real police records, the real budget, the real special education records of real children.

Q: And eight years later, how has the class evolved?

Thanks to the generosity and vision of Jerry and Phyllis Rappaport, hundreds of students have participated in this dynamic learning lab experience. We’ve worked in half-a-dozen cities, including Boston, Hull, and Newton, on more than 30 projects. Over the years we’ve reconfigured it for students who’ve already taken basic budgeting, finance, and accounting. We currently have an active waiting list of 35 cities that want to join the program. We also have people asking from all over the United States and the world, but we haven’t been able to scale the program to that level yet. There are so many projects I’d love to do. The demand far outstrips the supply.

Q: What does the class offer students?

Every day when students pick up the Boston Globe, they see evidence of some of the things they or their predecessors did in the city — the expansion of the Boston bicycle Hubway program, a lot of the transformation of Somerville, the installation of LED lighting in Boston. It’s wonderful to see. We’ve put together this amazing cocktail of great students who really want to work, city officials who want to work with them, and really difficult technical problems that require a lot of analytics — and it’s like magic. It turns into a very rewarding experience for everyone. 

Q&A Linda Bilmes
LEARNING TEACHING

BY ROBERT O’NEILL PHOTOGRAPH BY RICHARD HOWARD
Assessing Learning is never easy—especially when, as at the Kennedy School, education is geared toward real-world practical application. Students are expected not only to master specific subjects and then apply that learning in other areas, but also to know when to apply what they’ve learned to open-ended questions that may have no single right answer. In the 2001–2002 academic year, the SLATE team administered the same test twice to first-year MPP students: at the beginning of the year and at the end. The question at right is one to which students could give “dozens of good and thoughtful answers,” says Richard Light, SLATE faculty coach. “We looked when grading for rigorous thinking, and faculty members made a list of points that ideally students might mention. So students could write an answer that recommends option ‘A’ or they could recommend option ‘B’ and for our grading we focus entirely on the quality of their reasoning and whether they hit several of the points faculty listed from their classes, which could buttress a compelling argument in favor of an alternative. That is precisely what makes this a good question.”

Raiffa. “It was a bunch of brilliant misfits who didn’t like either the content or the method of teaching in arts and sciences and set up something different. They in turn would train each incoming generation in that rule-breaking style.”

“Well, the school got big, the founding fathers died or retired, and for a while we didn’t notice that we didn’t have the organic capacity to transmit that culture. Then, at the start of David Ellwood’s term as dean, we realized we’d lost that and needed an institutional capacity to do what Neustadt and Raiffa used to do.”

What Neustadt and Raiffa did—how their students learned and how that knowledge was imparted—was not easy to determine. But recent advances in cognitive science and more focus on the art of teaching itself have helped.

Peer instruction is part of a broader category often referred to as active learning, an approach built on understanding how knowledge is acquired and then applied. Peer instruction aims to tackle the misconceptions that students bring to the classroom, so as to develop a proper foundation of factual knowledge that they can then develop into contextual frameworks and organize in a way they can remember and apply.

Once these building blocks are in place, the student can begin to take control of his or her own learning, knowing where he stands and what needs improving—a process known as metacognition. Applying all that to the classroom is challenging, especially at the Kennedy School, where students are at the intersection of theory and practice.

“Our students are going to apply what they learn to solve problems in the messiness of the real world,” says Levy. “Statistics may be an important input into a problem, but then they’re going to have to form a coalition, see what stakeholders they’re going to bring in, manage a process, perhaps think about the economics behind it.”

Technology provides some help. Kennedy School teachers are increasingly turning to “clickers,” remote control–like devices that students use in the classroom to respond to questions in real time. Levy remembers a moment when he realized how important these could be. He was giving students in his statistics class a “warm-up” question (What is the probability that if you roll a pair of dice twice, you get at least one six?), which he expected about 80 percent of his students to get right. Only 17 percent did.

The Scenario You are a special assistant to Josefa Sheenan, the executive director of the United Nations World Food Programme (WFP). The WFP uses two different approaches to reduce hunger and malnutrition worldwide: One approach is to acquire food—by either purchase or donation—from countries with food surpluses. The WFP then transports this food to countries with immediate need and where there are malnourished people. The second approach involves efforts at development, to help countries attain self-sufficiency through improvements in local capacity to grow, process, and distribute food.

The director wants your advice on a systematic framework for how the WFP should determine the balance between these two approaches in each country where it operates.

Question What are the five most important pieces of evidence that a World Food Programme mission in a country should track to determine the best balance between these two approaches—food donations versus assistance toward food self-sufficiency—within a particular country? In other words, what factual matters are most relevant to this strategic choice—and, in a few words, why is each one relevant?
He remembers freezing for a minute in class, unsure of how to proceed. Then, seeing that almost half the class had made the same mistake, he was able to correct their misconceptions (known in statistics as double-counting) and move on.

“Although we recognize the importance of a consistent approach to understanding the material, we need to consider the best way to create a learning environment that values active participation and engagement,” he says. “The flipped classroom, as it is known, uses short video lectures, online tutorials, and practice tests to create class time for peer-to-peer interactions, experiential learning, and exercises that integrate across courses to teach more realistic problem-solving, peer-to-peer interactions, and experiential learning. Students can free up scarce classroom time to make room for activities that promote more active learning.”

“The flipped classroom, as it is known, uses short video lectures, online tutorials, and practice tests to create class time for peer-to-peer interactions, experiential learning, and exercises that integrate across courses to teach more realistic problem-solving, peer-to-peer interactions, and experiential learning. Students can free up scarce classroom time to make room for activities that promote more active learning.”

LINDA BILMES’S Advanced Applied Budgeting class, with its emphasis on fieldwork and client-based learning (see Q&A, page 13), is a prime example of the sort of active engagement that allows students to maximize learning. This past spring, for example, some of Bilmes’s students conducted a financial assessment of Hubway, Boston’s bike-sharing program, and presented their findings to Boston Mayor Thomas Menino. According to Carolyn Wood, assistant academic dean and director of mpp’s 3-year master in public policy program, the students were able to apply the skills they’re learning in the classroom to real public problems—where there’s a chance their ideas will be implemented—by taking them on different levels of engagement.

But this experience is not easily replicated. Experiential learning requires faculty members to shift out of content-delivery mode and into coaching mode, which takes time and effort, and shaping projects that are realistic, fit neatly into a semester schedule, and enable students to integrate and apply the skills learned in their foundation courses can be challenging. SLATE can help faculty members to break out into small groups to discuss the answer. It was an example of peer instruction, and one that made an impression. Months later, faculty members gathered again, this time at an informal lunch organized by SLATE, to discuss the experience of those teachers who had incorporated peer instruction and clicker use in their classrooms. Richard Zeckhauser, Ramsey Professor of Political Economy, and Lant Pritchett, professor of practice and an award-winning teacher at the Kennedy School, led off the discussion.

The test was a perfect illustration of the culture SLATE is helping to create at the school: Zeckhauser, who learned his craft as an educator from some of the school’s “founding fathers” four decades ago and continues to innovate his teaching style, and junior faculty members such as Pinar Dogan, a lecturer in public policy whose teaching technology extensively in her game theory class, shared insights about the best uses of technology.

Whatever new innovations and technologies are used, some time-tested truths always remain. “Make sure your teaching is a creative process,” Zeckhauser advised his colleagues.

SLATE has created a platform where faculty can get together and brainstorm about effective teaching.

Part of SLATE’s mission has also been to revamp the Case Program. “The Case Program leads with the learning objective rather than leading with the story,” says Carolyn Wood, assistant academic dean and director of SLATE. “We ask, ‘How can this case set up a rich discussion in the classroom? rather than just thinking, ‘This is a really engaging story—let’s write it up.’

Case studies are produced only when faculty members express a desire to use them in a class. Three case writers and a small video and multimedia unit are now on the team, thanks in part to a gift from Joseph Tompkins 1975 (see “Medium and the Message,” page 16). How effective has all this new activity been? Answering that question is one of the most compelling parts of SLATE’s mission.

Richard Light, SLATE’s third faculty cochair is responsible for assessing learning at the school. “We want to feel like a faculty member that we are learning how to think, how to approach new problems, how to be leaders in the public sector, how to solve problems in a constructive, rigorous, writing way,” he says.

To answer, SLATE has been conducting a number of assessments to understand what Kennedy School students are learning. Testing begins with individual courses. Students are given the same questions at the beginning and then at the end of the course. They take the test anonymously, identified only by a code number that will allow the pre- and post-course tests to be matched. The answers are graded blind by faculty members or teaching assistants who are not aware of the students’ identities, or whether the tests were taken at the beginning or the end of the year.

