

HARVARD
KENNEDY
SCHOOL

magazine

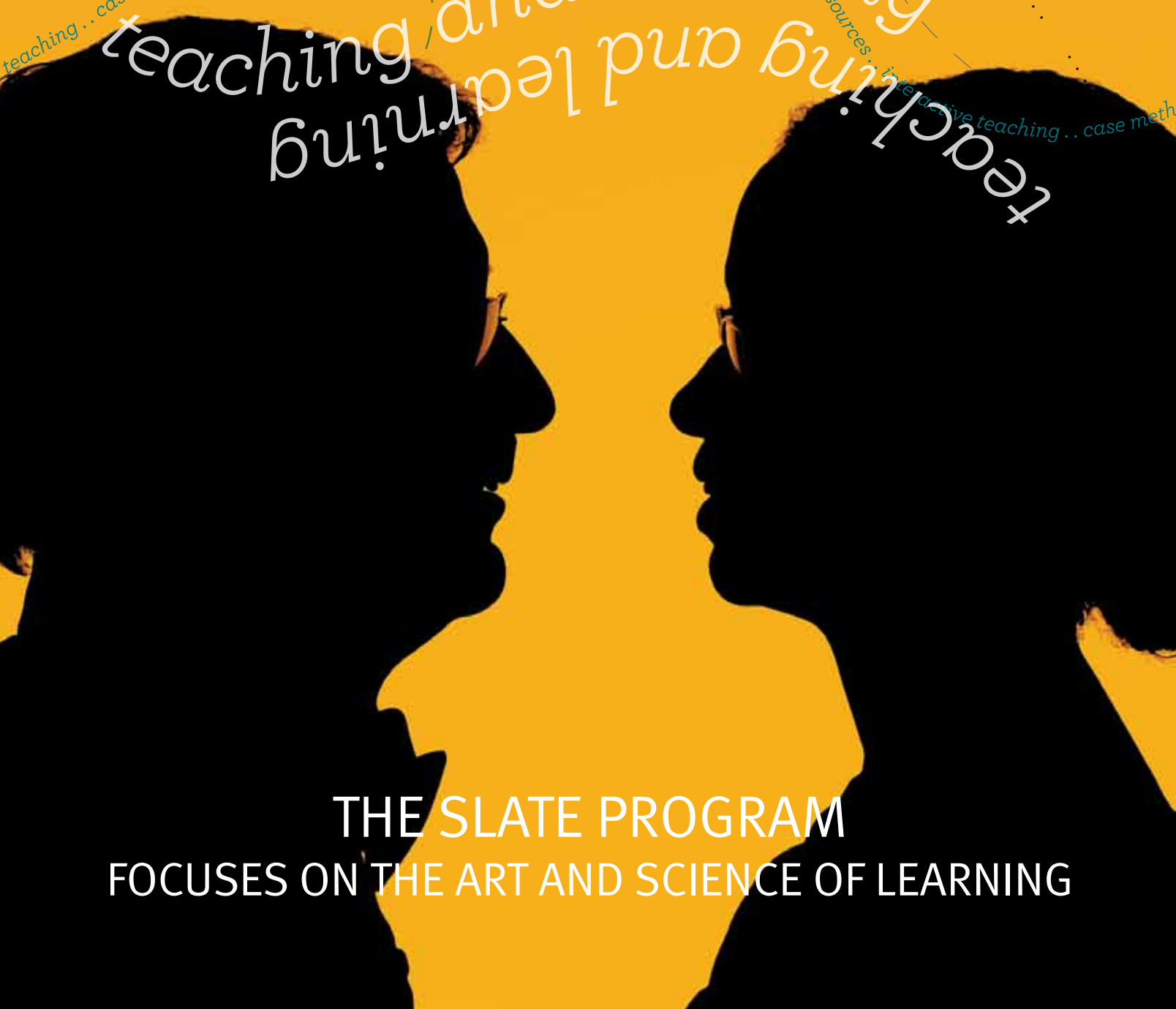
SUMMER 2012



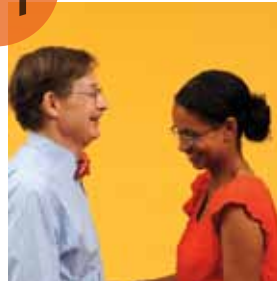
POLL VAULT
ELECTION REFORM
GAME CHANGER
NOBELIST TOM SCHELLING

discussion... course design... teaching goals... experiential learning... peer instruction... observing colleagues... student engagement... case method... assessment... mid-semester feedback... opening the classroom... clickers... multimedia resources... flipped classroom... classroom technology... clickers... multimedia resources... interactive teaching... case method

teaching and learning
learning and teaching



THE SLATE PROGRAM
FOCUSES ON THE ART AND SCIENCE OF LEARNING



14



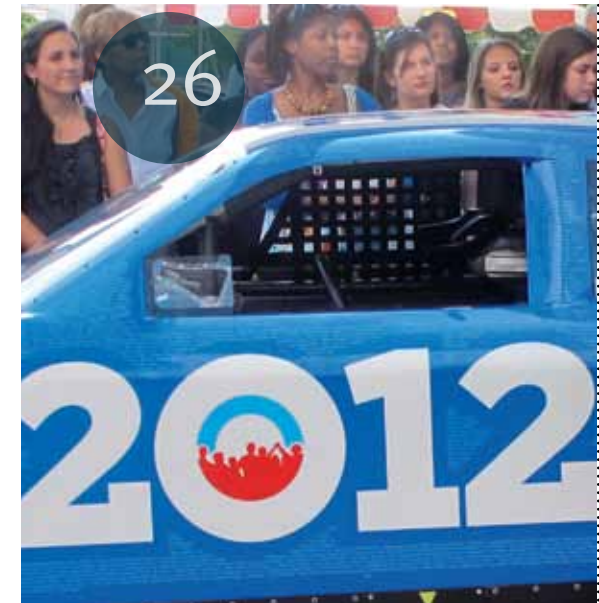
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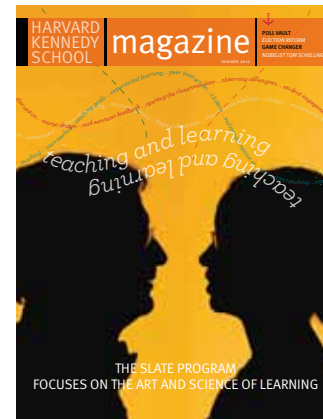


52



26

- 14 ❖ **Learning Teaching** The SLATE program focuses on the art and science of learning.
- 20 ❖ **Poll Vault** Alumni take on election reform.
- 26 ❖ **Game Changer** Kennedy School founding father Tom Schelling's influence runs deep.
- ❖ **DEPARTMENTS**
- 2 **Executive summary** The dean's word
- 3 **The end results** Letter to the editor... Tiziana Dearing MPP 2000, Vuk Jeremic MPA/ID 2003... Asim Ijaz Khwaja
- 4 **Public interest** News bites from around the school
- 6 **From the Charles** Students inspire in Harvard Square... John Judge MC/MPA 2001... Singapore... Bryan Stevenson MPP/JD 1985... Innovation Lab... Q+A with Linda Bilmes
- 32 **Bully pulpit** Christine Lagarde... Laurence Golborne... Dilma Rousseff... Martin Dempsey... Henry Kissinger
- 35 **In print** *Jobs for the Boys*... *Economics of the Environment*... *The New Harvest*... *Chinese Village, Global Market*
- 37 **Alumni voices** Classnotes... From the Field: Kent Lucken MC/MPA 2001 and Dan Murrey MPP 1992... Alumni publications
- 58 **Ways and means** Remembering Ash Center founder Roy Ash
- 60 **Exit poll** Light in a Bottle



On the cover: The Strengthening Learning and Teaching Excellence (SLATE) initiative looks at the art of teaching. Pictured, Jose Gomez-Ibanez, Derek C. Bok Professor of Urban Planning and Public Policy, and Silvia Cruz MPP/MBA 2012. Photograph: Richard Howard

LEFT TO RIGHT: RICHARD HOWARD; JOHN COULTER; MARTHA STEWART; PAGE 32: CLOCKWISE FROM TOP: BETHANY VERSOY; IAN CONNOR; MARTHA STEWART; COURTESY OF CHARLOTTE IN 2012

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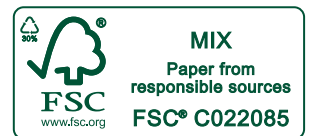
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Dear Reader,

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 35 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 2011 graduates developed an online service to increase voter turnout, and a 2003 graduate has made headlines in the past year for his efforts to create a third-party option in the presidential election.

Finally we feature some alumni who are working behind the scenes in the 2012 presidential race. While many of our graduates run for office, at both the state and the federal level, many more are advisors and staff members who support candidates. In the following pages you'll find two such individuals.

I look forward to following the progress of the remarkable people profiled here and the many other alumni who are working around the globe to improve our world.

Dean David T. Ellwood
August 2012



KENT DAYTON

LETTER | TRIBUTE

As an MPA 1990 graduate, I am sitting here in tears. I did not even know Edith Stokey all that well (frankly, I was a little scared of her!), but because of your beautiful showcase of tributes, I realize now more than ever the power of that raised eyebrow and warmth and delight of the twinkle in her eye!

Thank you so much for the wonderful online version of the magazine.

Keep up your good work!
Debbie Phillips MC/MPA 1990

UPDATE | ONWARD, UPWARD

Tiziana Dearing MPP 2000 likes a challenge. When she was profiled in our summer 2009 issue, she was at the helm of Catholic Charities of Boston, the youngest person, at 36, and the first woman to head the state's largest social service provider.

She steered 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

LEFT TO RIGHT: SHAWN HENRY, MARTHA STEWART, IZZA AFTAB

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.

UPDATE | BEFORE THE WORLD



Serbian Foreign Minister Vuk Jeremic MPA/ID 2003 was elected president of the UN General Assembly in June.

Jeremic, at 36, is the youngest president ever of the 193-member world body, where he will hold office for one year.

When Jeremic was profiled in our spring 2008 issue, he described returning to Serbia shortly after the country's democratic revolution and the country's internal battle for the "soul of democracy" after years of wrenching conflict.

His election to head the General Assembly, he said, was a sign of how far Serbia had come: "A painful era has now come to an end. Today our nation can proudly stand before the world again."

UPDATE | LEAPS AND BOUNDS

In his monumental study of the education sector in Pakistan, which we featured in the winter 2010 issue, Asim Ijaz Khwaja, professor of public policy, helped shed light on a new phenomenon: small private schools—often one-room schoolhouses—that are outperforming government schools despite lower-paid teachers and fewer resources, while also creating a cycle of female empowerment by giving women a chance to teach and improving girls' education outcomes. Last year, the research

team, which also includes Tahir Andrabi of Pomona College and Jishnu Das of the World Bank, hosted workshops in both the United States and Pakistan with key policymakers and private-sector stakeholders to identify challenges and potential solutions for improving education in Pakistan through private schools.

Their focus since then has been on finding ways to help these schools grow, in both size and quality. The schools, which operate as small businesses, are too large for microfinance institutions and too small for the banking sector, Khwaja explains. Seizing opportunities identified in the workshops, the research team is now testing the impact of providing financing and technical support to schools. The study will be implemented as a randomized evaluation in order to produce rigorous evidence on how these provisions affect school performance, gender empowerment, and education outcomes. The researchers will



test each of the financing mechanisms (grants, loans, equity) and technical (educational and operations) support among 1,000 schools in rural Pakistan, in an intervention launched this summer. The results of this evaluation have significant potential to improve the quality and supply of education in Pakistan and provide insights for developing similar programs in other countries.

PUBLIC INTEREST

Allison Makes Time

FACULTY In *Time* magazine's May 7 cover story, the former Harvard Kennedy School dean **Graham Allison** takes readers behind the scenes in the days leading up to the raid on Osama bin Laden's compound in Pakistan. Allison concludes that the mission by U.S. Special Forces succeeded because of the enhanced capabilities of the U.S. intelligence and military agencies and the president's decision-making on issues of national security.



Young Global Leader

ALUMNI **Jeremy Heimans** MPP 2003 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 establishment of "21st century movements." Heimans became part of the YGL network of more than 700 outstanding individuals in May.



NOBEL VISIT H.E. Tawakkol Karman, a Yemeni journalist and advocate for freedom of the press, who in 2011 became the first Arab woman to win the Nobel Prize, spoke in June at the Forum.

Burns Elected to AAAS

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.



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 Civil Societies Program at the University of Pennsylvania. The Belfer Center was also ranked 17th among security and international affairs think tanks globally and CID was 19th among all U.S. think tanks.

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 "NYPD Intelligence Division." The series, by Matt Apuzzo, Adam Goldman, Eileen Sullivan, and Chris Hawley, disclosed undercover surveillance 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.

Left to right, Matt Apuzzo, Shorenstein Center director Alex Jones, Eileen Sullivan, Adam Goldman, and Chris Hawley.



HKS GOT TALENT!

Chris Gustafson MPP 2012 was a hit at the 2012 "HKS Got Talent?" variety show, a Kennedy School community event for faculty, staff, and students in April. Comedian Jimmy Tingle MC/MPA 2011 emceed the event.

It's the Economy

RESEARCH CENTER In the most recent national poll of America's 18- to 29-year-olds by the **Institute of Politics**, 58 percent of the respondents named "jobs and the economy" when asked which national issue concerns them most. The poll, the 21st released since 2000, also showed that President Barack Obama had widened the

PERCENTAGE OF MILLENIALS CONCERNED ABOUT JOBS AND THE ECONOMY



gap between the Republican Mitt Romney and himself. Obama led Romney by a 17-point margin, compared with the 11-point lead the president held in 10P's 2011 November poll.

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

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



Joseph A. Rieser Jr.

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

Audacious Idea

STUDENTS Instiglio, 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 Bullon** MPA/ID 2012, **Michael Eddy** MPA/ID 2012, **Avnish Gungadurdoss** MPA/ID 2012, and **Madalina Pruna** MPA/ID 2012. The international social development organization was also cited by Google's president, Eric Schmidt, as an "audacious idea."



Left, Michael Eddy, right, David Bullon



CLINTON VISIT Leadership and public service were the topics of a panel discussion when Ambassador **Gianna Angelopoulos** of Greece and President **Bill Clinton** visited campus. The event sought to recognize the new Angelopoulos Global Public Leaders Program.




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 put into 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.  RDO

MARTHA STEWART

 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 has also been a lifelong outdoor enthusiast, 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. RDO



ALUMNI John Judge MC/MPA 2001, the Appalachian Mountain Club’s new president and CEO, looks at an organization that stretches from the wilderness of Maine to Washington, DC, and sees a lot of unexplored territory.

The AMC is about as old as the idea of the outdoors itself. It was founded in 1876 in the same Victorian spirit that was driving people to climb mountains, find adventure, and seek renewal in wild places. The country’s oldest conservation and recreation organization, club members cut the Tuckerman Ravine trail in 1879 and built the first High Country hut, deep in the White Mountains, in 1888.

Today the AMC has grown to 16,000 volunteers, 450 full-time and seasonal staff members, and 12 regional chapters. It maintains more than 1,500 miles of trails, including 350 miles of the Appalachian Trail in five states. It hosts more than 150,000 guests annually at its lodges, huts, and camps. It helps to protect wild places like Maine’s 100-mile wilderness. And it offers more than 8,000 outdoor trips a year and a host of programs for people of all ages.

But Vision 2020, the AMC’s long-term strategic plan, sees the organization growing and reaching more people in more places including: increasing its 100,000 constituents fivefold; getting 500,000 kids outdoors; maintaining thousands of miles of trails; and protecting millions of acres of land.

Since his appointment, in February, Judge has worked on creating a blueprint for the plan’s implementation. “We want to create a

THE GREAT OUTDOORS

Clockwise from top left: the 100-mile wilderness in Maine, which includes the Roach River and ponds; hikers on the Bay Circuit Trail, which encircles Boston outside Route 95; AMC programs introduce kids to the outdoors.



TOP: JEFF LANGEVIN, BOTTOM: COURTESY APPALACHIAN MOUNTAIN CLUB

ON THE WEB

http://ken.sc/breaking_trails

BIG IDEAS

research samplings

“The findings do not support the maxim that sadder is wiser, instead showing the opposite. **Sadness** may make people more accurate in some contexts, but it also makes them prefer immediate gratification — not an attribute associated with wisdom.”

Jennifer Lerner
“The Financial Cost of Sadness”

United Kingdom, made up of agencies ranging from the police to social workers 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 is longstanding and very difficult to resolve. In “Culture, Context, and the Taste for Redistribution,” Associate Professor of Public Policy **Monica Singhal** looked at whether

immigrants could shed some light on the issue. She found that they take their preferences for or against redistribution with them when they move to another country. 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**, Glimp 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**, Scrivner 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**, HKS academic dean and professor of public policy, and coauthors Alexandra van Geen and Max Bazerman in “When Performance Trumps Gender Bias: Joint vs. Separate Evaluation.”

Footprint

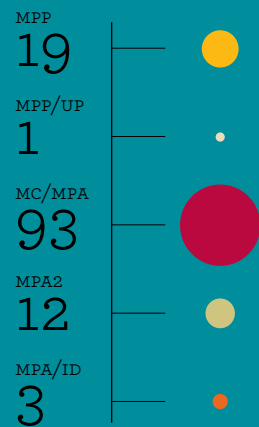
Singapore

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 new republic's first prime minister, Lee Kuan Yew IOP 1970, 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 Singapore'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."



THE NUMBERS

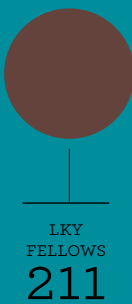
Alumni by degree



Few countries can claim such a high proportion of citizens as Kennedy School graduates. In a country of a little over 5 million people, 128 individuals have earned degrees from the Kennedy School, making Singapore the country with the highest number of alumni proportionally in Asia.