The assessment has expanded to include degree program courses and two executive education courses. In the 2011-2012 academic year, the entire first-year mpp class was assessed, and this past year the Social and Urban Policy concentration cohort of the mpp class was tested. Repeating the testing allows Light and the SLATE team to refine their approach. It’s relatively easy to gauge whether students are learning basic factual knowledge, but it becomes increasingly complicated to measure whether they can transfer that knowledge to other disciplines or combine all their knowledge on a broad, open-ended question of public policy.

The results, which have been shared with faculty members and the Kennedy School leadership, have been encouraging by most measures but disappointing by others.

More important, they will serve as a foundation on which future learning can be gauged and, possibly, linked to innovations in teaching at the school.

“It’s not like we’re starting something that everybody knows how to do,” Light says of SLATE’s work. “If you went to other great universities now and asked, ‘What are you folks doing to gauge learning?’ the answer would be ‘Not much, because it’s more difficult than it looks.’ The goal is not to say that we’re better than them, but rather to say, ‘We’re charting new territory; we hope it works.’”

Heavenly, Boston’s bike-sharing system, offers thousands of bikes at more than 70 locations throughout the city. Below, the SLATE team from Bilmes’s class briefs Boston officials.

Richard Zeckhauser, left, political economist, leads a conversation about peer instruction at a faculty lunch discussing SLATE. Dan Levy, lecturer in public policy, at right.

FACULTY MENTORING

AT A KENNEDY SCHOOL faculty meeting last year, Eric Mazur, Harvard physics professor and pedagogy guru, shared his insights on teaching. Appropriate, he involved his audience in active learning. He asked them a question (If a metal plate with a hole in the middle is heated, will the hole expand, shrink, or stay the same size?) and then invited the faculty members to break out into small groups to discuss the answer. It was an example of peer instruction, and one that made an impression. Months later, faculty members gathered again, this time at an informal lunch organized by SLATE, to discuss the experience of those teachers who had incorporated peer instruction and clicker use in their classrooms. Richard Zeckhauser, Ramsey Professor of Political Economy, and Lant Pritchett, professor of practice and an award-winning teacher at the Kennedy School, led off the discussion.

The test was a perfect illustration of the culture SLATE is helping to create at the school: Zeckhauser, who learned his craft as an educator from some of the school’s “founding fathers” four decades ago and continues to innovate his teaching style, and junior faculty members such as Pinar Dogan, a lecturer in public policy whose teaching technology extensively in her game theory class, shared insights about the best uses of technology.

Whatever new innovations and technologies are used, some time-tested truths always remain. “Make sure your teaching is a creative process,” Zeckhauser advised his colleagues.

Linda Bilmes’s Advanced Applied Budgeting class, with its emphasis on fieldwork and client-based learning (see Q&A, page 13), is a prime example of the sort of active engagement that allows students to maximize learning. This past spring, for example, some of Bilmes’s students conducted a financial assessment of Hubway, Boston’s bike-sharing program, and presented their findings to Boston Mayor Thomas Menino. According to Carolyn Wood, assistant academic dean and director of mpp’s 3-year master in public policy program, the students were able to apply the skills they’re learning in the classroom to real public problems—where there’s a chance their ideas will be implemented—by taking them on different levels of engagement.

But this experience is not easily replicated. Experiential learning requires faculty members to shift out of content-delivery mode and into coaching mode, which takes time and effort, and shaping projects that are realistic, fit neatly into a semester schedule, and enable students to integrate and apply the skills learned in their foundation courses can be challenging. SLATE can help teachers tackle those challenges by capturing and disseminating lessons from effective experiential courses and assisting faculty members to support team-based and project-based learning.

Hubway, Boston’s bike-sharing system, offers thousands of bikes at more than 70 locations throughout the city. Below, the SLATE team from Bilmes’s class briefs Boston officials.

Heavenly, Boston’s bike-sharing system, offers thousands of bikes at more than 70 locations throughout the city. Below, the SLATE team from Bilmes’s class briefs Boston officials.

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Whether it’s changing the methods of how people vote or altering the laws of who is allowed to step into a booth, the process of electing officials in the United States has evolved considerably over the past two-plus centuries.

And if several Kennedy School grads get their way, the voting world will be shaken up even further—not just this November but for years to come.

Over the past few years, Seth Flaxman MPP 2011, Kathryn Peters MPP 2011, Amanda Cassel Kraft MPP 2011, and Kahlil Byrd MC/MFA 2003 have each pursued a unique venture to improve democracy. From their perspectives, plugging these gaping flaws will be yet another step forward in perfecting the democratic process.

Their views on democracy are unusual, to say the least, but the novel nature of those views be may just what America is looking for.
By his own admission, Seth Flaxman had fallen out of love with politics by the time he came to the Kennedy School.

Instead, he was far more fascinated with the election process behind it. So when Flaxman began his graduate studies, he posed a question to himself, one that had perplexed him for years. How could more people be drawn to vote?

In the eyes of Flaxman, improving democracy lies with increasing participation. To address this issue, he cofounded TurboVote at the beginning of 2010 with Kathryn Peters and Amanda Cassel Kraft while all three were mpp students at the Kennedy School.

TurboVote is a service that gives people the opportunity to vote (and register to vote) from the comfort of their own homes. The service can track your election calendar, send completed ballot request forms along with a stamped envelope to users, and send voting reminders. All the recipient has to do is sign and mail the form. Flaxman sees it as a way to make voting “as easy as renting a Netflix dvd.”

According to TurboVote, 30 states and the District of Columbia allow individuals to request a mail-in ballot without any excuse. All the states permit those who commute, college students, and people with excuses to vote as absentees. “A lot of problems result from people not participating in the voting process,” says Flaxman, who, along with Peters, was named to Forbes magazine’s “30 Under 30” list in the field of politics, “says Flaxman, who, along with Peters, was named to Forbes magazine’s “30 Under 30” list in the field of law and policy in 2011. “When participation is this low, it’s only the most partisan people who vote, so our politicians cater to ideologues and refuse to compromise.”

“I don’t think that anything is more important than a functioning democracy. Government needs to be by all of the people if it’s going to be for all the people.”

So far, the Brooklyn-based TurboVote has impressive backing. The company has received funding from Google, the Knight Foundation, the Sunlight Foundation, and the Draper Richards Kaplan Foundation (where Flaxman was recently named a fellow). Additionally, through the university’s Institute of Politics, TurboVote was able to launch at Harvard last fall. The company is continuing to introduce its services to universities throughout the country, hoping to draw a younger population to the polls with the lure of convenience.

Peters says that there has been more of a demand for the company’s services over the past few months. Schools have reached out to TurboVote in an effort to create partnerships. For Peters, it’s been an interesting process to see the company’s brand name grow. She says that at a recent conference she was met with “people who told me, ‘TurboVote! I’ve heard of you guys,’ which is still a bit shocking — and gratifying.”

The company has come a long way in just two short years, says Peters. “After working for a year and a half as a distributed team working from Cambridge, DC, Toronto, and even Denver at times, it’s been amazing to all come together in a real office and work seriously on the question of ‘How do we build tools to make voting easier?’”

In her eyes, this is just the beginning for the company. “We’re already on track to serve one million voters by 2013,” Peters says, “but frankly I’m far more excited about what will happen when we return to those voters next spring and summer about school board elections and local bond issues.

“We’ve tapped into the enthusiasm that builds up around presidential races, and now we’re thinking about how to maintain that level of engagement and interest in all these other elections that impact our lives and communities just as much — if not more. I’m actually more excited for 2013.”

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The PEOPLE’S Candidate

Kahlil Byrd had a different vision when it came to shaking up the voting world. For him, there simply aren’t enough options for people to choose from.

There’s either a Democratic nominee that most voters don’t want in there or a Republican that they feel the same way about. And nothing more.

To make the voting process fairer to the public, Byrd and his associates want to give voters a chance to directly nominate the candidate of their choice—a sort of representative of the people.

Byrd is the CEO of Americans Elect, an organization that uses the Internet to give the public its own online convention to pick a nonpartisan candidate. Since its launch, in 2010, the organization has received an overwhelmingly positive response, including heavy coverage from all the major news sources, including The New York Times and NPR.

When he considers all that Americans Elect accomplished, the future is bright in Byrd’s eyes.

“From when we launched in 2010 all the way to this May, we saw a group of people who organized over the idea of having a third choice,” he says. “The Americans Elect community is a tough and energized group, and we are holding strong.”

Byrd says that the organization will take some time to rethink its strategy and future path. One possibility is taking the concept of Americans Elect to the state-government level.

Ultimately, despite falling short of its goal in 2012, the group was encouraged by the results.

“What we were able to see was a great hunger,” says Byrd. “People appreciated that we were taking this completely different concept and trying to change things. People wanted to see change happen in 2012.”

Andrew Clark is a freelance writer living in Brockton, Massachusetts.
N THE SUMMER OF 1940, following his first year at the University of California, Berkeley, a young Tom Schelling and two of his college friends piled into Schelling’s Model A Ford for a road trip. When they reached San Antonio, Texas, Schelling and his buddies, Tom Ludwig and Morris Glickfeld, were separated and had a tough time finding one another again. They decided that if it ever happened again, they should be able to regather without communicating, so they spent a whole afternoon thinking about it individually, trying to come up with an established meeting place.
All three decided on the General Delivery window of the main post office. Schelling was struck by how they had each separately arrived at the same answer. Their thoughts had both independently and collectively focused on the General Delivery window. The seed of an important idea was planted.

Years later Schelling went to New York City to visit his old college friend Tom Ludwig. When he arrived, he realized he had misplaced Ludwig’s address. Thinking back to the road trip of their youth, he wondered if it was worth trying their plan.

The General Delivery window wouldn’t work; because general delivery was a thing of the past. The closest thing he could think of was Western Union, so he called and asked, “Do you have a way that I can leave a message for a person who may call in for a message?” The operator said, “Yes, what is your name?” He said, “Schelling.” The operator replied, “Oh, we have a message for you from Mr. Ludwig.”

What to many people might have been nothing more than an amusing anecdote became, in Schelling’s remarkable mind, an insight into tacit, cooperative efforts to solve problems. It germinated into the theory of focal points.

Schelling, one of the founders of the modern Kennedy School, would use that “theory” to burrow down into a simple problem so deeply as to reach great insights that would impact fields as different as nuclear strategy and tobacco use. His monumental work in game theory was rewarded in 2005 with a Nobel Prize in economics. And in the 1960s it was used to create the intellectual scaffolding that would steady the superpowers’ shaky nuclear balance.

“Tom Schelling is a titan, and it is not the slightest exaggeration to say that his remarkable scholarship has made the world a safer and better place,” says Dean David Ellwood.

Thomas Crombie Schelling is descended from Irish and German immigrants, as remains evident in his slightly ruddy complexion and square jaw. His father, John, was commissioned as a naval officer after attending the United States Naval Academy and married Zelda Maude Ayres in 1922. Zelda was a strong woman who lived to be 107. Thomas was born on April 14, 1921, in Oakland, California. With his father frequently away at sea for months at a time, he and his brother and sister grew up in what he describes as “very much a mother-oriented family.” They relocated between bases in California and Washington, DC, before being stationed in the Canal Zone. A bespectacled, intelligent young man with a fascination for solving puzzles, Schelling returned to California during the Depression for high school.

His open-mindedness often put him at odds with his father.

When the United States entered World War II, Schelling attempted to volunteer for the army but failed his physical because of ulcers, so he returned to Berkeley to resume his studies. He chose economics because he liked the idea that it was based on people’s being rational. He also found that many academic economics papers he read shared his way of looking at social problems as puzzles. And Schelling liked puzzles. In fact, viewing society’s problems as puzzles to be solved became a common thread in his work. He developed a capacity to frame issues in terms of logic problems and took great pleasure in the mental gymnastics and lateral thinking required to find solutions. The logical deductions came first, rather than the views on policy.

A GENUINE, LIVE PROBLEM

fter Berelst, Schelling worked in Washington and then went to Harvard in 1946 for his PhD. With his course work completed, he left in 1949 for Europe to work first on the Marshall Plan and then with the Truman administration in a job related to NATO. He remained at the White House after Eisenhower was elected president but left to join the faculty of Yale in 1953. (The following year crew cuts became fashionable in America, and Schelling had his hair cut in the new style, a look he kept into his 90s.)

At Yale his focus was bargaining theory. The theory entered the realm of strategy with his “Essay on Bargaining” was published in the American Economic Review of June 1956. The essay gave a vocabulary to strategic studies, differentiating among threats, warnings, commitments, and promises and discussing the strategic implications of each.

In 1957, he devoted considerable effort to learning game theory and published a second time on strategic thinking when The Journal of Conflict Resolution released its first issue. It included a questionnaire Schelling had devised to determine how successfully people could coordinate decisions without communicating and whether they could reach tacit agreements by finding subtle signals in situations. At this point he understood game theory and had established his basic concepts on strategy and the importance of signaling in tacit communication which would be hallmarks of his work.

His work at Yale attracted attention, and he was invited to spend the summer of 1957 at the RAND Corporation in California. It was there that he developed an interest in thermonuclear strategic planning and joined the elite society of leading civilian nuclear strategists. The biggest x-word puzzle was the threat of a surprise nuclear attack.

Schelling headed to London on a Ford Foundation grant in the spring of 1958. He recalls, “When I was in London thinking about surprise attack, I was doing it substantially as an intellectual
Nobody doubted we were on the side of the angels.”

He described how his ideas should be put into practice, there might have been less likelihood that he would be taken in ways other than those he intended.

Schelling’s one deviation from what he saw as his objective role as a Cold War adviser came with the 1970 invasion of Cambodia. He led a group of Harvard professors, most of whom had held government advisory positions, to confront his former colleague and friend, Henry Kissinger, opposing the Nixon administration’s policy, and then spoke to the press. He took a public stand on an issue that he felt required it. That was very much out of character for Schelling, and it was a costly decision. His influence in Washington waned significantly.

His place in the national security pantheon, however, is undeniable. As a RAND assessment states, Schelling “established the basic conceptual structure of deterrence theory.” Schelling’s ideas are also generally acknowledged for contributing to overcoming the Prisoner’s Dilemma of the arms race between the Soviet Union and the United States, resulting in the SALT I agreement and the arms treaty. The Doomsday Clock on the cover of The Bulletin of the Atomic Scientists had been set to two minutes before midnight when Schelling first became involved in nuclear strategy; after those treaties were signed, the clock was set back to 12 minutes to midnight.

A LIFE-CHANGING EXPERIENCE

5 THE FULL IMPACT of his work was being felt in the world of policy. Schelling began to be pulled into another academic venture at Harvard. He was among a small group who felt the University needed a school to bring an academic foundation to the practical world of public policy decision-making and to educate people in the profession of policymaking.

Former Harvard president Derek Bok recalls Schelling’s role in the process. “I remember him chiefly as one of the handful of faculty members who really founded the Kennedy School and devoted tremendous efforts to ensuring its success. Without the interest of Tom and a few others... I never would have decided to make the building of the school a priority. It was their presence and dedication that made it seem conceivable to create an entirely new professional school for professional service; without them, the effort couldn’t possibly have succeeded.”

The school became his institutional home. As it evolved, Schelling’s interests expanded to include integration, organized crime, addictive behavior, nuclear proliferation, climate change, and more. For many of his newer interests, particularly addictive behavior and climate change, he has been very prescriptive in offering solutions as well as defining problems. As has always been the case, his ideas are usually creative and insightful.

But at the Kennedy School he is especially remembered as a teacher. His students recall how he would walk into the lecture room and begin going over a problem set that had baffle most of them. He would pace a little, stare into the distance, and then purges his lips occasionally, clenching his jaw at irregular intervals. During the brief pauses in his presentation, it was obvious that he was very rapidly analyzing some problem in his mind. As he came up with examples and answers to questions, he drew on sources that ranged from interactions with his own children to nuclear encounters, always finding underlying themes to link them. “It was a astonishing—even life-changing—experience,” Herman “Dutch” Leonard, now Baker Professor of Management at the Kennedy School, remembers about being in Schelling’s class. According to Harvey Fineberg, president of the Institute of Medicine and formerly provost of Harvard University and dean of the Harvard School of Public Health, “No matter how complicated an argument he would weave, Schelling never dropped a strand, and the product was consistently complete, compelling, and beautiful.”

Schelling describes the Kennedy School’s evolution: “It has grown fantastically. It began with 21 students, of whom four went for the First World Day and only one returned to school. The faculty was six seniors and five juniors. It didn’t change much until we got our own building, which President Bok allowed to be big enough to accommodate enough people to require our own dining room and cafeteria. The mid-career students in the one-year public administration degree program were assimilated. A large program for developing-country mid-careers followed, as did special programs for military officers and ‘super-grade’ officials of the federal government. And so on, until we had 30 or 40 times that original complement of 21. Not only did the Kennedy School grow enormously, but similar schools proliferated in Texas, California, Wisconsin, Maryland, and all over the country. I don’t think anybody ever anticipated such growth.”

Today, at 91, Schelling is a professor emeritus at the University of Maryland, where he moved after mandatory retirement from Harvard. He continues to tour the world, giving lectures and serving as a consultant. He has one requirement for all his far-flung travels, and that is that his wife, Alice, must accompany him. When he finally stepped on a plane for China, he picked the destination—Antarctica—so that he could get a firsthand look at the effects of climate change. 

Robert Dodge sec/ta 1990 is the author of two books on Schelling including, most recently, Schelling’s Game Theory (see page 40). He lives in Singapore.
“Nobody was going to get between me and my president.”

:: James Baker, Secretary of State 1989–1992, on his relationship with President George H.W. Bush. Baker was at Harvard in March to receive the Great Negotiator Award, co-sponsored by the Kennedy School’s Future of Diplomacy Project.