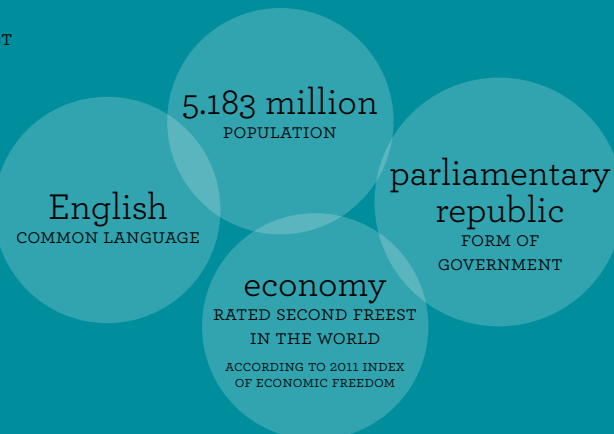
Lee Kuan Yew Fellows enroll at the school for one semester as part of their Master's in Public Management program at the National University of Singapore. These mid-career government officials spend their first semester at the Lee Kuan Yew School of Public Policy and their second

semester at HKS, in a program dedicated to the education of Asian policy-makers and leaders who have demonstrated special promise in their careers. "Each year the Kennedy School is enriched by the presence of 20 to 25 LKY Fellows who come from countries all across Asia," says Ken Winston, faculty chair of the Singapore Program.



COUNTRY FACTS

1819 → FOUNDED AS BRITISH TRADING POST
 1963 → INDEPENDENCE FROM UK
 1965 → GAINED FULL INDEPENDENCE
 land area → 272 SQUARE MILES
 islands → 63 COMPOSE THE NATION
 greenery → COVERS 50% OF LAND



CURRENT LEADERSHIP

3 top ministers

PRIME MINISTER
HSIEN LOONG LEE MC/MPA 1980
 DEPUTY PRIME MINISTERS
CHEE HEAN TEO MC/MPA 1987
 THARMAN SHANMUGARATNAM
MC/MPA 1989

3 additional ministers

HNG KIANG LIM MC/MPA 1986
 SUBRAMANIAM ISWARAN MC/MPA 1995
 SWEE KEAT HENG MC/MPA 1993

ON THE WEB
http://ken.sc/equal_justice

ALUMNI Bryan Stevenson MPP/ID 1985 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 statutes that had 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."

DEFENDER
 Bryan Stevenson is working to make equal justice a reality.

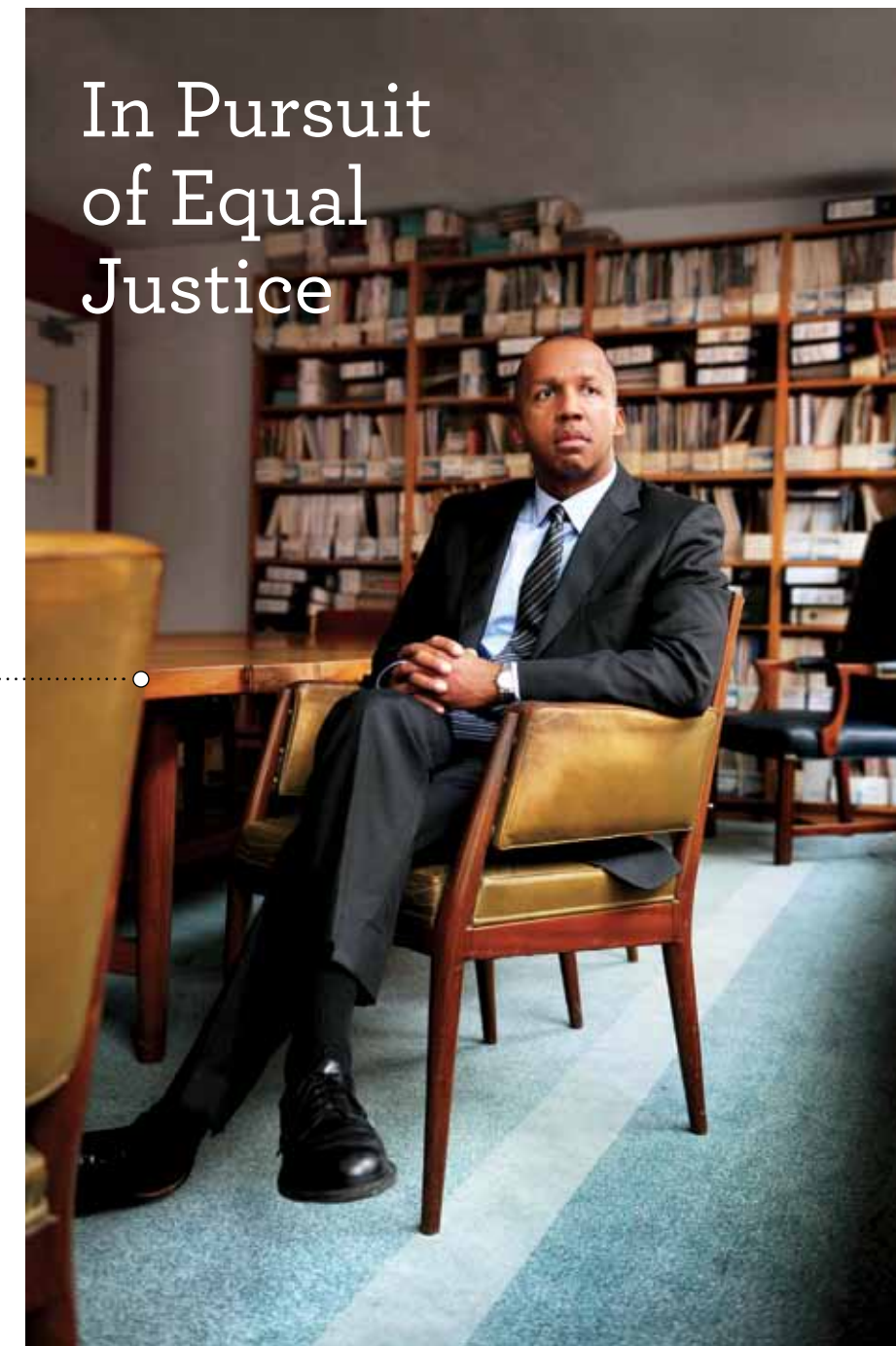
Stevenson has taken the Kennedy School credo of public service about as far as one can go. The executive director of the Equal Justice Initiative (EJI), a Montgomery, Alabama-based nonprofit, he has spent decades defending poor people whom the legal system has failed. In the process, Stevenson has won 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 major in philosophy until he realized that "no one was going to pay me to philosophize." He considered a legal career but remained ambivalent. "One of the things that helped me decide," he says, "was the Kennedy School," which showed him broader opportunities for pursuing issues concerning race and the poor. He came to Harvard in 1981 on a joint Kennedy School-Law School-scholarship.

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." And that he's done: 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.

His group has also taken on wrongful convictions and unduly harsh sentences for individuals who may pose no threat to public safety.

Known for his 14-hour workdays, Stevenson has not slowed down, even after passing the half-century mark. "I won't stop until the justice system works fairly for everyone," he says. "I've been trying to work myself out of a job for a long time, but I don't see early retirement on the horizon." ❖ SN



In Pursuit of Equal Justice

Watch This Space

STUDENTS Modular furniture, rolling whiteboards that double as room dividers, columns on which the graffiti (encouraged) has an undeniable entrepreneurial-geek sensitivity, lounge chairs and free snacks. It's the sort of creative space you would associate with a Silicon Valley start-up. But this is Western Avenue in Allston, and you're in the Harvard Innovation Lab. Housed in what used to be WGBH-TV studios, the lab provides invaluable resources to projects formed around an entrepreneurial idea, and a dozen teams with Kennedy School connections were invited to use it during its inaugural year.

Not only do the teams get the space, but they have access to intellectual resources (such as legal advice) and the unquestionable benefits that come from the Harvard network.

The ideas behind the teams are as varied as they are intriguing:

Katherine Wolf MPA/ID 2012 started **Organ Jet** with colleagues from Carnegie Mellon and Northwestern universities and the private sector to facilitate transportation for organ-transplant recipients.

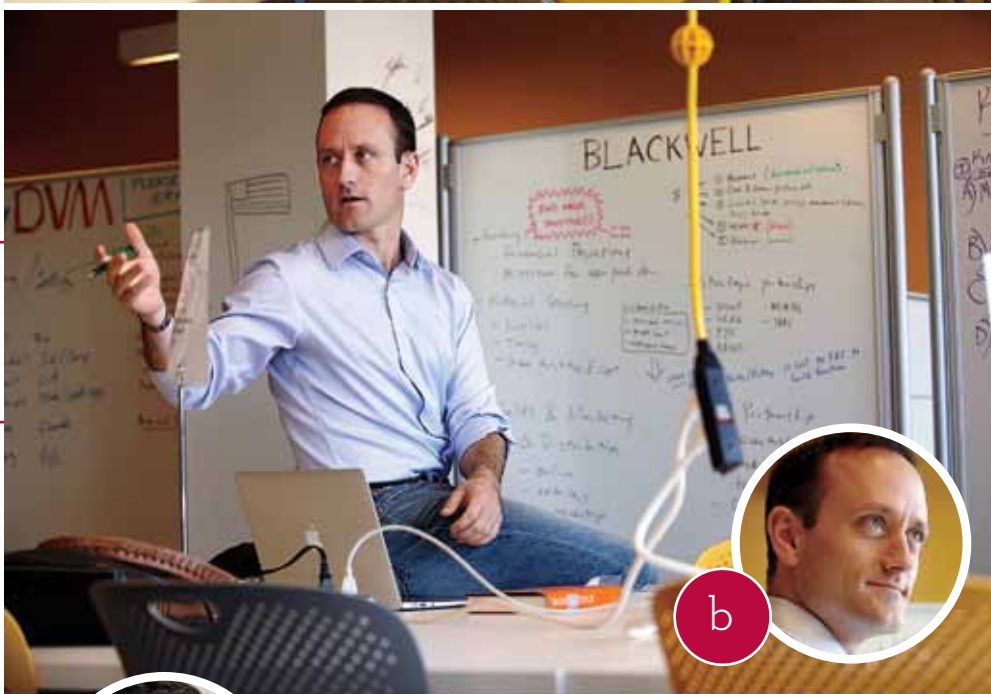
Dan Futrell MPP 2012, a U.S. Army veteran, started **Blackwell Timepieces** with a simple idea: use the profit from each watch sold to provide a service to a wounded veteran.

Louis Beryl MPP/MBA 2012 has already seen interest in **SolidEnergy** and its development of a super-efficient battery from a number of high-profile corporations, including Toyota.

Vaxess plans on making vaccine distribution cheaper and easier by using naturally grown silk to stabilize vaccines. It recently received first place in Harvard University's President's Challenge for Social Entrepreneurship.

Instiglio aims to bring a new funding instrument known as the social impact bond to developing nations.

"This is the chance of a lifetime," says Wolf. "We're trying to save lives out of this space."



- a KATHERINE WOLF
- b DAN FUTRELL
- c LOUIS BERYL

ON THE WEB
http://ken.sc/this_space

ON THE WEB
<http://ken.sc/L-Bilmes>

Like Magic

Q+A Linda Bilmes

RESEARCH In 2004 at an Institute of Politics seminar, then newly elected Somerville

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 17 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?

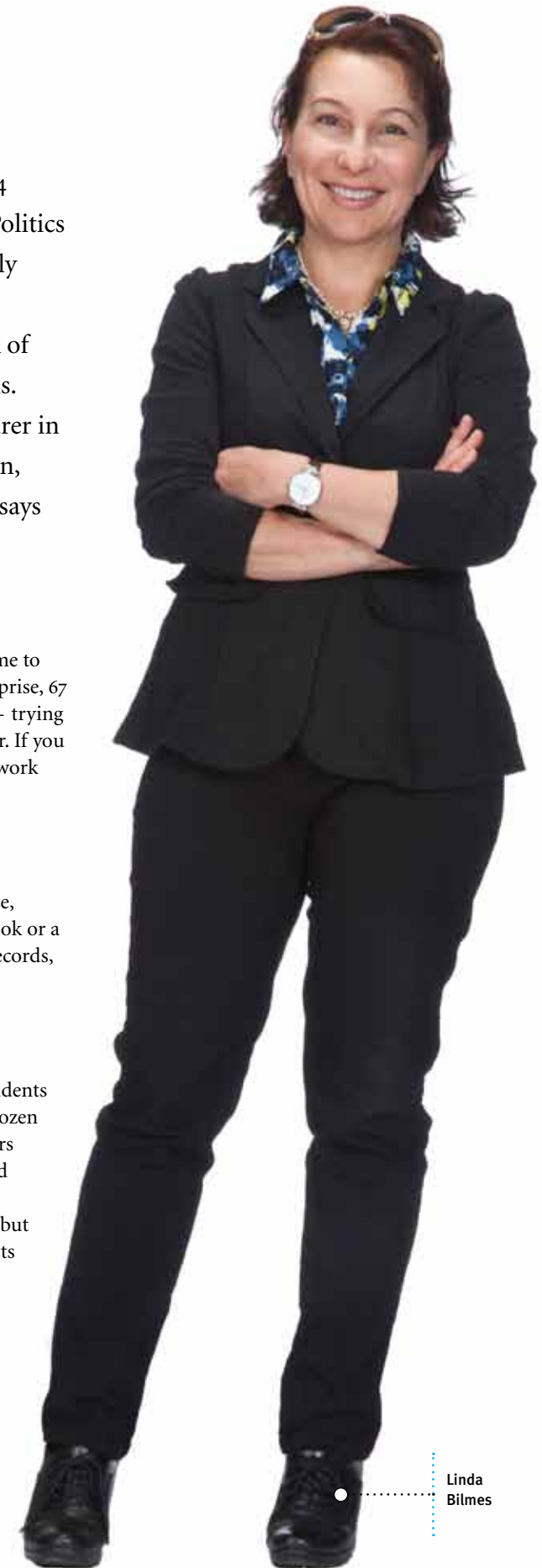
What I discovered was that for teaching something like budgeting and public finance, there's just no substitute for doing it in the real world. Instead of looking at a textbook or a Harvard Business School case, students were actually working with the real police records, the real budget, the real special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



Linda Bilmes

LEARNING TEACHING



BY ROBERT O'NEILL PHOTOGRAPH BY RICHARD HOWARD

THERE'S A BINDER on the top shelf of the bookcase in Dan Levy's Kennedy School office. It's a reminder, says Levy, a lecturer in public policy, of when he arrived at the Kennedy School as a visiting faculty member eight years ago, after years working as a policy researcher. He was attracted by the school's energy and moved by a passion to teach.

But his arrival was not what he might have expected. "When I first came, I was told, 'Here are the three courses you're going to teach; here is the syllabus from last year; good luck,'" Levy remembers with a laugh. "The first course I taught went terribly."

He got help from other teachers but there was not much else. Since then, Levy has dedicated himself as much to the art and science of teaching as to his public policy work, becoming what many on campus describe as a "master teacher," one of the school's best classroom teachers.

But he doesn't let that go to his head. In that binder on the top shelf are student evaluations of Levy from his first class. They were not kind. "Whenever I'm feeling good about my teaching, I take them out and humble myself by reading what students said about me," Levy says.

Levy is one of three faculty cochairs of Strengthening Learning and Teaching Excellence (SLATE), an initiative launched by the school to improve education at HKS. Since 2007, SLATE has worked on helping teachers teach and finding out what and how students are learning.

IT STARTED with a survey.

The results from a huge 2005 survey of Kennedy School alumni surprised school administrators. When the former students were asked what type of teaching they had found most useful, a large majority cited case studies. But the school's Case Program had fallen on hard times. Because of a lack of funds, case studies were sometimes produced in cooperation with outside backers, so not only were fewer being created, but their relevance to what was being taught at the school was decreasing.

Dean David Ellwood and Mary Jo Bane, then the academic dean, asked Jack Donahue MPP 1982, Vernon Senior Lecturer in Public Policy and faculty chair of the MPP program, to serve as faculty chair of the Case Program—the first since Richard Neustadt—to help chart the program's future. Soon he was asked to work on teaching, too.

Donahue agreed, but on condition that he could find cochairs: Levy and Richard Light, Gale Professor of Education at the Graduate School of Education, an adjunct faculty member at HKS, and one of the leading statisticians working on the problems of American higher education. An advisory committee made up of campus leaders and senior faculty is chaired by Derek Bok, President Emeritus of the university, and a long-time leader in pedagogical efforts at Harvard.

"The Kennedy School was born innovative," says Donahue about the school's "rebirth" in the late 1960s, under the aegis of giants such as Tom Schelling, Richard Neustadt, Frederick Mosteller, and Howard

or simplistic approaches. So the decision was made to create a Web-based case study, that would include numerous video interviews with people involved with it. "We felt it was very important to have the people in the community tell the story," says Patricia Garcia-Rios, SLATE's multimedia case producer. "We needed to give students something that had texture, that they could relate to, that allowed them to immerse themselves in those communities." Students concurred. Layusa Isa-Odidi MPA/ID 2013 responded to the filmed interview of a community's imam describing how women who had not been cut would be ostracized. "Certain points are difficult to get across in writing," she said. "You can read 'This is a very stigmatized practice,' but to have the imam sort of lay out 'If this woman wasn't cut... if she would cook food, we wouldn't eat it,' that was very powerful."

PATRICIA GARCIA-RIOS

KENT DAYTON

QUALITY REASONING

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 2010–2011 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 cochair. "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."

The Scenario You are a special assistant to Josette Sheeran, 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, to process, and to distribute food.

The director wants your advice on a systematic framework for how the WFP should determine the balance between these two approaches within 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?

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 Dean David Ellwood's tenure, 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 absorbed and then used effectively. 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 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.



Pinar Dogan, lecturer in public policy, makes extensive use of clickers in her game theory class.