“We have a policy for health care that focuses on this group, and they switch parties every few years.”

:: Robert Blendon, Professor of Health Policy and Political Analysis at the Harvard School of Public Health, speaking at a brown bag in April, on the importance of Medicare to older voters and their propensity to be swing voters in a close election.

“It looks like we have remarkably put together theory and practice. Nothing works and nobody knows why.”

:: Former European Central Bank president Jean-Claude Trichet during a Forum event in March, paraphrasing Albert Einstein in describing the way recent financial crises have stumped economists.

“We in the U.S. mourn the loss of the 3,000 lives we lost on 9/11. An estimated 8,000 people are lost in Sudan every month. Why do we let this continue?”

:: Kym McCarty MC/MPA 2012, former country director for Sudan for the National Democratic Institute for International Affairs, during a meeting in April between Sudanese leaders and HKS faculty members and students.

“The costs are so far beyond their means.”

:: William Julius Wilson, Lewis P. and Linda L. Glyser University Professor, speaking at a session on economic inequality at the 75th Anniversary Dean’s Conference in May about how the sharp rise in college costs over the past several decades has placed a severe financial strain on families.

“If you don’t speak up, if you don’t offer your voice, it’s an opportunity missed.”

:: Ron Christie iop 2011, political strategist and former policy advisor to President George W. Bush, speaking in March about the responsibility of minorities in the public arena to speak up about racial issues.

But there is a worrying disconnect, Lagarde said, between this great interconnectedness and the fragmentation of global governance. “Borders, barriers, walls, have come down to allow this degree of interconnections,” Lagarde said. “And yet, you know that there are many more walls that are being built or that people try to build. Physical walls, political walls, mental walls.” “Reconciling these interconnections and their benefits together with governments with a view to making it better... will be a major challenge in the years to come,” she said. “It will be your challenge. Which is why it will be so important, going back to the global citizens, to continue this work in progress of that interconnected world.”

Lagarde reminded the nearly 600 graduates that while they had achieved something great, they would be sure to face plenty of new challenges. “This is a moment where you have really reached the top of the mountain and you can bask in the view and in its glory,” she said. “But rest assured, there will be many more mountains to climb.”

“Nobody was going to get between me and my president.”

:: James Baker, Secretary of State 1989–1992, on his relationship with President George H.W. Bush. Baker was at Harvard in March to receive the Great Negotiator Award, co-sponsored by the Kennedy School’s Future of Diplomacy Project.
FORUM | Crisis Rules  “Essentially, a crisis happens when all the rules fail,” Laurence Golborne told the audience at a Forum in March. Golborne, Chilean minister of public works, has some experience. He led the celebrated 69-day operation to rescue miners who had become trapped thousands of feet below ground—an unprecedented operation and, as Harvard President Drew Faust said in introducing Golborne, “a leadership lesson for the ages.” The event marked the beginning of Harvard Kennedy School’s annual Public Service Week. Golborne said that when he was first asked to leave the private sector to work for the government, he hesitated. “I have to confess that every day I feel like I made the best decision of my life,” he said.

FORUM | Critical Growth  Brazil’s impressive economic growth has meant the addition of 40 million citizens to its middle class. With that comes political as well as economic changes. “When you positively affect economic security, these people become more critical,” Brazilian President Dilma Rousseff said during a visit to the Forum in April. Rousseff touted the country’s accomplishments, including bringing electricity for the first time to 12 million rural inhabitants and becoming a creditor at the International Monetary Fund after years as a debtor. But Rousseff, who was at Harvard to sign a fellowship agreement that will provide financial support for Brazilian students, also sounded a note of caution: “The fact remains that we have huge challenges ahead.”

FORUM | Security Paradox  “I believe I am chairman at a time that seems less dangerous, but is actually more dangerous,” General Martin Dempsey, chairman of the Joint Chiefs of Staff, told the Forum at an event in April. “Although geopolitical trends are ushering in greater levels of peace and stability worldwide, destructive technologies are available to a wider and more disparate group of adversaries.” That, Dempsey said, is the paradox that seems to define the current global security system—a counterintuitive “combination of peace and the potential for violence.”

FORUM | Irrevocable Choices  “The outsider can pick his topic,” Henry Kissinger told the audience at an event last April. “He can work on it for as long as he wants. He can choose the best possible vision of it, and he has the option of changing his mind. None of these options exist for the statesman. Issues present themselves, and they have to be dealt with in a finite period of time … For a statesman, the choices are irrevocable.” Kissinger returned to Harvard, where he studied and taught until joining the Nixon administration in 1969, to help celebrate the university’s 375th anniversary. On stage with Kissinger were former Kennedy School deans Graham Allison, Dillon Professor of Government, and Joseph Nye, University Distinguished Service Professor, and Jessica Blankshain, a Kennedy School doctoral student.

FORUM | Jobs for the Boys  Patronage and the State in Comparative Perspective  :: Merilee S. Grindle

MERRILEE GRINDLE’S BOOK about government patronage begins with the apparent end of patronage in the U.S. government. In a sweeping reform, Congress passed the Pendleton Civil Service Act, which was meant to erase a system that privileged party loyalty and cronyism over competence. This triumph of professional government was enacted in 1883. But in many ways, as the author notes, it was only the beginning of a drawn-out process that saw the federal practice of “jobs for the boys,” as a newspaper article of a century ago put it, stubbornly persist well into the 20th century.

Such an outcome is not unique to the United States, she notes. Indeed, the history of patronage in the United States and elsewhere offers lessons for countries that have more recently sought to enact similar reforms. “Career civil services were and are politically constructed,” she writes, “forged from conflicts and compromises among those who have very different views on how appointments to public sector jobs should be made and who should control them.”

Grindle, Edward S. Mason Professor of International Development, offers case studies of patronage and reform efforts in developed countries ranging from Great Britain to Japan. The director of the David Rockefeller Center for Latin American Studies, she also focuses on Latin America for more-contemporary examples of countries that have attempted to institute civil service systems. These cases demonstrate how reform is “historically grounded and politically contested,” she writes. For example, Britain and France went through a “gradual process of elite compromise” toward new standards, which emphasized education and examinations to determine competence. Educational standards were also instituted in Prussia and Japan, where reforms came from the ruling class, whose access to education increased their opportunity for success.

Grindle highlights issues that arose in the aftermath of reforms instituted in the United States, Europe, and Japan in the 19th century. She notes that the very existence of career civil service was threatened by reformers who charged that a lack of quality in the public sector was constraining efficiency and performance along with creativity and innovation in service to the public. As a way forward, she points to a new generation of reformers who emphasize compromise in the scope of their civil service proposals in order to get them adopted. Yet politicians found ways to circumvent the reforms that were established in law. Thus, unlike the experience in developed countries, the widespread use of patronage still predominates in Latin America, according to Grindle.

She makes clear that patronage systems are not by definition corrupt or incompetent, just as civil service systems do not necessarily result in good government. Likewise, some reform initiatives “focus on rules and procedures more than giving attention to the public purposes of government,” Grindle writes. As a way forward, she points to a new generation of reformers who emphasize efficiency and performance along with creativity and innovation in service to the public.
Economics of the Environment 
Selected Readings
:: Robert N. Stavins, editor

For the sixth edition of a book first released more than 30 years ago, Robert Stavins presents 34 chapters written by a veritable “who’s who” of environmental economists, including his own contributions to the literature. The most recent edition features two new sections, “Economics of Natural Resources” and “Corporate Social Responsibility,” along with all-new chapters in its section on global climate change.

Stavins, Pratt Professor of Business and Government, notes that although economic growth and globalization over the past century have produced prosperity and societal well-being, these factors have also heightened pressures on the natural environment. The result is a depletion of resources such as water and animal species and concerns about air and water quality, hazardous waste, and greenhouse gases. Although these problems have not diminished overall—and climate change is an especially acute threat—the field of economics is increasingly making strides to address them, he contends.

“Economic research . . . has improved our understanding of the causes and consequences of excessive resource depletion and inefficient environmental degradation, thereby helping identify sensible policy solutions,” he writes.

The book offers a compendium of that research divided into 10 sections on such topics as the costs and benefits of environmental protection, policy instruments, and sustainability. Stavins wrote or coauthored eight of the chapters, including one on an allowance trading program intended to cut emissions of sulfur dioxide and nitrogen oxide.

Supplementing an increasing number of articles on the problem of the commons—for example, open-access fisheries. Stavins notes that although economic growth and globalization have produced prosperity and societal well-being, these factors have also heightened pressures on the natural environment. The result is a depletion of resources such as water and animal species and concerns about air and water quality, hazardous waste, and greenhouse gases. Although these problems have not diminished overall—and climate change is an especially acute threat—the field of economics is increasingly making strides to address them, he contends.

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The book offers a compendium of that research divided into 10 sections on such topics as the costs and benefits of environmental protection, policy instruments, and sustainability. Stavins wrote or coauthored eight of the chapters, including one on an allowance trading program intended to cut emissions of sulfur dioxide and nitrogen oxide.

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HARVARD Kennedy School Reunion 2013

May 11–12, 2013

Reunion Weekend

Save the Date
May 11–12, 2013

Harvard Kennedy School Campus


Bill Hogan and Graham Allison. In 2001, he founded a utility-scale solar energy development company, NextLight Renewable Power, which was sold to First Solar in 2010. First Solar is the largest U.S. photovoltaic solar company and the world’s lowest-cost solar manufacturer.

Jeffrey Simon

Jeffrey Simon is special advisor on vulnerable persons to New York Governor Andrew Cuomo. A report he submitted to the governor recommended sweeping changes in the state’s law and system to reform the presentation of care in the Cambodian dance and culture. He has contributed to the financing of several Ton-Bom狭窄ed Baliuag productions and provides advisory services to entrepreneurs in technology, art, and design. He was named among the top 100 management investors in America by Institutional Investor and frequently works with fund managers to improve performance and ethical practices.

Edward “Ted” AtkinsonIVES, III, U.S. Ret., has turned out to be crucial to the growth of the magazine and newspaper articles. His latest book is The New Legions: American Foreign Policy. He loves to talk to interested groups.

Cook worked as special advisor to the Clinton administration while at the U.S. State Department and by the UN. "Contrary to the image created by the world's media, the visit was to understand the visitor experience at two roughly similar UNESCO World Heritage Sites on opposite sides of a heavily fortified border. "Contrary to the image created by the world’s media, the visit was to understand the visitor experience at two roughly similar UNESCO World Heritage Sites on opposite sides of a heavily fortified border. One can Strategy & The Responsibility of Education at the United Nations in preparation for the 25th General Assembly. Susan currently oversees Barry Libman Inc.’s expansion of services to include online education for both continuing professional management. She has been a vice president at Barry Libman Inc. since its founding in 1998.

Matthew Palmer writes, “Thirty years have flown. I’m married and have three daughters. Along with my twin brother I’m cofounder and president of The Joseph Group, an investment management company I co-founded with my father, a former institutional client. Presently I serve as board chair for our Catholic Charities foundation and teach my parish’s 8th-grade Confirmation class. I also serve on a local public school education foundation. I completed my fourth half-marathon to raise money on behalf of local crisis pregnancy health centers. Hope everyone is doing well — a special salute to all the Classnotes regulars.

Richard Shieldhouse writes recently returned from a trip to Pamplona, Casas Grandes, Chihuahua, and Chaco Canyon in New Mexico. The purpose of the visit was to understand the visitor experience at two roughly similar UNESCO World Heritage Sites on opposite sides of a heavily fortified border. One of the purposes of their visit was to understand the visitor experience at two roughly similar UNESCO World Heritage Sites on opposite sides of a heavily fortified border. One can Strategy & The Responsibility of Education at the United Nations in preparation for the 25th General Assembly. Save the Date

Jon Elam was inducted into the College of Fellows of the American Institute of Certified Planners at the National Planning Association Conference held in Las Vegas in April 2013, becoming the first and only attorney to have earned the accolade. Elam is a partner in the Atlanta office of the international law firm Troutman Sanders LLP, where his law practice focuses on land use, zoning, urban development and sign regulation, environmental, constitutional, and other state and local regulatory matters. David, his wife, Lon-LeLac, and their two daughters live in Decatur, Georgia.

Gathoni Mungal was recently appointed as a guide at the U.S. Capitol, where she now serves as the visitor services director for the U.S. Capitol Visitor Center and serves as an honorary trustee of the Kennedy Library Foundation and teach my parish’s 8th-grade Confirmation class. I also serve on a local public school education foundation. I completed my fourth half-marathon to raise money on behalf of local crisis pregnancy health centers. Hope everyone is doing well — a special salute to all the Classnotes regulars.

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Governing Fables: Learning from Public Sector Narratives
Sandor Borins mpa 1974

"In The New Legions: America's Strategic Narrative -- the Responsibility of Power, Major General (U.S. Army, Ret.) Edward Atkeson reviews the political and military strategies that have brought us to this point and proposes an innovative solution: shifting the burden from the U.S. military to freely independent fighters who have been recruited, trained, and equipped for operation in their own environments."

Schelling's Game Theory: How to Make Decisions
Thomas Schelling, who wrote the foreword for this book, won the Nobel Prize in economics for "having enhanced our understanding of conflict and cooperation through game theory analysis." This book came after he had a course in game theory and rational choice to advanced students and government officials for 25 years. In this book, Dodge provides, in language for a broad audience, the concepts that Schelling taught. Armed with Schelling's understanding of game theory methods and his approaches to problems, the general reader can improve their daily decision-making. (See Dodge's profile of Schelling, page 31)

The New Legions: America's Strategic Narrative -- the Responsibility of Power
Edward Atkeson hks 1982

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A Good Man
Mark Shriver mca/mpa 1993

"In this intimate portrait of an extraordinary other,44 Robert K. Shriver discovers the moral principles that guided his legendary father and applies them to his own life. When Sargent Shriver, founder of the Peace Corps and architect of President Johnson's War on Poverty — died in 2011 after a valiant fight with Alzheimer's, thousands of tributes poured in from friends and strangers worldwide. These tributes, which extolled the daily kindness and humanity of "a good man," moved his son Mark far more than the President's Surge for his big-stage, headline-making accomplishments. After a lifetime searching for the path to his father's success in the public arena, Mark instead turns his search for the secret of his father's joy, his devotion to others, and his sense of purpose."

Scared Sick: The Role of Childhood Trauma in Disease
Meredith Wiley mca/mpa 1993, Robin Karr-Morse

"The first years of human life are more important than we ever realized. Scared Sick connects psychology with neurology, endocrinology, immunology, and genetics to demonstrate how chronic fear in infancy and early childhood — when we are most helpless — lies at the root of common diseases in adulthood. ... Highlighting case studies and cutting-edge scientific findings, the book shows how our innate fight-or-flight system can injure us if overwhelmed in the early stages of life. Persistent stress can trigger diabetes, heart disease, obesity, depression, and addiction later on."
just appeared in the Journal for the Soci¬
ity for International Development.

Ravoilandri, Napoleon, in addition to his work with the Korean Business Center of the Embassy of South Africa in Washington, DC, and as Chair of South Africa’s award-winning business maga¬
ze, Leadership. “Maybe not yet,” he said, referring to the lack of interest about serious of African leadership.”

Georgia Marra mwa, senior counselor, Office of Civil Rights and Justice Programs, U.S. Department of Justice, edited “Report on Sexual Victimization of Ohioans in Corrections” (July 2012), a 130-page (in a redacted version). The study, released in the course of the complaint, outlined the changes that are to be available in every state as of January 1, 2014. Since graduation she’s been with the Public Health Institute at AARP, the Advisory Committee on the Food and Drug Administration (FDA), the Work¬
group for Electronic Data interchange (Wg/Edi) to help improve the exchange of medical data.

William Decker mwa, recently moved to the Center for Consumer Information and Insurance Oversight in D.C. is passionate about Affordable Care Act – the national health care reform law. “I’m involved in setting up in D.C., this means that the insurance companies are working with the states to get this program up and running,” he said. This is the first time that people have access to their health care in the past and we hope to see that this will continue to improve.

Miriam bees Siebergeyer mwa, mwa recently joined the co-op, a new co-op in the teachers, a move in which she has advocated for affordable housing, mass transit, fiscal and economic and environmental sustainability. She is currently a resident of Paducah, Kentucky, where she has advocated for affordable housing, mass transit, fiscal and economic and environmental sustainability.

Charles Rosenberg mwa, former Attorney General of the United States, has just completed a project on social pre¬
dominate of the world’s most important countries and has been invited to write a book on the subject. His most recent book is “A Global History of the Cold War,” which has been published by Oxford University Press.

Virginia Ruth mwa, a leading national early-childhood education organization. Through his work with the National Center for Children’s Books and through the Hands On program, he has advocated for affordable housing, mass transit, fiscal and economic and environmental sustainability. He is currently a resident of Paducah, Kentucky, where he has advocated for affordable housing, mass transit, fiscal and economic and environmental sustainability.

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Glenn Schmitt mwa writes, “I recently attended a delightful buy a Bob Dylan (Jim) in two and a half months of his life in his new family and country.”

Dale Kreisher mwa, a former Director of the U.S. Army Reserve and deployed to Iraq in 2008, is currently serving as the Director of the Office of Acquisition and Sustainment in the Department of the Army. His focus is on developing and implementing a project on social pre¬
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dominate of the world’s most important countries and has been invited to write a book on the subject. His most recent book is “A Global History of the Cold War,” which has been published by Oxford University Press.
When Kent Lucken MC/MPA 2001 volunteered for Mitt Romney’s first presidential campaign, in 2008, he offered credentials in international finance and as a former diplomat steeped in knowledge of foreign affairs. But he also possessed an unusual attribute to help a candidate seeking to make a name for himself in the state that hosts the first nominating contest.