MEDIUM AND THE MESSAGE

WHEN IT COMES TO case studies, print is king. A written presentation is ideal when transmitting lots of detailed information to students. But other media are increasingly being used. In spring 2012, the Kennedy School's first Web-based multimedia case was

used in Archon Fung's Sparking Social Change class (cotaught with Mark Moore). Fung approached Jack Donahue and Carolyn Wood of SLATE with the idea of doing a case on coordinated abandonment (a theory developed by Gerry Mackie of the University of

California at San Diego to explain very rapid social change). The case would be about a campaign, led by an NGO, to end female genital cutting in the West African nation of Senegal. The issue is one that elicits strong emotional reactions, and is often met with paternalistic



Richard Zeckhauser, left, professor of political economics, 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. Appropriately, 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

the Kennedy School, led off the discussion.

The event 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 who has used clicker 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.

use in their classrooms. Richard Zeckhauser, Ramsey Professor of Political Economy, and Lant Pritchett, professor of practice and an award-winning teacher at

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.

"This was a moment I realized the importance of constantly gauging where my students are," Levy says.

The Kennedy School has also received a grant from the Harvard Initiative on Learning and Teaching (a university-wide effort to catalyze innovation in teaching) to leverage technology to make the most effective use of classroom time. Moving standard content out of class time and into multimedia, explains Suzanne Cooper, associate academic dean and Stokey Senior Lecturer in Public Policy, can free up scarce classroom time to make room for activities that promote more active learning.

The "flipped classroom," as it is known, will use short video lectures, online tutorials, and practice tests to leave class time for peer-to-peer interactions, experiential learning, and exercises that integrate across courses to teach more realistic problem-solving, Cooper says. Client-based projects (see Deep Learning, page 19) are among these active learning approaches.

But more important than any single technique or technology is a culture of teaching at the school. SLATE has tried to provide tools to support faculty members in their teaching—in an effort, as Donahue describes it, "to have an institutional capacity to encourage and promote and promulgate innovations in pedagogy."

SLATE has created a New Faculty Institute, which each summer gives new faculty members a three-day orientation that includes practice teaching sessions, observations of "master teachers" in the classroom, and an overview of strategies, resources, and policies. Staff members Allison Pingree, director of professional pedagogy, and Josh

Bookin, curriculum solutions specialist, can help teachers design a curriculum to advance carefully determined learning objectives.

"It's ideal to focus on a course in the early stage—like preventive medicine instead of triage," says Pingree, who worked at Harvard's Bok Center for Teaching and Learning and Vanderbilt's Center for Teaching before coming to the Kennedy School in 2011. "A lot of the problems faculty experience in their teaching come from a lack of foundational design work early on, to clarify and articulate what they want their students to learn."

There's a natural tendency to focus more on the content to be covered than on the teaching of it. But frustrations that students may experience—such as not understanding what's expected of them, how they will be graded, or the inter-relationship of class sessions—is—can often be eliminated by building the curriculum on what students should learn and how that learning will be assessed, and then fitting each session into that larger picture, Pingree explains.

SLATE has also instituted HKS Teaching Week. Each term for the past two years, faculty members have opened their classrooms to observation by their colleagues (this past spring, 22 classes participated—nearly 20 percent of all classes taught at the school) in an attempt to demonstrate what they are doing and share reflections and suggestions among peers. And faculty lunches offer structured yet casual opportunities to discuss teaching (see "Faculty Mentoring," above).

"Teaching—in particular, the same topic—can easily become routine," says Pinar Dogan, a lecturer in public policy, who has worked with SLATE on a number of initiatives, including a focus group with former students. "We tend to seek improvement only if things go somewhat wrong, which limits our ability to produce effective preemptive improvements in our teaching and courses.

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 MPP 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. "How do we as a faculty know that our students 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, analytic way?" he asks.

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 10 individual degree program courses and two executive education courses. In the 2010–2011 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.'" ❖

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, who worked alongside Professor Bilmes

to manage the *Advanced Applied Budgeting* course for several years, providing students with an opportunity to apply the skills they're learning in the classroom to real public problems—where there's a chance their ideas will be implemented—is highly motivating for them. "They work incredibly hard and they learn on many different levels at once," she says.

But this experience is not easily replicated. Experiential learning courses require faculty members to shift out of content-delivery mode

DEEP LEARNING

and into coaching mode, which takes some getting used to. Recruiting strong clients and stewarding those relationships 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 to those living and working in the city. Below, the Hubway team from Bilmes's class briefs Boston officials.



MARTHA STEWART

LEFT TO RIGHT, RICHARD HOWARD, KENT DDAYTON, RICHARD HOWARD



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.

BY ANDREW CLARK

ILLUSTRATION BY
JOHN COULTER

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/MPA 2003 have each pursued a unique venture to improve democracy. They set their sights on specific issues in the electoral process: scarce turnout and the lack of nonpartisan candidates. 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.

★ The PROCESS Simplified



Seth Flaxman



Amanda Cassel Kraft



Kathryn Peters

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 text 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

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.”

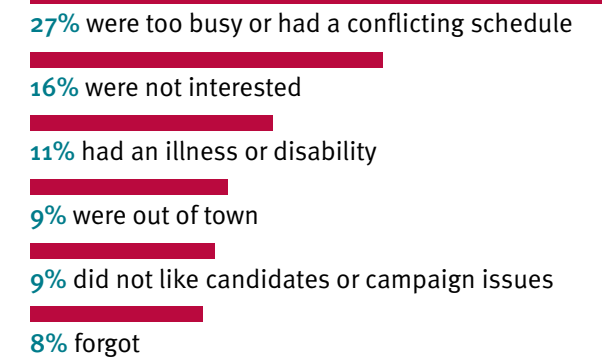
“I don’t think that anything is more important than a functioning democracy. Government needs to be by all of the people if it’s going to be for all the people.”

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

WHY NOT

WHY DON’T THEY VOTE? *



“actually met 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 November,” 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.”

WHO

WHO VOTES? *

registered
65%



voted
46%



DOES AGE MATTER? *

18 to 24-year-olds
21%



25 to 44-year-olds
37%



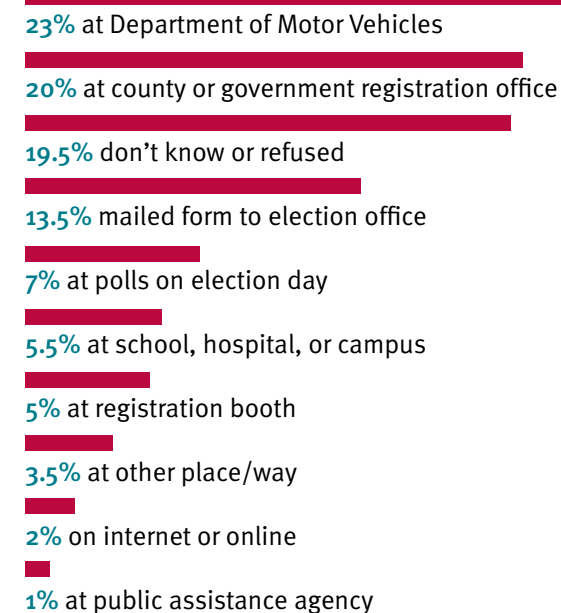
45 to 64-year-olds
54%



*Source: U.S. Census Bureau voting and registration information from the November 2010 elections. Voting figures expressed as percentage of U.S. citizens.

SIGN UP

WHERE DO THEY REGISTER? *



★ The PEOPLE'S Candidate



Kahlil Byrd

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, Byrd says, as voters are appreciating the chance to directly influence the voting process.

"People have found it to be a breath of fresh air," says Byrd, whose experience in politics has led to posts running or advising campaigns for Democrats, Republicans, and Independents across the nation. "It's the first time that people get to directly nominate a person for public office."

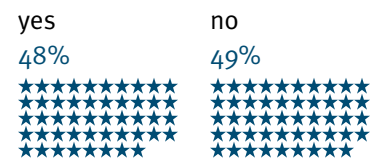
This year, Americans Elect attempted to get on the ballot in all 50 states and produce a third candidate for the 2012 election. As more than 2.5 million people signed the organization's petition the organization planned to open up the primary process in May. After three rounds of voting, six candidates would be left standing for the nomination. Anyone who ran had to reach across party lines to find a running mate.

"Americans Elect is really set up so that voters can do two things," says Byrd. "First, the voters can select the issues that they most identify with. And then they can support those candidates who meet their needs."

Anyone eligible under the Constitution was eligible to pursue the nomination, and Americans Elect refused to promote any one candidate over another. Voting was to take

THE NEED

DO WE NEED A THIRD POLITICAL PARTY? *



* Source: *Washington Post*/ABC News Poll, January 2012
 ** Source: Pew Research Center Values Survey
 *** Source: U.S. House of Representatives, Office of the Clerk

THE GAP

HOW FAR APART ARE WE? **

The average percentage point difference between Republicans and Democrats on 48 values questions asked over the past 25 years (1987–2012) has increased.



place under a state-of-the-art security system to ensure fairness in the process. There was a mixed bag of more than 100 declared candidates, including the former Louisiana governor Buddy Roemer, a Boston University economics professor, and a CEO.

In May, however, Americans Elect announced that no candidate had achieved the threshold required to enter the online convention, which meant the nomination process for the 2012 presidential election had come to an end. According to Byrd, the decision stemmed from a desire to honor the organization's rules-based process. He believes the decision both respects the trust of the American public and creates a solid future for the organization.

The group is elated by the impact it had. Through America Elect's efforts, it accrued more than 4 million supporters, from volunteers to petition signers to delegates. Additionally, it received 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.

WHO CAME IN THIRD? *** Vote totals for a selection of third-party presidential candidates, 1948–2008

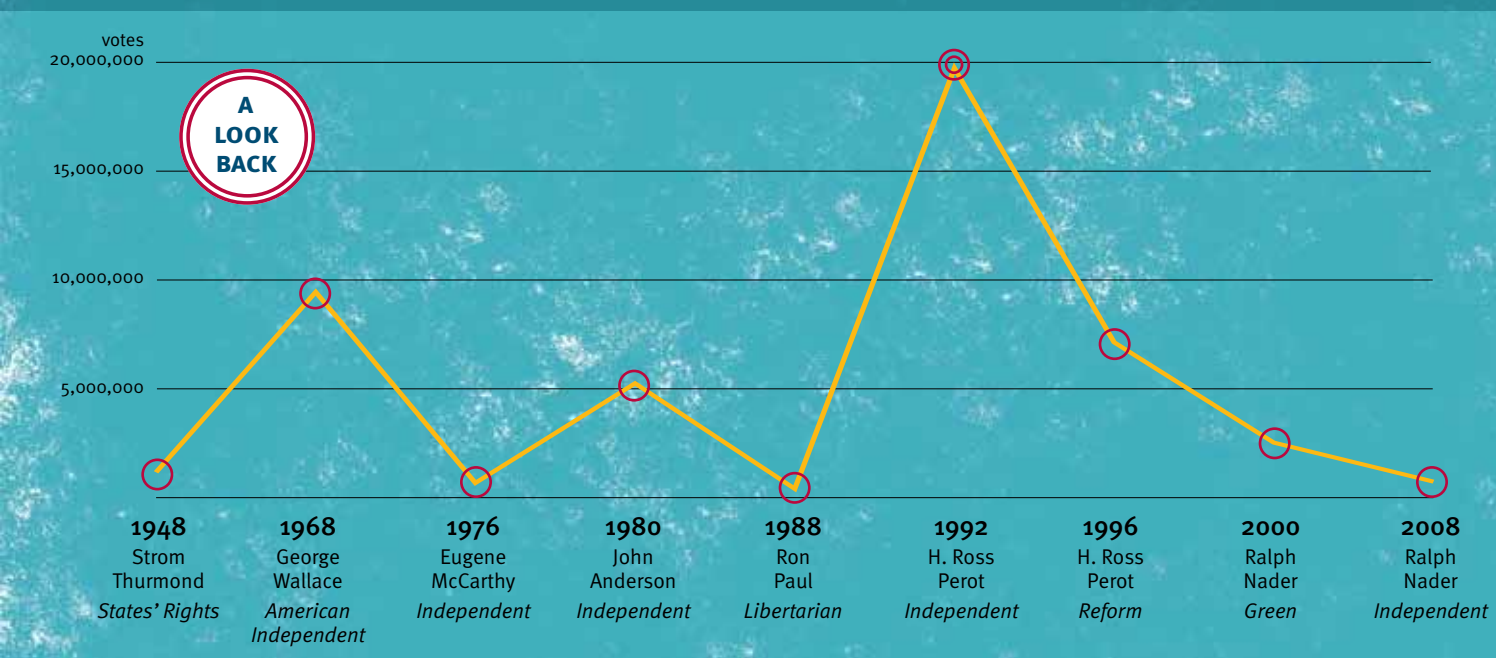


PHOTO COURTESY OF KAHLIL BYRD



G	A	M	E
	C	H	A
N	G	E	R



IN 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.

BY ROBERT DODGE MC/MPA 1990 PHOTOGRAPH BY MARK OSTOW

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 would germinate 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.

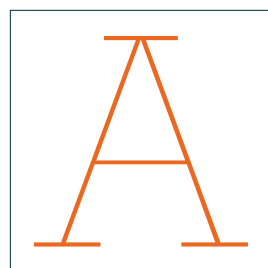
"Tom Schelling is a titan, and it is not the slightest exaggeration to say that his remarkable scholarship has made the world a safer and better place," says Dean David Ellwood.

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 1912. 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



AFTER BERKELEY, Schelling worked in Washington and then went to Harvard in 1946 for his PH.D. With his course work completed, he left in 1948 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 when 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 RAND 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



- 1 Age two, Mare Island Naval Base, California
- 2 Age 15, the Canal Zone, on "Glasseye"
- 3 High school graduation photo, age 17
- 4 At the Harvard Center for International Affairs, early 1960s
- 5 After class at the Kennedy School, 1987
- 6 Receiving the Nobel Prize in Economics, 2005

COURTESY OF ROBERT DODGE EXCEPT 5: MARTHA STEWART

“Nobody doubted we were on the side of the angels.”



puzzle. But as I worked through it, I realized it was a genuine, live problem. I became convinced that solving the intellectual puzzle was crucial to solving the practical policy issues.”

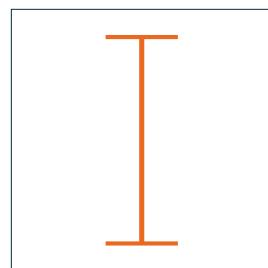
As the leading American economist and Nobel laureate Paul Samuelson said, “Once the vital game of survival in a nuclear age challenged Schelling’s attention, mere economics could no longer contain him.”

Schelling returned to RAND for another year. The feeling of good against evil couldn’t be exaggerated, he remembers: “Nobody doubted we were on the side of the angels.”

His solution to the puzzle of surprise attack was “mutually assured destruction,” with its appropriately infamous acronym, MAD. To make this more easily understandable, he used a metaphor from the westerns that then topped television ratings and the Zane Grey stories he had enjoyed since childhood, involving gunfighters: “The ‘equalizer’ of the Old West (the ‘six-shooter’) made it possible for either man to kill the other; it did not assure that both would be killed. . . . The advantage of shooting first aggravates any incentive to shoot. As a survivor might put it, ‘He was about to kill me, so I had to kill him in self-defense.’ Or, ‘He, thinking I was about to kill him in self-defense, was about to kill me in self-defense, so I had to kill him in self-defense.’ But if both were assured of living long enough to shoot back with unimpaired aim, there would be no advantage in jumping the gun and little reason to fear that the other would try it.”

So if both the Soviets and the United States could be assured that they could destroy the other, the incentive for a surprise attack would no longer exist. As a RAND document reported, “Schelling’s ideas are at the heart of the complex, counterintuitive logic of mutually assured destruction, which has underpinned American nuclear and arms-control strategy for four decades.”

AS INFLUENTIAL AS ANYBODY



IN 1960, amid growing Cold War tension, Schelling arrived at Harvard, where he initially worked in the economics department and the Center for International Affairs.

With the publication that year of *The Strategy of Conflict*, he began having an influence on policy analysis that was unsurpassed in

the world of civilian consultants. His focal points were a recognized solution for games involving elements of cooperation. His emphasis on understanding signals sent and received by participants in interactive situations was crucial during a time when mistakes threatened disaster. He advised President Kennedy

during the Berlin crisis of 1961. He proposed the hotline as a means of direct communication between U.S. and Soviet leaders to decrease the chances of a cataclysm. Using war games he had developed, he conducted training for Henry Kissinger and Robert Kennedy, among others, for dealing with crisis situations. An article he wrote,

“‘Meteors, Mischief and War,’” was read by Stanley Kubrick, who came to Schelling’s Harvard office to discuss how they could make a movie out of it. The result was the Cold War classic *Dr. Strangelove*.

Robert McNamara wrote “[Schelling’s] view permeated civilian leadership under Kennedy . . . to a remarkable degree.” Schelling acknowledges, “For a person outside the government, I was probably as influential as anybody else. Maybe more than most.”

That influence came at a price and raised what would be a recurring issue during Schelling’s career: the proper role of an unelected and unaccountable civilian strategist who affected issues of extreme importance and whose words were sometimes taken as policy advice. He always considered his role to be clarifying options so that decision-makers would understand the consequences of their choices.

But some were critical of what they saw as his fingerprints on a number of the United States’ most controversial national security policies during the 1960s and 1970s, including bombing campaigns in the Vietnam War and the Nixon administration’s use of Schelling’s “madman theory.”

Robert McNamara said he was not influenced by Schelling on the Vietnam bombing and wrote jokingly, “A story being circulated at Harvard during the 1960s was that a missed opportunity had occurred when Harvard failed to offer a scholarship to Ho Chi Minh, in order that he might have the opportunity to study with Professor Schelling. If he had, according to the Cambridge pundits, he would have known that Washington was trying to send him a signal via the bombing. As it was, Ho and his colleagues, in their ignorance, thought the United States was trying to destroy their country.”

“I was trying to formulate principles that people might understand,” Schelling explains. “I felt completely responsible for anything I wrote. I don’t feel responsible for any bad judgment of people who might have read a book of mine. I thought, and still think, that people are likely to make better decisions if they understand things than if they don’t.”

Still, some analysts suggested that if he had been more operational in the presentations of his thoughts, if he had 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 advisor 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 ABM Treaty. The Doomsday Clock on the cover of *The Bulletin of the Atomic Scientists* had been set at two minutes to 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



STHE 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 intellectual 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 unusually innovative 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 baffled most of them. He would pace a little, stare into the distance, and purse 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 stunning—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 to Washington for the first Earth 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 a 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 agreed to go on a pleasure cruise, he picked the destination—Antarctica—so that he could get a firsthand look at the effects of climate change. ❖

Robert Dodge MC/MPA 1990 is the author of two books on Schelling including, most recently, Schelling’s Game Theory (see page 40). He lives in Singapore.

Making Connections

CLASS DAY | “We stand at the entrance of a new world — a whole new way of living, of communicating, of crossing, sometimes ignoring, borders,” IMF Managing Director **Christine Lagarde** said as she addressed the 2012 Kennedy School graduation class in May. “This is a great paradox of our age. The world gets bigger, with so many more people and places sharing the fruits of knowledge and prosperity. But the world also gets smaller — with so many more people and places crossing paths and sharing destinies.”

But there is a worrying disconnect, Lagarde said, between this great interconnection and the fragmentation of global governance. “Borders, barriers, walls, have come down to allow this degree of interconnection,” 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 real challenge in the years to come,” she said. “It will be your

challenge. Which is why it will be so important, in my view, to be 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.”

BETHANY VERSOY

THE BUZZ

“**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.



∴ **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. Geyser 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.



ON THE WEB
http://ken.sc/bully_pulpit

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 Gilpin 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.

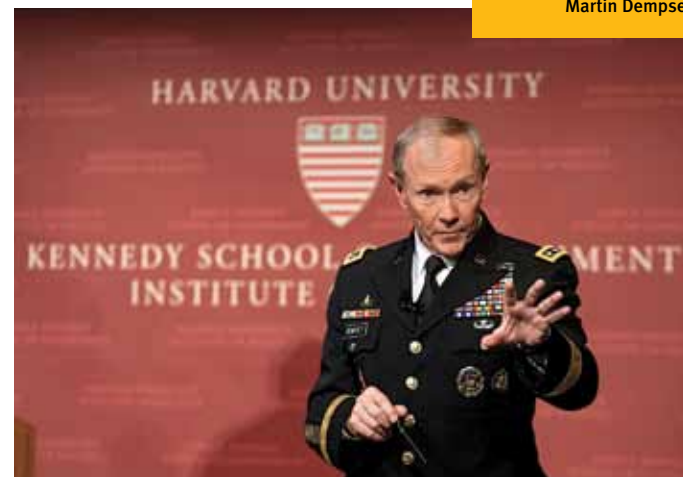


Laurence Golborne

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.”



Dilma Rousseff



Martin Dempsey



Henry Kissinger

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.” But he cautioned against a sense of doom and gloom. “We’ve still got a lot of tricks up our sleeves... but the message is that the margin of error is growing smaller and smaller.”

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.

CLOCKWISE FROM TOP LEFT: MARTHA STEWART; STEPHANIE MITCHELL/HARVARD STAFF PHOTOGRAPHER, JAY CONNOR

Jobs for the Boys

Patronage and the State in Comparative Perspective
:: Merilee S. Grindle



MERILEE 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 in the United States, as Congress underfunded the Civil Service Commission and presidents appointed commissioners who did not fully support the Pendleton Act. Issues also arose of who should

manage civil service systems, what the proper credentials were for recruitment into the system, and how loyalty to the state translated into service to political regimes.

The more recent experiences of Latin American countries provide a laboratory for testing the lessons of past reform efforts in a region in which patronage was “fully embedded in political reality,” Grindle writes. The entrenched system was challenged by reformers who charged that a lack of quality in the public sector was constraining development. Introducing these reforms in Brazil, Argentina, Mexico,



ON THE WEB
<http://ken.sc/jobs4boys>

and Chile proved relatively easy, with reformers making compromises 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 governance. 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. LR

MARTHA STEWART

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 one on the problem of the commons—for example, open-access fisheries. Supplementing an increasing number of articles on the environment that appear in economics periodicals, the book offers students and teachers the latest insights from leading scholars in a field that continues to evolve.

The New Harvest

Agricultural Innovation in Africa

:: Calestous Juma

In contrast to the “general background of gloom” that surrounds Africa and the food shortages that beset the continent, Calestous Juma offers a prescription for economic growth and food security. He points to three opportunities that can help bolster Africa’s agriculture: advancements in science, technology, and engineering; the creation of regional markets; and the empowerment of a new generation of African leaders. Professor of the practice of international development and the director of the Agricultural Innovation in Africa Project, Juma points to “the importance of boosting support for agricultural research as part of a larger agenda to promote innovation, invest in enabling infrastructure, build human capacity, stimulate entrepreneurship and improve the governance of innovation.”

The book begins by examining the link between agriculture and economic growth, noting that most people in Africa gain their



income from farming. Policy changes are needed to support higher technical education to effect improvements in agriculture and the productivity of agricultural workers, Juma argues. As a model for Africa, he points to the success of a “smart agricultural revolution,” which was launched with the use of technology, in overcoming food shortages in Latin America and Asia.

Juma cites other factors that are required to spur agricultural growth, such as an enabling infrastructure. He also calls for a shift in educational training, which is now focused on young people who seek employment in urban areas, to build technical competence in farmers. In addition, he says, entrepreneurship and regional approaches, which are beginning to develop in Africa with regional economic communities, can foster agricultural innovation.

“Bold leadership driven by heads of state in Africa, supported by those of developed and emerging economies, is needed to recognize the real value of sustainable agriculture,” he writes.

Chinese Village, Global Market

New Collectives and Rural Development

:: Anthony Saich and Biliang Hu

Inside the world’s most populous country, one small village tells a large story of economic development, in a book that charts the “remarkable economic and social transformation” of Yantian. Anthony Saich, Daewoo Professor of International Affairs and director of the Ash Center for Democratic Governance and Innovation, and Hu, who served as the center’s senior research fellow, conducted extensive fieldwork in the village of 3,000 residents, which at its peak attracted more than 150,000 migrant workers and established more than 400 foreign-invested enterprises.

“The village is unrecognizable from 30 years ago and, in fact, one could be forgiven for not realizing that it is still a village,” the authors write. “To the outsider, it looks like the kind of thriving town that has been a product of industrialization and urbanization around the globe.”

Yantian’s growth came about because of a combination of national policy and the actions of local officials, the authors write. They point to five factors that spurred development: policy changes from Beijing that emphasized economic growth and encouraged the infusion of foreign capital; investment tied to manufacturing and export, which was aided by global consumer demand for cheap products; a ready supply of labor for local factories; the village’s collective structure of land, which is rented out to the foreign-invested enterprises; and a dominant local family that brought capital investment to the village.

For those interested in China specifically and global development in general, the book shows how the country became a key player in global production, bolstered by local economic development. ❖ LR

38
classnotes

45, 52
from the field

40, 46, 51
books

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

ON THE WEB

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

1959

Kalvin Platt MCP saw his book, *Master Planned Communities, Lessons from the developments of Chuck Cobb*, published in 2011 by the Urban Land Institute. “I covered 20 communities by my long-time client for which I was lead planning consultant. It was exciting and rewarding to see these communities, begun in the 1960s through the 1980s, completed and to visit and talk to the people there. The 200 full-color photographs let the reader have their own reaction to them. I hope they agree that people and time can bring plans to life!”

1961

Peter Barratt MCP writes, “From Cambridge I went to Canada, worked at CMHC for two years. Then moved to the Bahamas, where I was the Architect/Town Planner of Freeport. Wrote *Grand Bahama, Bahama Saga, Freeport Notebook, Angelic Verses*—none on the best-seller list. Presently retired.”

Marguerite Bouvard PHD writes, “I have three granddaughters and my 12th book of nonfiction will be out this July, *The Invisible Wounds of War: Coming Home from Iraq and Afghanistan*. I have also written six books and two chapbooks of poetry; my latest book of poems, *The Unpredictability of Light*, won the MassBook award for poetry in 2010. I’m a resident scholar at the Women’s Studies Research Center at Brandeis University and was formerly a professor of political science and poetry at Regis College.”

1968

Frank Popper MC/MPA continues to teach land-use planning at Rutgers and, with his wife, Deborah Popper, at Princeton. His second published fiction, *The Locavores’ War: A Short History of America’s Future*, has just appeared in Vinay Gupta’s edited collection, *The Future We Deserve*.

1969

Jack Underhill MC/MPA presented a paper at the March conference of the American Society of Public Administration in Las Vegas: “Public/Private Partnerships to Strengthen Low-Income and Minority Families.”

1970

Brian Marson MC/MPA in recent years coauthored *The New Public Organization*, created the Institute for Citizen-Centred Service (iccs-isac.org), and led Canada’s award-winning citizen-centered research and strategy for service improvement. After retiring from the Treasury Board of Canada in 2010, he has served as president of the Public Service Excellence Institute, and advises governments worldwide on citizen-centered service and management improvement strategies. “Hi to all classmates!”

1972

Henry Ryan MC/MPA writes, “I have just created a Facebook page about my book, *Impure Thoughts*, a collection of four novellas. I must confess that they are not exactly about public policy, although the first story, *The Arsonists*, focuses on a series of crimes that start with school bullying, currently a topic of great concern among policymakers.”

1974

Sandford Borins MPP recently published a book titled *Governing Fables: Learning from Public Sector Narratives*.

Mark Kleima MPP is still teaching public policy at UCLA, with a break this winter to teach a crime-control course at Harvard Law School. Three recent books: *The Economist* listed *When Brute Force Fails: How to Have Less Crime and Less Punishment* among its books of the year for 2009; Oxford University Press published *Drugs and Drug Policy: What Everyone Needs to Know* last year and published *Marijuana Legalization: What Everyone Needs to Know* this spring.

1975

Ron Seckinger MC/MPA launched Spymaniac.com, the ultimate online guide to spy films. It rates more than 500 spy movies and includes reviews, videos, quizzes, and dozens of articles on various aspects of movies and the world of espionage.

Jeffrey Simon MCP has been working for Governor Deval Patrick, overseeing the stimulus program in Massachusetts.

“While it’s winding down, we’ve still got about \$500 million to go. As the national debate on the effectiveness continues, we’ve seen over 95,000 people get a paycheck.”

1977

James Moran HKS has just taken up his new post in Cairo as the EU ambassador to Egypt, returning to the region after an absence of 10 years dealing with Asia from Brussels. “It is an exciting time here, as the long Arab spring continues to play out. But there is good reason to be optimistic and I’m looking forward to the challenges ahead. Always happy to see Harvard contacts when here.”

1978 | 35th reunion

1979

Karen de Bartolome MC/MPA writes, “I’ve taken the plunge to start a new nonprofit organization to educate and engage Coloradans in world affairs named Denver World Affairs Council, or WorldDenver for short. WorldDenver works with the U.S. State Department, the Denver business community, globally focused foundations and other partners to promote citizen diplomacy and international education.”

Deborah Loeb Bohren MPA writes, “After 30-plus years in the private, public and not-for-profit sectors I have decided to pursue my lifelong passion of fine art photography full-time. To see my work go to dlbohren.zenfolio.com.”

Mark Haas MCRP is ethics officer for the Institute of Management Consultants USA, the professional association and certifying body for U.S. management consultants. IMC USA sets standards of professional conduct and adjudicates complaints from the public or clients of ethics violations by management consultants.

Hilary Rowen MPP continues to practice insurance regulatory law, which currently includes interesting issues related to the implementation of health care reform. She and her husband, Gordon, are continuing an “urban sabbatical” that started as a three-month sojourn in San Francisco while remodeling their townhouse in Menlo Park (near Stanford). Nearly two years later, they are still in “The City” and Hilary is walking to work rather than taking the train (although she still likes trains).

1980

Frannie Boyle MC/MPA writes, “Since June 2011, I am serving as the appointed director of administration for the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization headquartered in Vienna, Austria. The CTBTO is currently celebrating its 15th anniversary. It’s time to close the door to nuclear testing and open the door for early entry into force of the CTBT.”

Julia Chang IOP, HKSEE 1987 is keeping busy as president of the U.S.–China Education Trust (USCET), which she founded in 1999. USCET helps China’s next-generation leaders understand American society in the context of the political, cultural, and economic forces that have given rise to America and its values. Working with 73 institutions, it is unique in its approach to improving U.S.–China relations through American studies education and exchanges. Julia’s work takes her back and forth between Washington, DC, and China. She was recently given an Excellence in Achievement Award from the Berkeley Alumni Association at its annual charter gala in March 2012.

Susan Pepple MCRP, vice president of marketing and business development for Barry Libman Inc., has been given the Champion Award from the Massachusetts Health Information Management Association. Susan currently oversees Barry Libman Inc.’s expansion of services to include online education for the health information management professional. She has been a vice president at Barry Libman Inc. since its founding in 1998.

Roger Sharpe MC/MPA was invited to deliver, at the U.S. Department of Agriculture on August 16 in Washington, the 150th anniversary commemorative address about U.S. Senator Justin Smith Morrill (of Vermont), who introduced legislation in 1862 for the national system of state land-grant universities, signed into law by President Abraham Lincoln. Roger argued that Morrill’s contributions toward securing a more democratic society place him among the greatest of all Americans. Roger, who works as a guide at the U.S. Capitol, continues research for his forthcoming book for young readers, *The Boy Who Heard President Abraham Lincoln at Gettysburg: The Story of William Wilson Curtin*.

Stuart Sherman HKSEE writes, “Retired, retired, retired!!!”



HARVARD Kennedy School

MAY 11–12, 2013
REUNION
Weekend

Reunion 2013

Save the Date

May 11–12, 2013

Harvard Kennedy School Campus

Classes of 1978, 1983, 1988, 1993, 1998, 2003, and 2008: Mark your calendars to return to Cambridge for Reunion Weekend 2013!

- 35th → 1978
- 30th → 1983
- 25th → 1988
- 20th → 1993
- 15th → 1998
- 10th → 2003
- 5th → 2008

Return.
Reconnect.
Reflect.

Clarence Sundram HKSEE is special advisor on vulnerable persons to New York Governor Andrew Cuomo. A report he submitted to the governor recommending sweeping changes in the state’s law and systems for reporting and investigating abuse and neglect in residential facilities was recently covered in *The New York Times*.

1981

David Beck MPP has been promoted to vice president and general counsel at Boston Medical Center. Boston Medical Center is a private, not-for-profit, 508-bed academic medical center; the largest safety-net hospital in New England; and the primary teaching affiliate of Boston University School of Medicine.

Christine Chang MC/MPA was looking forward to her first grandchild (a grandson, Anthony S. Piazza) born mid-May! “This year I have enjoyed getting in touch again with **Tom Sellers** MC/MPA and **Clarence Sundram** HKSEE 1980, another HKS graduate, and indirectly with **Maryann Froehlich** MC/MPA. I hope this year will bring more opportunities to catch up with other HKS folks in person!”

Jon Elam MC/MPA, while serving in his role of general manager for the Community Service District in Marin County, California, also represented the California Climate Registry at the UNFCCC climate meetings in Durban, South Africa, and as a member of the Education Caucus of the UN in preparing for the Rio+20 meetings in Rio in June 2012.

Robert Reiner MCRP has been named to the board of Huggamind, a firm he

helped launch and a leader in iPhone/iPad app development for infant stimulation and education. Reiner previously served on the board of Khmer Arts, the Guggenheim Award-winning organization supporting the preservation of Cambodian dance and culture. He has contributed to the financing of several Tony-nominated Broadway productions and provides advisory services to entrepreneurs in technology, art, and design. He was named among the top 100 investment managers in America by *Barron’s* and frequently works with fund managers to improve performance and ethical practices.

1982

Edward “Ted” Atkeson HKSEE, Major General, U.S. Ret., has turned out to be a writer: five books and innumerable magazine and newspaper articles. His latest book is *The New Legions: American Strategy & The Responsibility of Power*. He loves to talk to interested groups.

Don Cook MC/MPA worked to organize Capital City Village in Austin, Texas. Based on the Beacon Hill Village Model begun in Boston in 2001, ccv now has 50 members choosing to live well in their own home. Cambridge@Home is our sister village and mentored us to get started.

Frank DeRosa MPP, senior vice president of North America Project Development for First Solar, was quoted in the news of the company’s sale of its 550 MW Topaz Solar Farm Power Plant to Warren Buffett’s MidAmerican Energy Holdings. Frank has worked in the energy field since his days at HKS under

Bill Hogan and Graham Allison. In 2008, he founded a utility-scale solar energy development company, Next-Light 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.

Greg Kidd MC/MPA writes, “Still working in startup land looking for talent in Moscow, St. Petersburg, and Vilnius. Have been lucky with Twitter and now Square. Having fun backing *Craiggers.com* and now *Anoni.com*. Back to SF. Open to hearing about new start-ups elsewhere in the world and bringing talent to Silicon Valley.”

David Kirk MCRP was inducted into the College of Fellows of the American Institute of Certified Planners at the National Planning Conference held in Los Angeles in April 2012, becoming the first and only attorney in Georgia to have earned the FAICP designation. David 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 redevelopment, telecommunications, ethics, and other state and local regulatory matters. David, his wife, Lori Leland, and their two daughters live in Decatur, Georgia.