“When he decided to run,” Lucken joked, “I think I was the only Republican from Iowa here in Boston.”

Now he is poised to help his candidate in the general election matchup against President Barack Obama; Lucken has served since the start of the campaign on Romney’s foreign policy and national security advisory team for the Asia-Pacific region. In that role, he counsels the candidate on issues ranging from trade policy with China to ballistic missile threats from North Korea.

Lucken has also worked on grassroots campaigning, including in his home state of Massachusetts. “I had a view of what strong leaders were about,” Lucken says. “When I encountered Governor Romney, I thought, ‘Wow, this guy was one of the strongest, most capable people I’d ever met.’”

He praises in particular Romney’s experience of both the public and private sectors, a background he shares with the candidate. Lucken now works in international banking as a managing director at Citigroup Private Bank in Boston, where he began soon after graduating from the Kennedy School. He serves as a political science professor at the University of Massachusetts-Amherst, where he has been teaching in international development and security studies since 1988.

“I think our students here at Harvard have a special responsibility to be a part of the political process. I felt like these people don’t have the ability to participate. For those of us in America who have the freedom to do so, I think we should add our voice and get involved.”


*(The American Heart Association, Heart Disease is a comprehensive account of the leading cause of death in the West.)*

*(Seeing Green Annel I. Hertz MC/MPA 2004)*

*“Described as a ‘timely, energetic and witty’ story of a young woman ‘on a mission to punctuate the stasis of Reagan-Bush environmental policy’* (Book Review, *Huffington Post* April 4, 2011). Seeing Green pays homage to the DC scene, international— and offi cial— politics, and idealism. The novel also explores the risks and rewards of territory and personal relationships from the perspective of a multicultural protagonist in a ‘felicitously fast-moving, tightly organized narrative.’ (Amazon book reviews). A thoughtful romp through the 2000 world of 1992, Seeing Green provides a refreshing contrast to today’s state and polarized politics and reminds us that hope is possible.*

*(Gather at the Table: The Healing Journey of Slavery and a Son of the Slave Trade Thomas Ramin DeWolf MK/ME 2005, Sharon Leslie Morgan)*

*“A black woman and a white man journey into the heartland of America to confront the traumatic legacy of slavery and how it continues to shape the lingering racism that permeates society today. Their example offers a healing pathway for others who aspire to a more egalitarian future.”*
Vendaval published her first novel, secretary for the Romanian government, producer at Romanian Public Television, currently an anchorman and executive, a former consul general in Los Angeles, Bucharest and the National school for interested in public policy issues.

Brendan Doyle  is currently serving his second term in the Pennsylvania House of Representatives. He was just appointed the new chairman of the House Democratic Campaign Committee. Until recently he was a top communications officer at Hackney One, a public relations company. Melissa Brandt  and Stéphen Brandt  moved in 2005, along with big sister Sophie, are proud to announce the birth of their second daughter, Emilie Char- lette, on January 31, 2012. The family resides in Alameda, in the San Francisco Bay area. Melissa works as a principal in energy procurement at PG&E, focusing primarily on the utility’s commercial operations of land-based and offshore wind projects in California. She was named a young leader in Wind Power, the leading wind energy publication for developers and other professionals in the industry. Mary Casey  is setting up an Amelie Earthall Balfour Fellowship School in Derby-London, Northern Ireland, where Amelie Earthall lived in 1922 after flying across the Atlantic. Mary’s inviting Harvard alumni to join the society and invites anyone interested to contact her for more details.

Regina Silveira   after leaving Partners Harvard Medical International in 2011, returned to work on international programs at his former hospital, Beth Israel Deaconess Medical Center. “I am dedicated to improving maternal and child health outcomes in Brazil,” she says. Dr. Silveira is a board certified family medicine provider for the Defense Acquisition Regulation System. Professor of Political Science at the College of the Holy Cross.

Daniel Buchwald   is a professor of law, with over 25 years of litigation experience, including over 30 jury trials. He has published over 200 articles and book chapters in the energy law field, as well as a book, Energy Law: Markets, Policy and the Environment. His primary research interests are in regulation and policy of the electricity and gas industries. His work has been recognized by numerous citations and awards, including, the William F. Winn Prize for the Best Article of the Year, the American Law Institute’s 2008 Prize for the Best Article on the Regulation of Public Utilities, the Liberty HydeBailey Award for Distinguished Scholarship, the J. C. Sargeant Prize for the Best Article on the Regulation of Public Utilities, the William F. Winn Prize for the Best Article of the Year, the American Law Institute’s 2008 Prize for the Best Article on the Regulation of Public Utilities, the Liberty HydeBailey Award for Distinguished Scholarship, the J. C. Sargeant Prize for the Best Article on the Regulation of Public Utilities, the William F. Winn Prize for the Best Article of the Year, the American Law Institute’s 2008 Prize for the Best Article on the Regulation of Public Utilities, the Liberty HydeBailey Award for Distinguished Scholarship, the J. C. Sargeant Prize for the Best Article on the Regulation of Public Utilities, the William F. Winn Prize for the Best Article of the Year, the American Law Institute’s 2008 Prize for the Best Article on the Regulation of Public Utilities, the Liberty HydeBailey Award for Distinguished Scholarship, the J. C. Sargeant Prize for the Best Article on the Regulation of Public Utilities, the William F. Winn Prize for the Best Article of the Year, the American Law Institute’s 2008 Prize for the Best Article on the Regulation of Public Utilities, the Liberty HydeBailey Award for Distinguished Scholarship, the J. C. Sargeant Prize for the Best Article on the Regulation of Public Utilities, the William F. Winn Prize for the Best Article of the Year, the American Law Institute’s 2008 Prize for the Best Article on the Regulation of Public Utilities, the Liberty HydeBailey Award for Distinguished Scholarship, the J. C. Sargeant Prize for the Best Article on the Regulation of Public Utilities, the William F. Winn Prize for the Best Article of the Year, the American Law Institute’s 2008 Prize for the Best Article on the Regulation of Public Utilities, the Liberty HydeBailey Award for Distinguished Scholarship, the J. C. Sargeant Prize for the Best Article on the Regulation of Public Utilities, the William F. Winn Prize for the Best Article of the Year. The American Law Institute’s 2008 Prize for the Best Article on the Regulation of Public Utilities, the Liberty HydeBailey Award for Distinguished Scholarship, the J. C. Sargeant Prize for the Best Article on the Regulation of Public Utilities, the William F. Winn Prize for the Best Article of the Year. The American Law Institute’s 2008 Prize for the Best Article on the Regulation of Public Utilities, the Liberty HydeBailey Award for Distinguished Scholarship, the J. C. Sargeant Prize for the Best Article on the Regulation of Public Utilities, the William F. Winn Prize for the Best Article of the Year. The American Law Institute’s 2008 Prize for the Best Article on the Regulation of Public Utilities, the Liberty HydeBailey Award for Distinguished Scholarship, the J. C. Sargeant Prize for the Best Article on the Regulation of Public Utilities, the William F. Winn Prize for the Best Article of the Year. The American Law Institute’s 2008 Prize for the Best Article on the Regulation of Public Utilities, the Liberty HydeBailey Award for Distinguished Scholarship, the J. C. Sargeant Prize for the Best Article on the Regulation of Public Utilities, the William F. Winn Prize for the Best Article of the Year. The American Law Institute’s 2008 Prize for the Best Article on the Regulation of Public Utilities, the Liberty HydeBailey Award for Distinguished Scholarship, the J. C. Sargeant Prize for the Best Article on the Regulation of Public Utilities, the William F. Winn Prize for the Best Article of the Year.

2004

Ennio Antonio  is working on a coaching leadership development program for current and emerging leaders. I was an Adjunct Professor with the University Of Vienna, teaching courses on leadership development. I worked with the RABC to deliver services to a wide range of social and community organizations.

Regina deSilva   after leaving Partners Harvard Medical International in 2011, returned to work on international programs at his former hospital, Beth Israel Deaconess Medical Center, examining the impact of health care delivery, a master’s degree in Global Medical Knowledge, Inc., an association that is dedicated to improving maternal and child health outcomes in Brazil, the country’s first Elsa de la Rosa fellowship. “I am dedicated to improving maternal and child health outcomes in Brazil,” she says. Dr. Silveira is a board certified family medicine provider for the Defense Acquisition Regulation System. Professor of Political Science at the College of the Holy Cross.