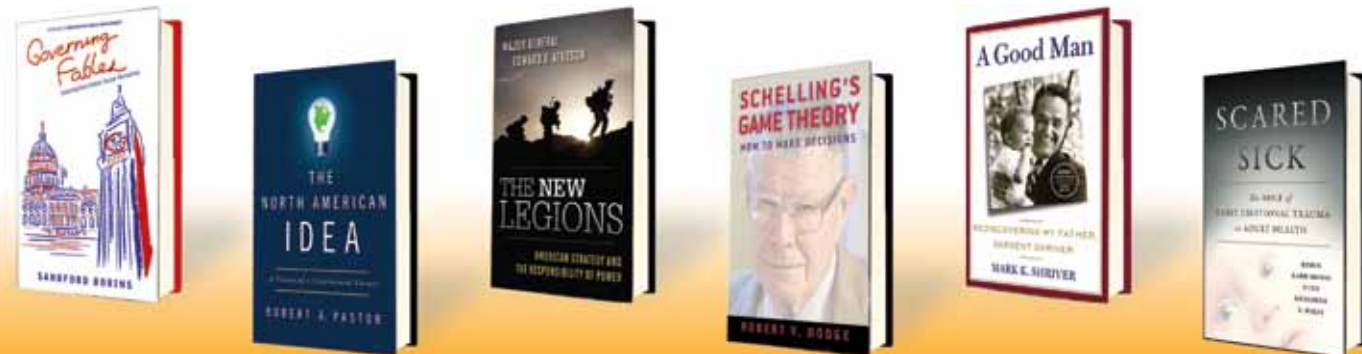
Gathoni Mungai MPA worked in Afghanistan between 2007 and 2010 helping Afghans create or expand small and medium businesses. She helped carpet manufacturers and gemstone traders to participate in the international market, where they received millions of dollars of supply orders from different international buyers. Today, Gathoni is

working to support food security in the African continent.

Nancy Neville MPP spent several years in banking and trading in London, including developing a carbon trading system in Europe for Enron in the mid-90s. She also built and ran a children’s indoor play center and nursery with two partners, and homeschooled her daughter. Her charitable work has included serving as an honorary trustee of Milton’s Cottage Trust and as cochair of the Dyspraxia Foundation.

Matthew Palmer MPA 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 firm serving individual and institutional clients. Presently I serve as board chair for our Catholic diocese’s foundation and teach my parish’s 8th-grade Confirmation class. I also serve on a local public school education foundation. I just completed my fourth half-marathon to raise money on behalf of local crisis pregnancy health centers. Hope everyone is doing well—a special shout out to my MPA classmates!”

Richard Shieldhouse MCRP recently returned from a trip to Paquimé, Casas Grandes, Chihuahua, and Chaco Canyon in New Mexico. The primary 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. “Contrary to the image created by the U.S. State Department and by the media, the parts of Chihuahua that I visited never felt unsafe. If you’re



Governing Fables: Learning from Public Sector Narratives

Sandford Borins MPP 1974

“*Governing Fables* advocates the importance of narrative for public servants, exemplifies it with a rigorously selected and analyzed set of narratives, and imparts narrative skills politicians and public servants need in their careers. *Governing Fables* turns to narratology, the inter-disciplinary study of narrative, for a conceptual framework that is applied to a set of narratives engaging life within public organizations, focusing on works produced during the last 25 years in the U.S. and UK. The genres discussed include British government narratives inspired by and reacting to *Yes, Minister*, British appeasement narratives, American political narratives, the Cuban Missile Crisis narrative, jury decision-making narratives, and heroic teacher narratives. In each genre lessons are presented regarding both effective management and essential narrative skills.”

The North American Idea

Robert Pastor MPA 1974

“In *The North American Idea*, eminent scholar and policy maker Robert A. Pastor explains that NAFTA’s mandate was too limited to address the new North American agenda. To reinvigorate the continent, the leaders of NAFTA need to start with an idea based on a principle of interdependence. If one country fails, all three are harmed, and if one grows, they all benefit. Drawing on firsthand experience as a policy maker and analyst, Pastor shows how this idea—once woven into the national consciousness of the three countries—could mobilize public support for continental solutions to problems that have confounded each nation working on its own.”

The New Legions: American Strategy & The Responsibility of Power

Edward “Ted” Atkeson HKSEE 1982

“In *The New Legions: American Strategy & 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 friendly indigenous fighters who have been recruited, trained, and equipped for operation in their native environments.”

Schelling’s Game Theory: How to Make Decisions

Robert Dodge MC/MPA 1990

“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 came after he had taught a course in game theory and rational choice to advanced students and government officials for 45 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 daily decision making.” (See Dodge’s profile of Schelling, page 31)

A Good Man

Mark Shriver MC/MPA 1993

“In this intimate portrait of an extraordinary father-son relationship, Mark K. Shriver discovers the moral principles that guided his legendary father and applies them to his own life. When Sargent ‘Sarge’ 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 those who lauded Sarge 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 to a 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 Adult Disease

Meredith Wiley MC/MPA 1993, Robin Karr-Morse

“The first years of human life are more important than we ever realized. *Scared Sick* connects psychology, neurobiology, 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 overworked in the early stages of life. Persistent stress can trigger diabetes, heart disease, obesity, depression, and addiction later on.”

interested, I have been summarizing the trip on a blog, *shieldhouse.org*.”

Zachary Tumin MPP writes, “Following up on my book, *Collaborate or Perish!* this spring I published ‘Viral By Design,’ at *Harvard Business Review* blogs, and at *Reuters.com*, ‘Let’s Tackle the Right Education Crisis.’”

1983 | 30th reunion

Ferdous Begum MC/MPA spoke in April at the Harvard University Women and Public Policy Program (WAPPP) seminar “Older Women Gain a Foothold: Reaching for Full Human Rights on Paper and Beyond,” and was recently in Mexico City, attending and addressing an 800-person conference organized by the city’s program for older adults and CEPAL, the United Nation’s Economic Commission for Latin America and the Caribbean, based in Chile. She spoke on the “Women Life Cycle and Human Rights.” Ferdous is a former member of the UN CEDAW Committee and a Bangladeshi national.

Bart Mitchell MPP in January became president and CEO of The Community Builders, Inc., which is America’s largest nonprofit urban housing developer. “I also had the chance to join a number of other U.S. housing developers on an amazing trip in March 2012 to Israel, where we met with city officials and neighborhood activists in Haifa and Tel Aviv to talk about strategies to address their community development and affordable housing challenges.”

Bruce Pitt HKSEE left his government SES position in 1995 and formed Vinculum Solutions, Inc. (vsi). “We have been providing advanced analytics, management, and financial systems expertise to federal and state customers since that time. vsi is an SAS Affiliate Consulting Partner for North America and Canada. We continue to rely on thought leadership from HKS in our efforts to design and implement systems that help identify and mitigate social harms. The SES program was transformational. I would really enjoy hearing more about the endeavors of my classmates.”

1984

Ted Bacino HKSEE reports that the movie version of his novel, *The Shakespeare Conspiracy*, was set to go before the cameras this summer. The play version opened in Rockford, Illinois, and will have its next production in Columbus, Ohio, in October and November

at the Evolution Theatre. The book deals with two separate conspiracy theories. The first concerns the 400-year-old question of the real authorship of the works by Shakespeare. The second deals with all the questions surrounding the death of Christopher Marlowe. The last half of the book is a nonfiction proof that Marlowe was the actual author. The web site is *TheShakespeareConspiracy.com*.

Heather Grady MPA, after many years of working abroad, relocated to New York in 2004, working first for former Irish President Mary Robinson, and now at the Rockefeller Foundation as vice president for foundation initiatives. “My portfolio includes international and U.S. domestic grant-making, and spans many areas including health, agriculture, employment, transportation, climate change, and impact investing. One daughter is in college and another is exploring colleges now. I keep in touch with several good friends from HKS days, and have had the opportunity to collaborate with different professors and centers over the years.”

1985

Carlos Cavalier MPA writes, “This year we will cross the \$400 million sales mark at Alqueria while our most exciting project continues to be the purchase of milk from small farmers in former guerrilla territories. We are getting ready to supply them with credit and inputs to increase their farm productivity and boost their incomes!”

Maria Nuria De Cesaris MC/MPA still lives and work in Ciudad Guayana, which last year celebrated its 50th anniversary. “Trying to combine my passion for cooking with my passion for urbanism, I have initiated Comida Urbana (Urban Food), a brand of Italian pasta sauces and appetizers. Also, I am campaigning for Henrique Capriles, Venezuela’s opposition presidential candidate, hoping things will change soon in my country.”

Kevin Lamb MPP, in a year of transition, received an MS in organization development at the Weatherhead School of Management at Case Western Reserve University and established Keystone Global Consulting, based in Qatar. As managing partner, Kevin leads the firm’s work on organization design and development, with particular focus on higher education planning. For the past 18 years, Kevin directed university planning at Carnegie Mellon, including the past

seven years on the start-up of CMU’s campus in Qatar.

Sally Tom HKSEE joined Frontier Nursing University in 2009, the online successor to the second oldest (since 1939) nurse-midwifery education program in the country. “I teach professional roles/ issues courses and basic clinical skills. I serve as a commissioner of the Accreditation Commission for Midwifery Education (ACME) and as coordinator of the accreditation site visitors committee. In 2010, I qualified as a Certified Professional Dog Trainer (CPDT-KA) and I conduct classes with pet parents and their dogs every week. Yes, indeed, I have thoroughly gone to the dogs and love every minute of it! Clients and dogs call me ‘the treat lady.’”

1986

David Boghossian MC/MPA writes, “So suggestible. An e-mail from the alumni office is sufficient to elicit a classnote. An apparent character weakness. But having sold the software company that consumed the past 10-plus years’ effort, it seems a decent moment. I am once again at large, mentoring start-ups, consulting to cloud technology companies of all sizes, writing the odd op-ed, and exploring new opportunities in sustainable business. Looks like I am likely to embark on my fifth or sixth career—another character flaw, or perhaps just a short attention span. Happy to compare notes with others with similar and/or divergent interests.”

Nancy Cuddihy MC/MPA writes, “The past 26 years have been joy-filled and included a decade at the NYS Department of Health, marriage and motherhood (husband, Ted, is an attorney and daughter, Abigail, is 16), nonprofit administration, and consulting for the Robert Wood Johnson Foundation. Now I am a broker with Stone House Properties, a real estate firm specializing in fabulous country homes in Columbia County, New York, and the Berkshires.”

Jim Doane MC/MPA competed in the Delaware State Golf Association’s Fall Classic, where he and his partner, Gary Barth, came in first with a net score of 59.

Katarina Engberg MC/MPA writes, “I took time off from my job in the Swedish MoD, went back to school (Uppsala University), and concluded, in 2011, my PhD thesis ‘The EU’s Collective Use of Force: Exploring the Factors Behind Its First Military Operations.’ I spent the spring semester of 2010 as an affiliate with The Weatherhead Center for Inter-

national Affairs and was thus able to renew contacts with Harvard while pursuing my research. A rewarding experience.”

James Faier MPP had a great Pesach! “My kids (Aaron, 8, Zev, 6, and Isaac, 3) asked insightful questions. We enjoyed lovely weather. Completing the holiday at sunset Saturday, we went to have ice cream. Debbie made my Isaac’s Sunday by going to get him a bagel after sunset. All Pesach he would respond to food requests with “a bagel with cream cheese!” In my work (writing and litigation patents and TMs), I am studying our new patent act. Stay tuned on that.”

John Heim MC/MPA will be a visiting professor of economics and econometrics at SUNY Albany during the 2012–13 school year.

1987

Nancy (Sam) Barnes MC/MPA retired from UNPD in 2009 and is now based in Maputo, Mozambique—home for the past 30 years. “I still do some consulting—most recently in South Sudan—and travel to visit friends and places I have always wanted to visit.”

Nadine Hack MC/MPA co-led a discussion in October 2011 among 100 participants titled “Bottom-Up Entrepreneurship for Democracy and Development” with Iqbal Qadir, founder and director of the Legatum Center for Development and Entrepreneurship at MIT. In June 2011, she delivered the closing keynote speech at the UN Global Learning Forum in Turin, Italy: “Learning in Global Organizations.” In May 2011, she published a piece on *Forbes.com* titled “How Deeply Engaging Stakeholders Changes Everything.” In January 2011, she was named one of the “Top 100 Thought Leaders in Trustworthy Business Behavior.”

Mike Trial MC/MPA is retired from federal service and living on the family tree farm in Missouri. As with most retirees, his time is taken up by volunteer activities—and he has found that the insights he received at Harvard provide great benefit to even the smallest organizations. He has also published a reminiscence of the 1960s called *Black and Gold*.

David Wohl MC/MPA became, in April, the executive director of the Tucson Industrial Development Authority, which finances housing and economic development projects using tax-exempt bonds, a community investment loan fund, and other tools. “I’m excited about using my experience and education

(thanks very much, HKS) to help improve economic and housing conditions in Tucson.”

1988 | 25th reunion

Ellie Cohen MPP, president of PRBO, was named “Conservation Advocate of the Year” by *Bay Nature Magazine*, in the San Francisco Bay Area. To see recent media coverage of this, search online for “Ellie Cohen, Bay Nature.”

Takeo Hirata MC/MPA was general secretary of the Japan Football Association when Japanese women’s soccer began its repopularization. Victory at the 2011 FIFA World Cup gave hope to the people hit by the Japan earthquake. He wrote a book analyzing social and business aspects of the growth of Japanese women’s soccer. He holds one of the most popular classes at Waseda University, where he remains a professor at the Graduate School of Sports Sciences. This year he became head of the Research Institute for Strategy of Natural Resources, utilizing his experience in MITI to set a new energy strategy for Japan.

Johan Klehs HKSEE served as chair and a member of the California State Board of Equalization (1995–2003) and a member of the Franchise Tax Board. He also served for 14 years as a member of the California State Assembly and for 4 years as a member of the San Leandro City Council. He is one of those unique individuals who can blend the focus of public policy and political strategy. Currently, he is president of Johan Klehs & Company, Inc., a strategy and government relations firm in California.

Bob Levy MC/MPA has just been elected by his Plantation, Florida, colleagues as City Council president pro-tem.

1989

Monika Aring MC/MPA consults on developing skills and jobs for economic growth. She recently analyzed global skills gaps for UNESCO, and helped the laDB forge a 10-year partnership with multinationals to train and hire 1 million young people in Latin America. In 2010–11 she consulted with USAID’s Global Development Alliance Division, training USAID staff from around the world and outside contractors on building successful alliances with private sector companies to solve shared business and development problems. Her article on “The Billion Dollar Solution That Isn’t”

just appeared in the *Journal for the Society for International Development*.

Russell Hawkins MC/MPA, in addition to his work with the Korean Business Center of the Korean Embassy in South Africa, is freelance writing for South Africa’s award-winning business magazine, *Leadership*. “Maybe next I will write a book about secrets of African leadership.”

George Mazza MPA, senior counsel, Office for Civil Rights, Office of Justice Programs, U.S. Department of Justice, edited “Report on Sexual Victimization in Prisons and Jails,” which the Review Panel on Prison Rape released in early April 2012. Just Detention International (JDI), a leading inmate-advocacy organization, applauded the release of the report, noting that it played a key role in closing the House of Detention, a notorious housing unit of the Orleans Parish Prison in New Orleans.

1990

William Decker MC/MPA recently moved to the Center for Consumer Information and Insurance Oversight in DHHS. CCHIO is part of the Affordable Care Act—the national health care reform law. “I’m involved in setting up the Affordable Insurance Exchanges that are to be available in every state as of January 1, 2014. Since graduation I’ve been with the Public Policy Institute at AARP, the Advisory Committee on the Food and Drug Administration (the Edwards Commission), and the Workgroup for Electronic Data Interchange as a board member. My wife, Laura Diamond, and I both live and work in the District.”

Chris Granda MPP writes, “Living in beautiful (but ominously warm for this time of year) northern Vermont, running my own energy efficiency program consulting shop, and serving as the chair of the select board for the town of Richmond (population 4,090).”

Rick Noriega MC/MPA was named one of the top 100 influential Hispanics by *Hispanic Business Magazine*. Rick is also the president and CEO of AVANCE, a leading national early-childhood education organization. Through his guidance, AVANCE was named one of the top 25 nonprofits by *Hispanic Business Magazine* for five consecutive years. Recent attention from the Obama administration, through its Race to the Top campaign, has put early childhood education on the forefront. A recent report titled “U.S. Education Reform

and National Security” emphasized how crucial an educated work force is to national security.

Neville Vanderburg MC/MPA retired from the U.S. Army in 2000 and has started a small business, served on the county GOP executive committee, ran for alderman, and became a grandparent (twice). He watched proudly as his son Ben joined the Army and went to Afghanistan. In 2008 he was elected chair of the Parish and Community Development Leadership Table for the Mississippi Annual Conference of the United Methodist Church. Having entered seminary in 2010, he anticipates completing his Masters of Divinity degree in 2013. He currently serves three United Methodist congregations in Walnut, Mississippi. He and Cathy celebrated 34 years of marriage in July.

Ginger Young MPA founded Book Harvest in 2011, a nonprofit that collects new and gently used children’s books and places them in the hands and homes of children who need them. “Since we began 15 months ago, we have distributed more than 50,000 books to low-income children in central North Carolina. Our goal is to improve school outcomes by enabling under-resourced children to own books and to build home libraries of books they have selected. Learn more at www.bookharvestnc.org. I’d love to hear from classmates involved in similar work.”

1991

Miriam Ines Siebzechner MC/MPA writes, “Last year in May we met with some of our classmates at Harvard. It was an experience to see and keep up with those that participated in the 20th Reunion. After taking a leave from the Ministry of Health in 2010–11, I returned to a new position as national supervisor of standards implementation in the medical administration. I have slowed down a bit, but continue my professional activities as a researcher in health policy. Everything is good.”

1992

Jorge Benitez MPP visited NATO headquarters to cover the recent meeting of foreign and defense ministers for the Atlantic Council, where he is a senior fellow. He discussed NATO/Syria, NATO/Libya, and Russia’s participation in the Chicago summit with U.S. Ambassador (and former CSIA Fellow) Ivo Daalder, Secretary General Anders Fogh Rasmussen, and Russian Foreign Minister Sergei Lavrov, respectively. You can read his

articles from the ministerial meetings at his NATOsource website and follow him on Twitter, @NATOSource.

E. Shippen Bright MC/MPA was selected for a Fulbright Scholar Award to teach social entrepreneurship in the Czech Republic at Charles University and University of Economics, Prague. Currently, Ship is the director of mission advancement with Audubon Alaska, working to “keep the pieces together” in the Last Frontier. He is working on protecting some of the world’s most important migratory habitat and on outer continental shelf drilling, climate change, old-growth forests, and other important bird areas.

Havi Echenberg MC/MPA writes, “Spending time with classmates at our reunion was just the energizer I needed to bring back to my job as a policy analyst with the Library of Parliament. In telling others about what I’m doing, I remembered what I loved about the job and why I wanted it in the first place. Thanks, classmates!”

Lauren Fishbein MPP was a member of the U.S. Department of Justice team that blocked the AT&T/T-Mobile merger in 2011. Fishbein has served as an attorney in the Telecommunications & Media Enforcement Section since joining the Antitrust Division via the Honors Program in 1997.

Marjorie Kline MC/MPA spoke in June in Washington, DC, to the Biennial Seminar of the Deaf and Hard of Hearing in Government. Her topic was “Press, Politics and Power in 2012.” Also, Marjorie continues her interest in art and will have a solo show of her oil paintings in Washington this November.

Dale Kreisher MPP sends greetings to all K-School friends! “This past year has been an eventful one: I got married on June 18 of last year to Ms. Kawing Man, and nine months and four days later, we welcomed our daughter, Cari, to the world! I will finish my tenure at the U.S. Embassy in Beijing this July, and begin Japanese training in DC this fall in preparation for my next assignment at Embassy Tokyo. Best to all, and keep in touch!”

Pushpendra Rai MC/MPA is back at World Intellectual Property Organization (WIPO) headquarters in Geneva, after spending two years in Singapore, where he set up their regional office for the Asia-Pacific. “Returning to the Alpine region from a brief equatorial sojourn! It was wonderful to reconnect with HKS alumni in Singapore, all of whom are

doing great work in government, business, and public life. Apart from using the opportunity to tour the region intensively, and to explore its beauty and diversity, I started a blog, writing on various issues. Interested classmates can find me at pushpendrarai.com.

Marjorie Stockford MC/MPA returned to Portland, Maine, two years ago with her 11-year-old daughter, Kanha (kan-YA), who she adopted from Cambodia in 2002. Recently she started a new business, Your LifeLines (yourlifelines.com), through which she helps individuals write their own personal histories. It combines her passions for writing, people, and history. She is also starting research on her second book which will detail the lives of female high-wheel bike racers in the late 19th century.

1993 | 20th reunion

Virginia Huth MPP is currently at the General Services Administration as the SES director of the Office of Acquisition Policy, Integrity & Workforce. “I’ve got two sons, ages five and seven. In my sparse free time I am still enjoying running, cooking, and the garden. Occasionally I even get out for swing dancing. Looking forward to seeing my classmates at our 20-year reunion next year!”

Catriona McDonald MPP, founder and president of Linchpin Strategies, a Washington, DC, public policy and advocacy firm, was recognized by *National Journal* as among the top owners of woman-owned lobbying firms in Washington, DC, as recognized by peers and clients. Following the Kennedy School, Catriona worked for Senator Edward Kennedy, served as Appropriations Committee associate for Congressman Steny Hoyer (D-Maryland), and then was legislative director for Congresswoman Rosa DeLauro (D-Connecticut). Her firm focuses on advancing philanthropic policy initiatives at the federal level, with an emphasis on education and health care issues.

Chris McNeill HKSEE is the directing attorney of the Paducah, Kentucky, trial office for the Kentucky Department of Public Advocacy. He and his wife, Melanie, have two sons, Walker and Whitson.

Charles Rosenberg MC/MPA capped his UN internal consulting career working with Undersecretary-General for Management **Chris Burnham** MC/MPA 1992 on enterprise-wide management reform, following on peacekeeping

assignments (in Kosovo, Haiti, and Mozambique). Retirement in late 2006 liberated his Country & Americana musical alter ego, Jeep Rosenberg, to relaunch a long-simmering performing career. In April of this year he won a major Nashville-based songwriting contest, and has appeared three times at Seaside, Florida’s 30-A Songwriters’ Festival in the company of Rodney Crowell, Joan Osborne, John Oates, Mary Gauthier, and other top writers, so he’s making some progress. Details at jeeprosenberg.com.

Steve Slavsky HKSEE finally got around to retiring. “At least for a while until I get bored. Splitting time between Virginia and Arizona and everything in between (plus the West Coast). Any other SEF 93 folks out there?”

Meredith Wiley MC/MPA has co-authored (with Robin Karr-Morse) a second book just released: *Scared Sick: The Role of Childhood Trauma In Adult Disease*. It is a groundbreaking book revealing how fear, experienced chronically in early childhood, lies at the root of many common physical diseases as well as emotional and behavioral pathologies. Building on emerging research about the core physical systems governing health, especially the relationship between the brain and the endocrine and immune systems, it identifies routine societal practices that—while unintentional—are traumatic to developing nervous systems and echo throughout our lives. This follows *Ghosts From the Nursery: Tracing the Roots of Violence* (1998).

1994

Michelle Cammarata MPP writes, “I recently adopted a delightful boy from Russia. Dmitry (Dima) is two and a half years old and loves life in his new family and country.”

Bob Durfey MC/MPA writes, “Our little ‘Joe-man’ graduated from the Coast Guard Academy in May (third generation). Daughters Sarah and Carolyn work against human trafficking. I started a PhD program (in organizational leadership) while doing executive coaching in Boston.”

John Hlinko MPP is living in New York City, where he heads Left Action, a network of over 1 million progressive activists. Earlier this year he released his first book, *Share, Retweet, Repeat: Get Your Message Read and Spread*, which was ranked by *Amazon.com* as the #1 “hot new release” in the web marketing category. John is also a frequent on-air

pundit, appearing regularly on Fox News, CNN, and other venues.

Jerry Hoover MC/MPA took a one-year leave of absence from Feather River College and was appointed as the principal deputy program manager for the Afghan Police training throughout Afghanistan. The program was administered by DynCorp International. Prior to this he served as the interim United Nations police commissioner in Sudan and senior police advisor in Iraq for the U.S. Department of State.

Reinhard Junghanns MC/MPA left as head of cooperation at the delegation of the European Union to El Salvador in August 2011. During four years on the job he contributed to establishing sector budget support as preferential aid delivery modality of the EU to El Salvador, to implementing a project on social prevention of youth violence, to launching and strengthening a “structured stakeholder dialogue.” On the occasion of his departure he was awarded the condecoración of the Orden of the Liberator of Slaves José Simeón Cañas. In September 2011, Reinhard was head of cooperation at the delegation of the European Union to Venezuela.

Matthew Keenan MC/MPA is working in media relations for The Hubbell Group, a public relations firm in Hingham, Massachusetts. His work focuses on companies in the financial services, health care, and professional services fields.

Glenn Schmitt MPP has deployed again, this time to Afghanistan, where he is the advisor to the legal staff of the 209th Corps of the Afghan National Army. He is a lieutenant colonel in the U.S. Army Reserve and deployed to Iraq in 2005. Glenn is on leave from his senior staff position at the U.S. Sentencing Commission in Washington, where he directs its 50-person Office of Research and Data.

Diana Yin MPP writes, “Family (husband, two kids aged five and three) and I moved from NYC to Shanghai this past July. Already experiencing the differences in business, political, and economic climate. I was a partner with a management consulting firm, Sagence Group, specializing in business intelligence. I’m now focusing on the fifth rewrite of my novel, which is mostly set in modern-day China. Please visit!”

1995

Nancy Jo Craig MC/MPA is currently the executive director of the Capital Area Corporate Recycling Council, an elec-

tronic recycling nonprofit. The CACRC was featured on the Robert Redford Sundance Channel’s “Big Ideas for a Small Planet—Recycle.” Her organization has won the DEQ Environmental Leadership award for 2009–2012. She sits on the National Technical Advisory Board for a new national certification for the electronic recycling industry—R2. She is on the board of the Companion Animal Alliance, which now runs the local community shelter to become no-kill. She is a founding board member of Louisiana Progress.

David Cunliffe MC/MPA was reelected to Parliament in 2011 but his Labour Party lost. “I ran for Labour leadership and came second! Now rebuilding.”

Tami Kesselman MPA is cochair of the high-profile United Nations “unwired 4 MDG Solutions” Global Campaign, a multi-agency UN initiative bringing social media and mobile technology solutions to Millennium Development Goal (MDG) challenges. Beginning with a global online campaign, soliciting world input to the process, unwired culminated in the March 2012 Leaders’ Summit at the United Nations in NYC. Tami was also a speaker at TEDx UN Plaza in January 2012.

Sam Liccardo MPP was elected in 2006 to represent the downtown district of America’s 10th largest city, San Jose, where he has advocated for affordable housing, mass transit, fiscal and pension reform, and environmental sustainability. He is considering a mayoral run in 2014. He and his fiancée, Jessica Garcia-Kohl, live in downtown San Jose.

Jose Solorio MPP is finishing his sixth year in the California State Assembly. He is married and has two children and lives in Santa Ana, which is located in central Orange County. Jose also started the Solorio Scholars program to help more students from central Orange County apply to good colleges.

1996

Jeffrey Jones HKSEE writes, “Under my name J.A. Jones, I published my first novel, *Heat*, based on the true story of a doctor who went into the South Carolina swamps in the 1960s to treat indigenous blacks for parasitic and nutritional diseases. The doctor had his own devils and angels. And that’s the focus of the book.”

Vince Juaristi MPP published *Back to Bizkaia*, a Basque-American memoir about a surprise trip he took with his elderly father back to Spain to visit their

Basque roots and the land his father fled in 1948 after Franco's rise to power. The book has performed wonderfully well. Vince donates 100 percent of the book proceeds to the Juaristi Scholarship Program, a foundation he established years ago to help kids go to college. "Buy a copy on Amazon or Barnes & Noble. It's a good read and a good cause!"

Frederique Lehoux MPP writes, "After several years in Africa doing humanitarian relief work, I've moved Down Under—Australia and now Fiji! I'm advising Pacific island countries on climate change and natural disaster risk (working for the Secretariat of the Pacific Community). A fascinating region of atolls and larger islands that I enjoy discovering with my academic husband, Christian, and our two children, Yann, eight, and Leo, four."

Stephanie Mickle MPP was recently selected as one of the 40 under 40 Most Influential People of Color on Capitol Hill by Loop21 and Impact.

Guy Swan NSF retired from 35 years of active service in the U.S. Army as lieutenant general and joined the Association of the United States Army in Arlington, Virginia, as vice president for education and executive director for the Institute of Land Warfare.

Atsuhito Tanaka MC/MPA is still working for the Ministry of Internal Affairs and Communication (MIC) of Japan. "I worked on finance and taxation systems at the local government level in MIC. In addition, I worked for Kyoto city government in charge of policy planning and also tackled big projects, such as the 2005 Japan International Expo in Aichi as manager of the finance division. At present, I work in Beijing as the representative of CLAIR, Beijing, in order to promote and tighten friendship between Japanese and Chinese local governments through human exchange programs and a mutual corporation of public policy."

Hughes Turner NSF is the deputy chief of staff at the Department of Veterans Affairs (VA), where he and the VA chief of staff manage the day-to-day operations of the 310,000-employee department. Prior to this position he led the Career Development Group at the National Counterterrorism Center. He was also a charter member of the Office of the Director of National Intelligence during its stand-up. His initial career Senior Executive Service (SES) assignment was at the U.S. Office of Personnel Management, where he oversaw the

program office for the federal SES workforce.

Sandy Wollschlager MC/MPA received a 2011 Minnesota Changemakers Award from Minnesota Women's Press for collaborating with Minnesota Public Television and the American Association of University Women to make a 30-minute documentary, *Women Making Change*.

1997

Rafael Alunan III MC/MPA sends greetings from Manila! "I will be with you in spirit during our reunion next month (May 2012). Time really flies. 1996–97 was an idyllic time spent in Cambridge amongst good fellas. The walks to HKS, the Square, the Yard, or up and down the Charles River from Peabody were priceless. I will join you in a silent prayer for our classmates who have passed on; for those who may not be in good straits today, wherever they may be; and for peace and stability around the globe. Have a great reunion! God bless you all!"

Kurt Creager HKSEE, concluding a four-year appointment as executive director of the ASU Stardust Center for Affordable Homes & the Family in Phoenix, has affiliated with OTAK Inc. as director of housing and community development. OTAK is a transdisciplinary design company committed to building sustainable communities. With seven United States offices and a growing practice in the Middle East and North Africa, OTAK is affiliated with HANMI Global, based in Seoul, South Korea. "Feel free to drop me a line and say hello if you are in the Portland, Oregon area this summer."

Nicolas Ducote MPP was appointed undersecretary for political affairs in the government of the City of Buenos Aires in December 2010.

Yasukazu Fuse MC/MPA has written his eighth book (*hikaruland.co.jp*).

Amy Gray MPA has been working on global sustainable development and anti-poverty initiatives and campaigns. "Based in Washington, DC, traveling and working with social movements in Latin America, Africa, Asia, and Europe seeking higher standards for human rights and environmental impacts in World Bank, IMF, and national development investments and policies. I spend as much time as possible in nature and am trained as a yoga teacher—both keep me sane! Happy path of public service to all my fellows from HKS!"

Leith Greenslade MPA, in January 2012, was honored to join the new MDG Health Alliance, established by the United Nations' Secretary General and Ray Chambers, UN special envoy for malaria, as vice-chair of child health. The alliance is composed of leaders from the private, public, and nonprofit sectors who work together with UN agencies, corporations, nonprofit organizations, and academic institutions to accelerate progress toward Millennium Development Goals 4, 5, and 6. The alliance operates under the umbrella of "Every Woman, Every Child," a global movement to improve the health of women and children.

Peter Hatch MPP writes, "After eight years in government, Democratic politics, and progressive advocacy, the last two as state director for U.S. Senator Kirsten Gillibrand (D-New York), I have helped launch a new social venture. I am COO of BeneStream, a mission-driven company that helps close the gap on the \$100 billion of annually unclaimed public benefits for America's working families. Our low-cost, technology-driven services enable large employers to seamlessly enroll their low-income workforce in food stamps or other benefits, delivering a 15–30% annual increase in income to their eligible employees. It is an exciting change to be working in the social entrepreneur and start-up worlds. My wife, Hilary, and I live in New York City with our daughters Veronica, five, and Beatrix, two."

Francisco Ingouville MC/MPA is a consultant and trainer at Ingouville, Nelson and Associates, the firm he founded in Argentina 10 years ago and which now has offices in Peru and Brazil. Under his direction the firm has trained corporation, NGO, and government managers in win-win negotiation, leadership, and innovation in over 30 countries in several languages. He published *On the Same Side*, a book of negotiation stories, in 2005. He had a third son, Sancho, in 2008.

Lora-Ellen McKinney MC/MPA writes, "1. I wrote and performed a solo play, *Match.Bomb*, chronicling my online dating experiences, described by a reviewer as 'poignant, funny and sadly realistic. McKinney has the uncanny ability to put into words the experiences that most women try to block out or are too flustered to retell.' 2. Did you know that the 'separation of church and state' in American historic documents came from Baptist founding papers? That Kraft Mac & Cheese was a Baptist invention?"

My new book, the historic and humorous *The Unofficial Baptist Handbook*, explores matters related to Scripture, church life, and Baptist identity."

Ron Seckinger MC/MPA just launched *Spymaniac.com*, the ultimate guide to spy movies! Eight years in the making, the site rates more than 500 movies and has articles, quizzes, and a discussion forum. Please check it out and spread the word.

Stefan Wisbauer MPA writes, "Still in London, we welcomed our second daughter, Julia, into the world in February of this year. Her sister, Carmen, is now three-and-a-half years old. Paid work is focused on health care right now (personal & population health management, prevention and chronic condition management—*thepreventionplan.com*), charity work on *cncv.org*, and I am carrying around ideas on conflict management I would like to see come to life. Any contact from classmates on any of the above is welcome, and I hope to read news from many others."

1998 | 15th reunion

Christopher Browne MPA was appointed in May 2011 as deputy commissioner of policy and communications for New York State Homes and Community Renewal, the state's housing agency. "In this position, I am proud to work under Governor Andrew Cuomo, who has been a visionary in the field of affordable housing development."

Daniel Garcia-Diaz MPP was recently appointed acting director in the U.S. Government Accountability Office's Financial Markets & Community Investment team. "I am responsible for a portfolio of work that evaluates the effectiveness of federal housing policy, assistance to financial institutions, and economic development. Still living in Maryland and busy raising a 13-year-old boy and a nine-year-old girl!"

Kyle Kimball MPP was recently named executive vice president and chief financial officer of the New York City Economic Development Corporation.

Maria Figueroa Kupcu MPP received Tufts University's 2012 Boryana Damyanova Award for Corporate Social Responsibility for her work with global corporate and nonprofit clients on environmental sustainability, social-impact initiatives, and stakeholder engagement. The award was presented by the Tufts Institute for Global Leadership and the Advisory Com-

MARTHA STEWART

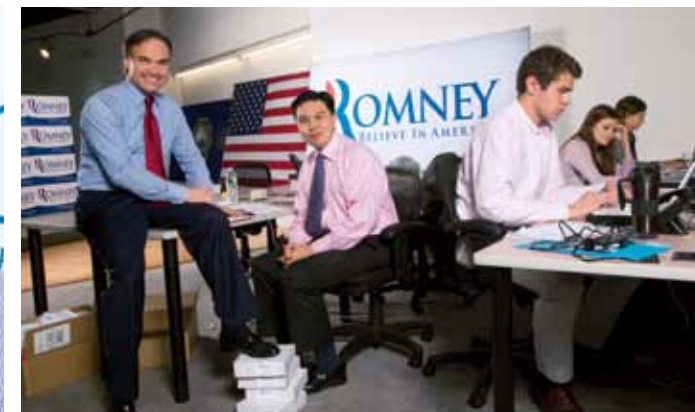
FROM THE FIELD

Kent Lucken MC/MPA 2001

Far East By Midwest



Kent Lucken



Kent Lucken, left, with Romney for President policy director Lanhee Chen, center, at Romney National Campaign Headquarters, in Boston.

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 hometown of Le Mars, Iowa, where he introduced Romney to a "huge turnout" of people during an event before the 2012 caucus.