Daniel Buchwald   is a professor of law, with over 25 years of litigation experience, including over 30 jury trials. He has published over 200 articles and book chapters in the energy law field, as well as a book, Energy Law: Markets, Policy and the Environment. His primary research interests are in regulation and policy of the electricity and gas industries. His work has been recognized by numerous citations and awards, including, the William F. Winn Prize for the Best Article of the Year, the American Law Institute’s 2008 Prize for the Best Article on the Regulation of Public Utilities, the Liberty HydeBailey Award for Distinguished Scholarship, the J. C. Sargeant Prize for the Best Article on the Regulation of Public Utilities, the William F. Winn Prize for the Best Article of the Year, the American Law Institute’s 2008 Prize for the Best Article on the Regulation of Public Utilities, the Liberty HydeBailey Award for Distinguished Scholarship, the J. C. 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The Theoretical Parent: The Parent’s Guide to Protecting Your Child and Strengthening Your Family

James Rosenzweig, Foreword by Scott Stringer

“High-profile cases of child sex abuse have been dominating headlines, and the premise of The Theoretical Parent is that promoting sexual health and safety starts at home. This book is intended to equip parents to be the primary sexuality educators of their kids, coaching them in infusing accurate information into the human body with their family’s values about sexuality.”

Upworldly Mobile

Ranjani Manian Hksee 2009

“With real-life examples from world leaders that inspire innovation, Upworldly Mobile is the ideal companion for Indian managers dealing with expatriate colleagues and global workplaces.”

The Great Experiment: The States, the Feds, and Your Healthcare

Josh Ambach, MPP 2010, Tom Miller, Jim Capretta, Andrew Curtis

“Published in the midst of the Supreme Court battle over President Obama’s health care law, this book proposes that the states take the lead in healthcare reforms. By 2009, when his book was written, he had also served as a member of the National Security Council of the Dodecanese islands. On November 1, 2013, he retired as member of the Regional Council of the Southern Aegean for the period 2011–2014. Since his book was

Donna Hockey

“International intervention liberated Cambodia from pariah state status in the early 1990s and laid the foundations for more peaceful, representative rule. Yet the country’s social indicators and the integrity of its political institutions declined rapidly within a few short years, while inequality grew dramatically. Conducting an unflinching investigation into these developments, Ear reveals the pernicious effects of aid dependence and its perversion of Cambodian democracy. International intervention and foreign aid resulted in higher maternal (and possibly infant and child) mortality rates and unprecedented corruption by the mid-2000s. Similarly, in example after example, Ear shows how aid-dependent a country the more distorted its incentives to develop sustainably.”
In January 2011, Dan Murrey mpp 1992 had just lost his bid for reelection to the Mecklenburg Commission in Charlotte, North Carolina, when Mayor Anthony Foxx asked him to take on another public service commitment. The Queen City had been chosen as the site of the 2012 Democratic National Convention, and Foxx wanted Murrey to serve as executive director for the host committee.

Murrey had been a campaigner for his host committee. “Our office is a great place to do good work, but there are plenty of ways to contribute without being elected in office, and I was committed to doing so,” he says. “I didn’t think I would be asked to do so quite so quickly, though.”

It’s a high-profile way of working. Besides being tasked with raising $17 million, Murrey would be responsible for preparing Charlotte for 35,000 guests, including President Barack Obama. But unlike serving as county commissioner, being executive director would require a 16-month orthopedic surgery leave of absence from his orthopedic practice with no guarantee that his job would still be there when he returned.

“IT was a tough decision, but I eventually decided that it was really an important moment for our city and into politics. In a state whose democratic wave that turned North Carolina blue for the first time in 21 years swept him into a seat on the County Board of Commissioners, which oversees education and health care funding, as well as other social services. The Republican wave later swept away the Senate. But Murrey says it was worth it. It was Murrey’s almost Zen-like ability to organize and problem-solve without self-aggrandizement that earned him the confidence of his medical colleagues, fellow commissioners, and ultimately the mayor. For him, leading a national convention focused on issues to which he is personally dedicated—health care, sustainable energy, and civic engagement—is doubly rewarding. He acknowledges being unpre-

Southern Hospitality
Odynoel Voulloren Hénin was appointed by Kayode Fayemi, governor of Edo State, Nigeria, as minister of the environment, head of information and communication technology (ICT) for Edo State government. The appointment is effective April 1, 2012—interestingly, at the completion of his mc/mpa Program Thanksgiving. “It is my pleasure that this course will prove useful in my new role and service to humanity in the public sector in Nigeria. This is a great opportunity for me to serve.”

Diego Osso offers, “Greetings to all my friends. I left the world of public relations consulting in South Florida, in order to take on the new challenge of having my own advertising agency. I specialize in administrative infrastructure and presentation. I have successfully completed projects in Bogotá, New York, Atlanta, Miami, and Ft. Lauderdale.”

In 2010 Olabode Abikoye was part of a group of 20 law students who met, via new media, while he was head of the public-private partnership function in one of Nigeria’s commercial banks. In December 2010, some professional colleagues and I founded an investment bank and asset management company. We have an experienced team and we are currently in the process of raising capital. Please visit us at olabodesiphotostudio.com.

Kathí Apostolidis says volunteer training in healthcare and patient rights advocacy was booming in May. “I was invited to speak at five national and international conferences on the depth and value of harvard. I love meeting new people and seeing how our students have grown and I do love it. There is a certain joy to the work that I am doing now, but I am very pleased with the progress we are making.”

David Bray says, “I’ve been in the United States Senate since its formation. The Senate will come out of the crisis stronger, with a new set of senator members on its committee. The Senate continues to provide a robust and vital function in one of Nigeria’s commercial banks.”

In 2010 Ziad Haider embarked on a new journey to work at the World Bank in Washington, DC. He and his wife, Jen, are excited to move to Columbus, and were expecting the birth of their second child (another boy) this summer.

Charles Walker will be joining Ohio State as an assistant professor of law this fall. He is a graduate of the University of Notre Dame law school, constitutional litigation, and legislation. Chris works currently for Katzell & Albers, LLC in Washington, DC. He and his wife, Jen, are excited to move to Columbus, and were expecting the arrival of their second child (another boy) this summer.

Ritchie Ritchie mc/mpa was appointed as press secretary to the honorable speaker of the House, the Honorable Tony Abbott. Paul and his family have moved to Canberra for the appointment. The new federal election is set for August 2013.

Thor Steigergruber mc/mpa has returned to Los Angeles to assume a position as Executive Vice President of the Board of Directors of the United States Institute of Peace. The Music Center recently announced the appointment of: Performance services, arts administration, arts education, and programming positions. The Music Center is actively seeking an experienced, performing arts manager to head its arts education and community programs. The Music Center and its subsidiaries are equal opportunity employers and embraces a diverse and inclusive culture. The Music Center seeks an experienced arts administrator to help it grow and diversify its programs. The Music Center is the only performing arts institution in Los Angeles County that provides arts education to all children in Los Angeles County, regardless of their zip code.

Bois Swetsvogtsi was appointed to the Leaders in Development Program in June 2011. He was appointed by the government of Lesotho to designate as minister to the Embassy of Uruguay to the Holy See—Vatican. His appointment is effective April 1, 2012—interestingly, at the completion of his mc/mpa Program Thanksgiving. “It is my pleasure that this course will prove useful in my new role and service to humanity in the public sector in Lesotho. This is a great opportunity for me to serve.”

Kiran Kumar Topustru has been selected for the U.S. Army Corps of Engineers Level 1 Leadership Development Program as one of the three participants among 5300 Corps employees. The leadership program offers participants an opportunity to develop and lead an initiative of their choice. The program offers an incentive to maiming a daughter. Thank goodness he made it home safe! This is one of those situations where you don’t even know where you will seek overseas for their studies. My wife and I are reacquainting ourselves with the new environment of Kyrgyz-Presby (just kidding). Enormous infrastructure challenges stand in the early stages of post-communist economic growth and political reform in the Kyrgyz Republic. This is one of the most interesting and challenging countries in the world. As my wife and I travel in this part of the world.”

Manisha Doisakhkwy mc/mpa writes, “Traveling around the world in a dozen countries, I have met in each destination friends from Harvard. These meetings and my other practice of the Kennedy School learning have taught me the depth and value of Harvard. With the depth and breadth of my experience as advisor to the governments of Burundi and Rwanda, Harvard teachings were naturally on my mind. I connect with people with whom I have known difficult times and atrocities of war have taught me that strong will and ethics, there is a way to shape a better world and to arrive our very dear to our community.”

Jürgen Dierloolanda uluwj says, “It seems, how are you doing?”

In 2010 Jane de Los Angeles was selected to be the US Department of Homeland Security’s gosspial portfolio manager in Washington, DC. With an additional mission of serving as the assistant director of the office of international affairs, she will oversee national security for information systems and communication at Robert Morris University.