It helped in Iowa, he says, that longtime friends of his family trusted him when he vouched for his candidate. That sense of trust marks his relationship with Romney, whom he has known since working on behalf of his successful bid for Massachusetts

governor in 2002. At the time, Lucken had recently graduated from the Kennedy School, which he says helped him learn about "the changing nature of American society" from the perspective of someone who had spent most of his career as a U.S. diplomat, beginning when Cold War hostilities still existed. His assignments included stints in Rome, Moscow, Tbilisi, Zagreb, Sarajevo, and Ljubljana; he also served in the Soviet Union as it collapsed, and observed elections in its newly formed independent states.

"I had a view of what strong leaders were about," Lucken says. "When I encountered Governor Romney... I just felt that he was the strongest, most capable person to be president I'd ever met."

He praises in particular Romney's experience in 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 president of the U.S.-Asia Institute, a UN-associated NGO that he has represented on trips to Asia, where he has also traveled on behalf of Citigroup, and he recently joined the Belfer Center's International Council.

Though seemingly disparate, foreign service and finance require similar skills, Lucken says, such as negotiation and advocacy for a large organization. His time abroad has also stoked his interest in working on a political campaign, something he knows from firsthand experience is a precious privilege.

"I was in some tough places," he says. "It shaped my view. I wanted to be a participant in 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."

LR



Share, Retweet, Repeat: Get Your Message Read and Spread

John Hlinko MPP 1994

“Named by *Amazon.com* as the #1 ‘hot new release’ in the web marketing category, *Share, Retweet, Repeat* shows you how to master the art of Facebook, Twitter, and other social media platforms to launch a truly explosive viral campaign, even with a tiny budget or no budget at all. Whether you’re spreading the word about your small business, advocacy campaign, blog, or any other project, Hlinko shows you how to harness the power of viral marketing to compete with even the biggest of the big boys.”

Monitoring Democracy

Judith Kelley MPP 1997

“*Monitoring Democracy* argues that the practice of international election monitoring is broken, but still worth fixing. By analyzing the evolving interaction between domestic and international politics, Kelley refutes prevailing arguments that international efforts cannot curb government behavior and that democratization is entirely a domestic process. Yet, she also shows that democracy promotion efforts are deficient and that outside actors often have no power and sometimes even do harm.”

Heart Disease

Regis de Silva MC/MPA 2004

“Heart disease is the number one killer in the United States and in the West. It consumes the largest share of the health care budget because of the extent of the problem and the cost of diagnostic and treatment options available. Prevention and care both start with knowledge. Written by a past president of

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

Seeing Green

Annabel Hertz MC/MPA 2004

“Described as a ‘timely, energetic and witty’ story of a young woman ‘on a mission to puncture the stasis of Reagan-Bush environmental policy’ (Book Review, *Huffington Post*, April 4, 2012), *Seeing Green* pays homage to the DC scene, international—and office—politics, and idealism. The novel also explores the rocky and rewarding terrain of family 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 NGO world of 1992, *Seeing Green* ‘provides a refreshing contrast to today’s stale 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 Norman DeWolf HKSEE 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 contributes to the lingering racism that permeates society today. Their example offers a healing pathway for others who aspire to a more egalitarian future.”

Raising Wisdom

Kim Feinberg HKSEE 2006

“This book is an opportunity to hear the dreams, visions and wishes of our youth. The question is what are we doing about real problems in the world today? What actions will generations truly appreciate and judge you by? What changes will your actions and choices make? Drawing wisdom from celebrities such as Anthony Hopkins, Russel Simmons, Fran Drescher and Hugh Masekela (to name a few), this book asks us to hear the voices of our youth, and make choices that will positively impact their lives, their world and future. Focused on conversations surrounding the challenges facing our youth, *Raising Wisdom* asks us what we will impress and deliver for our children.”

One Good Day: The Adventures of Rocky and Scout

Robert Martin HKSEE 2006

“In *One Good Day*, Robert Martin shares a heartwarming simple story about friendship and diversity, through a young person’s eyes. Martin grew up never knowing his father, but his happy childhood in suburban Philadelphia inspired him to mentor other young people. As a 28-year police professional and the chief of police for a large suburban police department for the past 14 years, he has the privilege of helping many young people through difficult moments.”

mittee for Endowment Responsibility. Maria is a director at Brunswick Group, a global strategy and communications consultancy, where she helped found the CSR practice. She lives in New York City with her husband and two children.

Juanita Olaya MPA writes, “Our friend and classmate **Thomas Stanger** MPA passed away April 26, 2012, at the age of 42, after a severe illness, near his hometown of Kitzbühel, Austria.

Beyond his impressive CV and his wit, curiosity, and intelligence, he was a good person as only really good people can be. This is his most impressive legacy and a treasure for those of us who knew him, his closest friends, his colleagues, and his family. His daughters, Theresa and Clara, will experience him through our stories. He remains in our hearts forever.”

Jay Olson MC/MPA wrote to say he was getting married May 20 in Manhattan, “which is nice. Since graduation in 1998, I have been continuously employed at the NYC Office of Management and Budget. I am now an assistant director in the Financing Policy Unit there as well as treasurer of a variety of financing entities, including the NYC Transitional Finance Authority and the Hudson Yards Infrastructure Corporation.”

2000

Marge Medd MC/MPA, as a gubernatorially appointed board of trustee member of the University of Maine System, most recently chaired the search committee for a new president at the University of Maine at Farmington.

Peter Redmond MC/MPA is senior advisor for global operations at the Peace Corps in Washington, DC, managing initiatives on volunteer safety and security, support, and partnerships. Redmond is in his 10th year with the Peace Corps, having previously served as deputy associate director for global operations, director of overseas staff training, and country director in Panama. Peter lives in Potomac, Maryland, with his wife, Melissa, and their three tenacious teenagers. “Big shout out to fellow MPA ‘99 grads **David Morehouse** and **Charlie Stringer**—its been too long, my friends.”

Mark Schissler NSF, a major general in the U.S. Air Force, has a new position at headquarters of the U.S. European Command in Stuttgart, Germany. He’s now the director of policy, strategy, partnering, and capabilities.

2000

Clayton Bond MPP writes, “I have written a book, *Djakarta Djournal*, which includes impressions of Indonesia and reflections on identity and other topics I’ve been thinking about during my adventurous year of sabbatical. Sale proceeds benefit Yayasan Suwitno, a charity that provides free HIV testing and care to low-income Indonesians.”

Richard “Buzz” David HKSEE is the president and CEO of the Amarillo Economic Development Corporation. Buzz joined the Amarillo EDC in 2004 and leads the organization in its mission to promote business expansion in the greater Amarillo area that builds a stronger, more diversified economy. He served previously as the director of economic development for Pinellas County (Florida) Economic Development. Buzz and his wife, Amy, live in Amarillo, Texas, and enjoy the Southwest lifestyle.

Henry Gonzalez MPA writes, “Gloriana and I are really happy to have Ignacio in our lives. He is now seven months and we feel blessed by how much joy he brings to our family. We keep enjoying our life in Paris, where I am engaged in academia and research around microfinance and impact investing. Hope to see many of you here!”

Karen Kalish MC/MPA (“loved HKS so much I stayed a second year, full load, non-degree”) has transitioned out of the nonprofit she started, Cultural Leadership (a yearlong program that teaches curious, courageous teens to be social justice activists — “troublemakers of the best kind”), and started another nonprofit in St. Louis — HOME WORKS! The Teacher Home Visit Program, which trains and pays teachers in underperforming schools to make home visits to get parents involved in their children’s education. Academic achievement, attendance, and parental engagement are up, and discipline issues are down. “It’s working!”

Robert La Mont MPA/ID is working in public policy as an attorney for the Hawaii House of Representatives Judiciary Committee. “I am looking at the possibility of working in Sri Lanka or elsewhere overseas in the coming year.”

Kevin O’Keefe NSF retired from the U.S. Marine Corps in 2004 after 26 years of service. He is currently a career member of the Senior Executive Service serving as director of the Office of Plans, Policy & Analysis, Bureau of Political-Military Affairs, U.S. Department of State.

Suzanne Smith MC/MPA plays in the Florence Community Band.

2001

Nathaniel Beers MPA was appointed the chief of the Office of Special Education of DC Public Schools in July 2011. He continues to see patients at Children’s National Medical Center.

Alzhan Braliev MPA writes, “At the moment I am working as an expert in the EU project ‘Civil Service Reform and Modernization of the Government of Kazakhstan’ and consulting the Agency on Civil Service Affairs and the Academy of Public Administration. Pursuing the idea of bringing the best international experience and practice to Kazakhstan in order to improve the quality of these institutions. Currently married with three kids — two sons and a daughter.”

Bill Chipman MC/MPA has written and published his first novel, *Sucker’s Dance*, and anticipates finishing his second, *Last Seen in the Caribbean*, in the spring of 2012. Both are available for e-readers through all standard formats, and in independent bookstores near Boston, Cambridge, Cape Cod, and the Islands. More information is available on his website, *billchipman.com*.

Adrian Hills MC/MPA, after 18 months as the UN’s chief of staff for its peacekeeping mission in Haiti (MINUSTAH), returned to New York in February 2012 to take up a special assignment on financing of troops and police deployed to the 15 UN missions around the world. He continues to maintain a base in Brooklyn and returns Down Under to visit family every year.

John Judge MC/MPA is the newly named president and CEO of the Appalachian Mountain Club in Boston, Massachusetts, overseeing management of the oldest outdoor recreation and conservation organization in the United States. His focus is broadening the constituency, helping more kids and families get outdoors, and expanding conservation leadership. Previously, John served as chief development officer for the City of Springfield, Massachusetts; founded and led Judge Co. LLC; and transformed a financially troubled chapter of Habitat for Humanity. He also cofounded the New Frontier Society of the John F. Kennedy Library Foundation. (See story page 8.)

Sandra Robinson HKSEE was recently named chief operating officer of the District of Columbia Department of Health, where she is responsible for day-to-day management of 735 employ-

ees and an operational budget of \$259 million.

Margaret Stock MPA published a book called *Immigration Law and the Military* with the American Immigration Lawyers Association (AILA) publications organization.

2002

Hyung (Daniel) Du Choi MC/MPA was appointed deputy minister/spokesman to the Prime Minister’s Office in Korea. “I left the newspaper where I worked for 20-plus years, including assignments as Washington bureau chief and chief political correspondent. This move was motivated by my wonderful education at HKS and your friendship.”

Peter Emerson MC/MPA continues to do international consulting while wearing several hats at Harvard. He is also on the National Finance Committee for the Obama Campaign, as he was in 2008. Peter still serves as a director of the Southern African Enterprise Development Fund, which allows him to spend time in southern Africa. He married Kari Catalano in May 2011. He has a stepdaughter and divides his time between New York City and East Hampton, New York.

Lan Liu MPA/ID has focused on writing about and teaching leadership in the past years. “I have written a few books in Chinese about management and leadership. In 2010, I published an English book, *Conversations on Leadership* (Wiley). The last two times I got back to Harvard were in 2010 and 2011, both to attend HBS’s annual leadership conference, when I also stopped by HKS.”

Yutian Meng MPA/ID writes, “I miss you all!”

Oscar Schiappa-Pietra MC/MPA, after completing a more than three-year assignment with UNDP in Papua New Guinea, returned to Peru to assist in the transition to a newly elected national government. He is now the CEO of AgroAndino SRL, a company specializing in the production and export of indigenous fruits such as goldberry under organic and fair trade certifications, and heads a program for training emerging Latin American political leaders.

James Seward MPP writes, “I wish I could have been at the 10-year reunion, but I have to be in Myanmar (Burma). I am covering East Asia at the World Bank as a lead financial sector specialist, and I have been at the bank since graduation. How time flies! Kerin and I now have two little daughters,

Mae, five, and Ellsie, three, and we're still living in Arlington, Virginia. So drop me a line if you're in DC, and I'll hope to catch up soon."

2003 | 10th reunion

Catherine Barber MPA/ID enjoyed running the British Embassy in Sofia, Bulgaria, for the past year. "Now back in my normal job as deputy head of mission. Great opportunity to explore the Balkans and welcome friends to sunny climes."

Maria Cristina Caballero MC/MPA writes, "I wanted to let you know that the Committee to Protect Journalists, based in New York, recently created a Wikipedia page about my journalistic career."

Gayle Gao MC/MPA and Hermann moved to Shanghai in the autumn of 2010. "Now I am working for Beiersdorf AG (the brand owner of Nivea, Eucerin, and La Prairie) to cover Asia and Australia. Hermann is working for Global Financial Technology to manage its day-to-day business. If by any chance you come to Shanghai, please do let us know! We have no kids yet, so we are more flexible to hang out with you."

Ken Kelash MC/MPA writes, "Serving in the Minnesota State Senate for the past four years has been an amazing experience. I'd recommend elected office as a career option to anyone interested in public policy issues. Redistricting was not kind to me this year, so I will be looking for the next great public service opportunity when I finish this legislative session. I'm looking forward to seeing my classmates at next year's reunion."

Claudiu Lucaci HKSEE is a former press secretary for the Romanian government, a former consul general in Los Angeles, currently an anchorman and executive producer at Romanian Public Television, a PhD in sociology, and author of the book *Shaping the Wellbeing*. He is also an associate lecturer at the University of Bucharest and the National School for Political Science and Administration.

Maria Rosa Montes MC/MPA has published her first novel, *Vendaval*, historical fiction set in the early 1980s in Bolivia, when political and social conflict polarized families and society and the country's fragile democracy struggled to survive. A shocking discovery by the protagonist leads her to a personal search intertwined with the

ongoing sociopolitical struggle and conflict.

Jose Luis Sagripanti HKSEE was asked by the Ministry of Health of Peru to evaluate biosecurity in operations with the most dangerous viruses and bacteria isolated from samples coming from the Amazon jungle, the deserts, and the humid mountain valleys of Peru. Among additional technical issues, Jose Luis is advising the promotion of a national policy in biosecurity that should keep thousands of highly infectious samples (currently unsecured and unaccounted for) at the geographical point of origin without transiting to Lima and from there potentially to Miami and the rest of the world.

Thomas Seamands HKSEE was recently selected for promotion to major general and is serving as the G1 (director of human resources) for forces command at Fort Bragg, North Carolina.

Calvin Stevens HKSEE has written a self-help motivational learning book, *Four Steps in Developing Your Attitude, Commitment and Enthusiasm*.

2004

Ernest Antoine HKSEE is working on a coaching for leadership development program for current and emerging leaders in the Pacific. "Participants are members of disabled people's organizations who have disabilities themselves. Twenty-four participants from seven countries took part in a two-week workshop. I now conduct Skype-based coaching clinics for four participants, two who are deaf and two who are blind and one who is a psychiatric survivor!"

Ken Biberaj MPP, after seven years in business—helping to revitalize the Russian Tea Room—has decided to run for City Council on the Upper West Side of Manhattan. "We have had a great response so far and plan on focusing on supporting small businesses, improving education, and building a more livable community for the future. I encourage fellow alumni to sign up for updates about our campaign on ken2013.com."

Philipp Bleek MPP is an assistant professor at the Monterey Institute of International Studies, teaching and researching gloomy nuclear, biological, and chemical weapons-related policy issues in lovely Monterey, California. He's taking a faculty leave for the 2012–2013 academic year to serve as senior advisor to the Assistant Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs, and is

looking forward to being back in the mix in DC and reconnecting with East Coast classmates.

Brendan Boyle MPP 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. As chairman, he is responsible for overseeing all Democratic campaigns for the state House in 2012.

Melissa Brandt MPA and **Steffen Brandt** MPA 2005, along with big sister Sophie, are proud to announce the birth of their second daughter, Emilie Charlotte, 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 implementation of cap-and-trade under California's landmark greenhouse gas law, AB 32, and Steffen works as a senior financial analyst at Google.

Mary Casey HKSEE is setting up an Amelia Earhart Ballyarnett Friendship Society in Derry-Londonderry, Northern Ireland, where Amelia Earhart landed in 1932 after flying solo across the Atlantic! Mary is inviting Harvard alumni to join the society and invites anyone interested to contact her.

Regis DeSilva MC/MPA, after leaving Partners Harvard Medical International in 2011, returned to work on international programs at his former hospital, Beth Israel Deaconess Medical Center. "I also became executive chairman of Global Medical Knowledge, Inc., an NGO that is dedicated to improving global health by providing technology-based medical education and faculty development free or at affordable cost to developing countries. My book *Heart Disease* will be published this summer as part of a series for laypeople put out by Harvard Medical School."

Alison Byrne Fields MPP writes, "After seven years of watching corporate America get it wrong, I struck out on my own and started my own company. Aggregate is a creative strategy group that works with progressive nonprofit organizations and philanthropic foundations to bring people and resources together to create social and policy change. We're based in Seattle (which—forget Disney—is the happiest place on Earth) and thriving. This means, of course, that we always need smart, passionate people to join the team. Drop me a line if you get the chance."

Annel Hertz MC/MPA has published her first novel, *Seeing Green*, a thoughtful romp in the Washington-NGO-political world of 1992.

Laila Kuznezov MPA/ID, after spending 2005–2009 working on economic development projects in Iraq, took time off to move home to New York City, have a baby boy, switch careers (he joined the consulting firm Monitor Group in its economic development group), and get married. "I'm now in Dubai—come visit!"

Brian Patterson HKSEE writes, "Greetings of a good heart and the power of a good mind; I remain grateful to all, as you have enriched my life, and I think of our time together often. From my HKS experience I have been elected to serve as president of the United South & Eastern Tribes, a group of 26 federally recognized tribal nations—now in my third term. I also moved to Spokane, Washington, and have taken on an additional role as a national senior strategist for Blue Stone Strategy Group. In Peace & Friendship."

Nicholas Retson HKSEE has taken a position as senior counsel for the Defense Acquisition Regulation System Office. "Our organization is responsible for writing and publishing all of the acquisition rules and regulations for Department of Defense contracting."

Isabel Millan Valdes MPA has been living in Viña del Mar, on the coast of Chile, since 2007. During this period, she has been leading the Congressional Advisory Service at the Library of Chilean National Congress. Always willing to learn from public policy challenges and successes in other countries, as well as advances in program evaluation methods, she invites you all to exchange leading and research experiences in these areas.