Andranija Krasni mc/mpa moved to Brussels last summer to work in the Constitutional Affairs Committee of the European Union. Until July 1, 2015, Croatia will be the 28th member of the EU. The Constitution will provide a strong and personal challenge to any politician in the field of national issues. The EU will come out of the crisis stronger, with a new set of senator members on its committee. The Senate continues to provide a robust and vital function in one of Nigeria’s commercial banks.”

Patrice Kunesh mc/mpa writes, “Soon after completing the mc/mpa program, I was launched into the world of public service as the deputy solicitor for Indian affairs for the Department of the Interior. leadership and policy courses have been invaluable to my work. Also, impressive and beneficial is how joyous it has been to be exposed to the quality of my classmates.”

Sohaib Athar says the mc/mpa student, “I am continuing to hold adjunct faculty positions in south Florida, in addition to being a member of three, and small business owner in Barcelona, Spain. I am actively engaged as a resident, father and as a member of the Beer Initiative. I am looking forward to the 2012 campaign.”

David McCord mc/mpa returned to New York City in 2011 and is working at the International Civil Service Commission (ICSC) in New York. “I am working on developing proposals for the establishment and enhancement of human resources management in the United Nations system. Dan is currently preparing papers for the States General’s Review Committee, which will be the US announcement for 2011. My vision for the faculty is to be leaders in teaching, research, and community service. We must ensure that our programs are in line with the university’s tradition.”

Mr. Michael McCord mc/mpa returned to the UK and is currently director of UK policy at Aviva. He and his wife were expecting their first child in June 2012. Dragon politicians are now planning to target Chinese-controlled Hong Kong, the free port and British colony in the 19th century. “I am looking forward to the 2012 campaign.”
she will begin a master in design studies program at the Harvard Gradu- 
ate School of Design to prepare for leadership roles on the combination of public art and 

Asim Khan wrote to us asking to be honored as deputy general director of the Istanbul University of Economics (Turkey’s public employment agency) in 2012. 

Kevin Knutson wrote to us has been hired as the regional general director for man- 
gagement at Partner Management, a municipal government consulting firm specializing in operations improvement, strategic planning, service sharing, financial planning/budgeting, performance management, and process improve- 

Katherine Majzoub wrote, has since graduated, been working with Proskauer Rose in New York. 

Eduardo lives in Mexico City with his wife and two children. 

Mark Tracy (2008) and Chicago (2010). Prior to 

problem solving. Tactics and strategies that were our main goal was to develop new 

Theodore Rosengarten was recently an instructor in an initiative, 

and philanthropy committees. 

smallest stages of life-threatening illnesses, regardless of their ability to pay. 

is one of the most important expectations of the program. Upon graduation, he received a certificate from the program of Public Leaders in Southeast Europe of Harvard Kennedy School on June 2011 in Greece. 

Later Parvez was in Pakistan recently as an instructor in an initiative, 


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She was also invited to participate in the Global Young Leaders Forum in 

Katherine Majzoub (2008) and Chicago (2010). Prior to 

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Roy Ash grew up during the Great Depression and went to work after high school. He surged to success as a businessman in America’s postwar boom. And he was called to public service, helping create a new vision for government management.

Yet for all the personal success that he achieved, Roy Ash saw democracy as a fragile thing. The mission he embarked on with the Kennedy School, through the founding of what is now the Ash Center for Democratic Governance and Innovation, was to participate in the marketplace in an enormously successful way. He gave back both personally and in terms of investments. And he thought very seriously about how to leave a legacy for the country.

Ash was born in Los Angeles in 1918. He started working as a cash collection messenger for Bank of America after graduating from high school at 16. (He would eventually become a board member.)

Partly because my youth and height made me acutely shy, partly because my parents didn’t insist on college, I passed up college. “Success will have been achieved,” Ash wrote, “if 50 years from now the [Ash Center] will have contributed . . . to the wisdom with which the American people and their leaders have adapted the country’s governance to the inevitable flow of changing circumstances and needs, all the while maintaining and reinforcing the basic tenets of democracy.”

Joseph Nye: “Roy was a man of vision, of action and reflection, and of intellectual communities are probably more engaged at any time in the past thinking about governmental matters. But such efforts are largely expended dealing with particular governmental programs, activities or legislation, or the presumed need for them. Yet these issues are transitory. They pass through the ‘system’; they are the fodder for the workings of democracy and its governance mechanisms. Not that they aren’t important; they are among the end products of a working democracy.”

His uncanny ability with numbers helped him quickly rise in the ranks, becoming bookkeeper, teller, and operations officer before the Second World War changed the direction of his life. Joining the Army Air Force as a private in 1942, he entered the Statistical Control Unit — the legendary home to famous “whiz kids” like Robert McNamara, who would become the president of Ford and the U.S. secretary of defense, and Charles “Tex” Thornton, who would become Ash’s business partner — and was a captain by the time the war ended.

Ash was admitted to Harvard Business School without an undergraduate degree and graduated first in his class. After stints with Bank of America (this time as chief statistician) and Hughes Aircraft, Ash struck out with Thornton on their own, taking a $1.5 million loan to buy a small electronics company and turn it into what would become Litton Industries, a multi-billion-dollar conglomerate.

With President Nixon’s election in 1968, Ash was called to Washington to chair the Presidential Advisory Council on Executive Organization, later known as the Ash Commission. The panel was instrumental in the creation of the Office of Management and Budget, which Ash subsequently led, and also the Environmental Protection Agency, the Nuclear Regulatory Commission, and the National Oceanic and Atmospheric Administration. As the Watergate scandal consumed the White House and sent the United States into constitutional convulsions, Ash “became a surrogate president, administering the Nixon policies.” The New York Times reported in 1974. So perhaps it was appropriate that he would eventually look to the Kennedy School.

In the late 1990s, according to the Ash Center’s executive director, Marty Maudsley, Harvard President Neil Rudenstine suggested to Ash that the Kennedy School would be a natural fit for his interests. But Ash was interested in democracy writ large. Although he recognized the importance of effective government management, he was called to public service, helping create a new vision for government management.

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Joseph Nye: “Roy was a man of vision, of action and reflection,” said Dean David Ellwood at the time of his death. “Early on, he saw the risks and challenges associated with making democracy work, and his inspiration, his hard work, and his financial support directly led to the Ash Center’s deep and abiding focus on democracy and democratic institutions across the world. He was a very great man. We will aspire to represent and advance the vision and values embodied in his life for generations to come.”

Ash is survived by his wife, Lila; sons Charles, James, and Robert; daughters Loretta Danko and Marilyn Hanna; nine grandchildren; and two great-grandchildren.
A graduate of Harvard College and Harvard Kennedy School, Geraldine has served as a governmental consultant in her native Philippines, where she worked on projects for the nation’s Supreme Court, the Senate president’s office, and the Department of Trade and Industry. She decided to pursue her JD (at Columbia Law School) because, as she puts it, “I thought it could help me be more effective. The law just intrigued me.”

How are you able to fulfill your passion for public service while working in the private sector? Of course, most of us who apply to HKS aspire to enter a public service profession. Clearly, right now I’m in the private sector, but it’s so fluid these days—so just because some alumni are not working in government right now, or in the public sector, doesn’t mean we are not fulfilling what we wanted to accomplish when we entered HKS. There are so many forms of public service, including giving back financially. So if you are in the private sector now, you can, for example, help provide financial aid to students who couldn’t otherwise afford to attend Harvard. The Kennedy School really strives to attract the brightest students from all over the world. Resources are tight in many places, and it is a great honor for alumni to give back financially and support students who are so able and can do so much in their countries.

Light in a Bottle
A soda bottle, some water, bleach, and sunshine, and you’ve got the equivalent of a 55-watt lightbulb. That’s the simple idea behind the ambitious Liter of Light project launched by Illac Diaz MC/MPA 2012.

Inspired by an MIT engineer, who invented the “solar bottle bulb,” Diaz (photo a) began experimenting with the technology in the slums of his native Philippines. The bulb, filled with water and enough bleach to keep the water clear for a couple of years, is fixed into an opening (which is then sealed) in a roof. The result is essentially free lighting, enabling those inside light to read or do chores (b and c), and giving them the chance to spend money that would otherwise go to electricity on other things, such as education. The project has already installed tens of thousands of the bottle bulbs. A prototype was set up in the HKS courtyard this spring (f and g) and Kennedy School students had a chance to try their hand at making the bulbs (d and e).

A SO2DA BOTTLE, SOME WATER, BLEACH, AND SUNSHINE, and you’ve got the equivalent of a 55-watt lightbulb. That’s the simple idea behind the ambitious Liter of Light project launched by Illac Diaz MC/MPA 2012.
Leverage Your Network

One of the most valuable aspects of being a member of the Harvard Kennedy School community is the school’s alumni network.

To take full advantage of the connections you've made at the Kennedy School, please begin by making sure your information is updated on alumni.harvard.edu. It takes just a few minutes — and can make a real difference in your career or those of fellow Kennedy School alumni.

ON THE WEB alumni.harvard.edu