2005

Tony Akaki HKSEE wrote a book supporting the Save Mabira Crusade, a nascent movement of environmentalists in Uganda that opposes the proposed plan by Ugandan President Yoweri Museveni to give nearly one-quarter of the Mabira Forest to the Sugar Corporation of Uganda to grow sugarcane. The book, titled *Mabira Forest Giveaway: A Path to Degenerative Development*, provides a powerful argument for saving the environment and fighting to preserve Uganda's forests and natural resources.

David Buchwald MPP (class of 2005, who waited until 2007 to graduate so that he could get a JD), having become a tax lawyer for both businesses and not-for-profits and a city councilman in White Plains, New York, is now running for the New York State Assembly. A Democrat, he is running against an incumbent Republican, but nonetheless hopes that he can do the Class of 2005 proud.

Eric Ciliberti MC/MPA recently joined PricewaterhouseCooper's Washington federal practice as a senior associate.

Lisa Hoffstein HKSEE is the founder and president of The Katie at the Bat Team—a nonprofit helping kids hit home runs in life. "We work with inner-city children throughout Philadelphia offering athletic instruction and play, character development, leadership training, academic support, and nutrition and fitness in our year-round comprehensive programs. I am also the author of self-published *Katie at the Bat*, a self-esteem offshoot of "Casey at the Bat," and would like to find an established publisher. I am a proud longstanding board member of the Freire Charter School."

Dan Kildee HKSEE is the Democratic candidate for the U.S. Congress in the 5th District of Michigan, and is unopposed in the primary. The 5th District is a traditionally Democratic seat, now held by his uncle, retiring Congressman Dale Kildee. Dan is currently the president and CEO of the Center for Community Progress, a national nonprofit public policy center devoted to the revitalization of vacant and abandoned properties in America's cities and towns. He previously served as a county commissioner and county treasurer in Genesee County, where his hometown of Flint is located.

Terry Mutchler HKSEE, a former AP journalist turned lawyer, is the executive director of Pennsylvania's Office of Open Records. She recently signed with the Marsal Lyon Literary Agency to represent her upcoming memoir, *For the Record: A Journalist, a Senator and a Closet*.

Farooq Niaz HKSEE attended the 2005 winter session of ELDP. "The batch consisted of 26 officers of the government of Pakistan. The case studies were quite educative and useful. We enjoyed the stay at HKS."

Snimer Sahni HKSEE, after working more than 35 years, is now retired from full-time employment, but busy catching up with other things in life.

Jim Sideras HKSEE was selected as fire chief of Sioux Falls Fire Rescue. SFFR is one of fewer than 150 internationally accredited fire departments. He has written more than 25 articles on the fire service and EMS. Last year, he presented to the Chinese National Earthquake Response System in Beijing to help develop their critical infrastructures to respond to mass casualty incidents. He also traveled to Paramaribo, Suriname, where he advised government officials on emergency all hazards response planning. He has spoken at several world conferences, most recently the Counter Terror Conference in London, England.

2006

Amy Bean MPP was recently named executive director of the Foundation for the Education of Young Women. Through public-private partnerships, FEYW starts and supports all-girl public schools across the state of Texas. These schools provide a college-preparatory experience to urban, economically disadvantaged young women. FEYW now serves more than 2,000 students, grades 6–12, in Dallas, Austin, San Antonio, Lubbock, Ft. Worth, and Houston. Amy lives in Dallas with her husband and three boys (Max, four, Riggs, four, and Henry, seven months).

Cuong Nguyen Canh LKY FELLOW writes, "Hi friends, five-plus years passed by but I still love the time I spent at HKS. It was wonderful and helpful to me. I was promoted to trade counselor of the Vietnam Embassy to France in August 2011. Warm regards to all."

Nishan Degnarain MPA/ID has taken a 12-month sabbatical from McKinsey to return to Mauritius. He has been working as the senior economic advisor to the minister of finance (and vice-prime minister) on a long-term economic growth program to move Mauritius from a middle-income to a high-income country, and developing an Africa strategy. He was recently appointed to the Monetary Policy Committee, which advises the independent Central Bank on the interest rate. "Looking forward to warmly welcoming KSG alum to our island!"

Kim Feinberg HKSEE writes, "*Raising Wisdom* is the third of my published books created to raise awareness around the needs of our youth around the world. It is a conversation between South African and American celebrities and youth on different subjects—a beautiful coffee table book with foreword by Sir Anthony Hopkins with

writings by Russell Simmons, Magic Johnson, Frances Fisher, and many others. Proceeds go to support education for orphan and vulnerable children/youth in South Africa. To order please email me or visit tomorrow.org.za."

Lisa George MPP was appointed global head of the Macquarie Group Foundation, Australia's largest corporate philanthropic entity in December 2011. In this role, she will be responsible for the strategic and operational activities of the foundation globally. Since its inception in 1985, the foundation has donated more than \$160 million to charities around the world. Together with Macquarie staff in the 2011 financial year alone, the foundation contributed \$27.8 million to more than 1,300 not-for-profit organizations. Macquarie Group is a global provider of banking, financial, advisory, investment, and funds management services with more than 70 offices in 28 countries.

Dimitry Leger MC/MPA joined the advertising agency Young & Rubicam's Geneva office in January as a branding and digital marketing specialist. "Previously, I worked as a communication strategist at UNDP in Haiti and in Geneva. Prior to that I was a Global Leadership Fellow of the World Economic Forum and a staff writer at *Fortune* magazine, *The Miami Herald*, *The Source* magazine, the hip-hop bible, and a writer at MTV News."

Robert Martin HKSEE has written a children's book titled *One Good Day: The Adventures of Rocky and Scout*. "The book is about diversity, friendship, and learning that being with your friends always makes a good day."

Mitch Metzner HKSEE has completed a doctoral program in human services at Capella University and has recently accepted a position as executive director of youth services with Operation Kindness Los Angeles.

Lois Merriweather Moore HKSEE was elected vice-president of the Bill & Melinda Gates Foundation, Gates Millennium Scholars Alumni Association. The Gates Millennium Scholars Program came out of a \$1 billion educational grant from the Bill and Melinda Gates Foundation. The intent of the grant was to fund historically underrepresented scholars to serve as leaders for America's future. There are currently 9,500 alumni members.

Clare Sanford MPP writes, "October brought second son Nathaniel Kirby Sanford, who while in utero had been

carted around a 107-degree DC as Mom visited old KSG pals. In January I began a position as early childhood education enrollment and nutrition manager at the YWCA of Minneapolis, a nonprofit operating three childcare centers serving more than 300 children, 70 percent of whom live in low-income families. I'm thrilled to have the opportunity for leadership and combining many interests: access to high-quality early childhood education, diverse families, public policy, and singing dorky introductions (a tradition begun at KSG, Fall 2004)."

Robert Vanourek HKSEE writes, "*Triple Crown Leadership: Building Excellent, Ethical, and Enduring Organizations* was published by McGraw-Hill in July. See triplecrownleadership.com. Interviews with 60-plus organizations in 11 countries. Great read."

2007

Prosy Abarquez-Delacruz HKSEE writes, "Hi all, writing for *Asian Journal*, have a weekly column, Rhizomes (like orchids, they adhere to bark, soil, any earth matter, and grow new shoots like world-class citizens who migrate to different countries and make a difference). Check out my column by Googling 'Prosy Delacruz' and '*Asian Journal*' and keep up with my travels, columns on leadership, art, spirituality, reproductive health, life, soul connections, and just loving every day that is given as a gift and privilege to be here in my adopted country that I so love, the United States."

Stela Bokun MPP writes, "I am about to take on the most important job in my life, that of being a parent." Stela was expecting a little boy, Derin Aarsal, on May 10.

Collie Burnett HKSEE has completed his 12th year as president and CEO of Atlanta Interfaith Broadcasters. "We came out of the economic downturn stronger than ever, thanks to my HKSEE in nonprofit management. Thank you, Harvard."

Paz Guzman Caso de los Cobos MPA is working for the Belgian Aid Agency, negotiating budget support for health and education policies in poor African countries. In 2012 Paz will join the European Commission to work in the Economic and Financial Department. Since graduation the family has expanded considerably, Victor, three, Itziar, two, and soon to come a new baby! "My husband, Jean, is doing great as an entrepreneur leading *woorank.com*. We both miss Cambridge."

Arnon de Mello MPA just launched *Sequaz.com*, a social media analytics tool. The application helps people better understand their followers. “Find out who are your most active followers. Get to know your influencers and engage with them.”

Colleen Gross Ebinger MPP and her husband, Fritz, welcomed their new daughter, Cora Rose, into the family on December 30. Big brother Ben (2.5) is overjoyed. They live in Minneapolis.

Emmanuel Ezekwere HKSEE writes, “I and my wife, Ifeoma, are pleased to share the joy of the arrival of our baby girl on January 3, 2012. She’s quite popular with her siblings Tochukwu, 10, Aadaeze, 10, and Ifeoma Jr. 5. She’s a delight and we all love her. Best regards.”

John Felix MC/MPA designed and taught a new undergraduate class at Northeastern University titled *The Art of Environmental Protection*. “Found myself frequently referring to notes I took while taking classes taught by Malcolm Sparrow and Ron Heifetz. Those classes turned out to be invaluable in framing class objectives and outlines.”

Heather Franzese MPP is director of Good World Solutions, a nonprofit tech start-up that uses technology to increase transparency in supply chains and catalyze economic empowerment. The organization’s *Fair Wage Guide* has increased target workers’ earnings by 20 percent. Labor Link, its newest tool, deploys mobile phone surveys to farmers and workers in global supply chains.

Jun Goshima MC/MPA has been practicing child psychiatry in Okayama, Japan, for four years. “This March, I completed the yearlong mission to support mental health care in Minamis-anriku-cho, Miyagi, which started right after the quake and tsunami last year. Through the experience, I’ve found community mental health care is a field that a combination of my specialties (psychiatry and MC/MPA) can truly help. Now a bit relaxed, thinking about going back to humanitarian assistance overseas again.”

Ellen Kennedy MC/MPA writes, “Though KSG seemed more than enough mid-career education, I decided to pursue my doctorate at Northeastern. I have completed the course work and find myself immersed in research for my doctorate. I intend to defend in 2012. I am currently the interim president at Berkshire Community College — so life

is challenging but very interesting and rewarding. I miss the lifestyle of a full-time student, but that makes the experience we had all the more meaningful. I also wish it was possible to see KSG classmates (friends!) much more frequently.”

Siri Trang Khalsa MC/MPA has happily settled in the south of France after more than two years in Afghanistan. She is now working in Monaco as director of global affairs for Peace and Sport, *peace-sport.org*. Peace and Sport was founded in 2007 under the patronage of H.S.H. Prince Albert II of Monaco for the purpose of putting sport at the service of peace.

Richard Mutule Kilonzo HKSEE, chief executive of Export Processing Zones Authority Kenya, is responsible for 42 zones in Kenya that employ more than 40,000 people and process \$0.5 billion in exports. He has been the lead advisor of the \$25 billion multi-modal LAPSET Corridor Development Project. As the national coordinator of the Sub-Saharan Africa Transport Policy Program, World Bank, he has contributed to the formulation of transport sector and trade facilitation policies in 35 member countries. He is a director of the Kenya Investment Authority & Export Promotion Council.

Curt Paddock HKSEE is the director of the Will County, Illinois, Land Use Department. The department is the recipient of the American Society for Public Administration’s 2012 Public Integrity Award. The award is given to the public sector organization judged to have made the greatest contribution to ethical performance in the public service.

Daniels Pavluts MC/MPA writes, “The year at KSG has proved to be a life-changing experience indeed — both personally and professionally. Our family has been blessed with two wonderful sons in the meantime — one four and eight months old. We are doing well. Professional life has been exciting too — my endeavors with strategy/policy consultancy and business advocacy have landed me in the role of Minister of Economy of Latvia as of October 2011. Everything we did at Harvard makes sense, and I’m looking forward to catching up with the KSG friends!”

Laurine Platzky HKSEE writes, “After coordinating the 2010 FIFA World Cup for the Western Cape, life is slightly less pressured, allowing time to support Brazil in its preparation for the 2014 FWC. What a privilege and what an excit-

ing world to work — Brazil and my wonderful country of birth, South Africa.”

Mario Ramirez MPP recently moved to Washington, DC, after accepting a commission as a captain in the U.S. Air Force, where he is serving as an emergency medicine physician at Andrews Air Force Base. Before going on active duty, he completed his residency training and EMS fellowship in Nashville, Tennessee, where he served as a medical consultant to the Nashville Police Academy and special operations units after graduation. His wife, Andrea, is a physician at NIH, and they were expecting their first son in July.

2008 | 5th reunion

Morra Aarons-Mele MC/MPA writes, “My husband, Nicco, and I are settled in Lexington and have two little boys. My company, Women Online (*wearewomenonline.com*), is proud to announce the launch of our new database of social-good-minded social media influencers, *themissionlist.com*.

Karim Bardeesy MPP has traded the typewriter for the briefing book and now serves as director of policy for Ontario Premier Dalton McGuinty. He and Rachel Pulfer welcomed Jasmine into the world on March 30, 2012.

Benjamin Branham MPP returned to the administration of Mayor Michael Bloomberg in March as executive vice president of external affairs at the New York City Economic Development Corporation. He previously served as vice president in the New York public affairs practice of Edelman.

Todd Desgrosseilliers HKSEE, recently promoted to colonel in the U.S. Marine Corps, assumed command of The Basic School in Quantico, Virginia, in June.

Stergos Epsimos HKSEE is an attorney at law in Kos, Dodecanese, Greece. At the time of his studies at HKS, he was also an elected member of the Regional Council of the Dodecanese islands. On November 2010 he was reelected, this time as a member of the Regional Council of the South Aegean for the period 2011–2014. Since his HKS studies, he has also trained in leadership studies at CEIBS (China, 2009) and DSG (UAE in conjunction with HKS, 2010) and in negotiations at SKOLKOVO (Russia, 2011).

Thomas Eyambe HKSEE writes, “Hi all, hope you are all doing fine. Nothing new has happened since 2008 except that

we had a new prime minister who still maintained me in my position. Have a great day.”

Alex Gallo MPP recently stepped down as deputy director of the Combating Terrorism Center at West Point and joined the Armed Services Committee in the U.S. House of Representatives as a professional staff member. Alex is responsible for CENTCOM and AFRICOM policy issues for the full committee.

Gonzalo Gutierrez HKSEE has been appointed as ambassador of Peru to the People’s Republic of China. He has been in Beijing since November 2011.

Donna Hockey MPP and Tammer Zein-El-Abedein were expecting a baby boy, their second child, on June 27, 2012.

Emilyzen Ignacio MPP and **Roy Cervantes** MPP attended UCLA together and crossed several paths in the public policy field, including the Public Policy and International Affairs Summer Institute at UC Berkeley. The two graduated with a MPP from HKS in 2008 and finally tied the knot on April 21. Emilyzen and Roy continue to practice public sector performance auditing/management consulting in California.

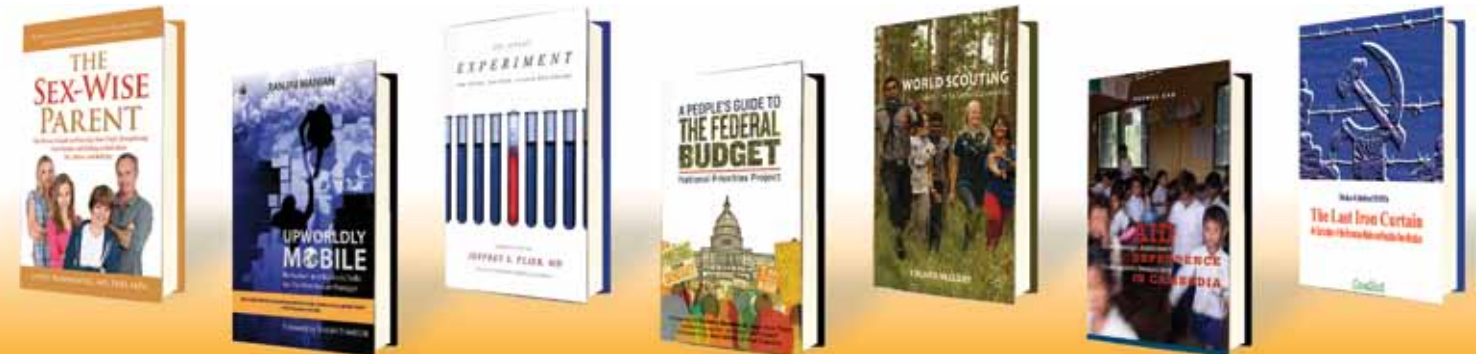
Tatiana Isachenko HKSEE has written a book, prepared and defended her habilitation thesis, and was awarded a full doctorate degree and full professor’s title. “All these were achieved also thanks to my participation in the HKS practice of trade policy course.”

J.R. Johnson HKSEE recently joined the staff of U.S. European Command headquarters in Stuttgart, Germany. He has started up a new program for the Office of the Director of National Intelligence that will coordinate assets across NATO and the Allies for future operations across Europe and Africa.

Omar Khan MPA is presently based in Islamabad, Pakistan, and working for the Department for International Development, Government of United Kingdom, as a governance advisor. He loves roaming around in mountains and is trying to read as much as possible. He loves to meet any HKS alums passing through Islamabad. Omar is married and has two sons, Asad and Saad.

Cleopatra Kitti HKSEE writes, “Greetings from Cyprus and the Eastern Mediterranean, where perspectives are transformed through new natural resource paradigm, transition of power in economics, politics, and society from the Arab spring to the European financial crisis. Enjoy Pittsburgh! I am sorry to miss it. See you in Europe for next time.”

ALUMNI PUBLICATIONS



The Sex-Wise Parent: The Parent’s Guide to Protecting Your Child and Strengthening Your Family

Janet Rosenzweig MC/MPA 2008

“High-profile cases of child sex abuse have been dominating headlines, and the premise of *The Sex-Wise 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 about the human body with their family’s values about sexuality.”

Upworldly Mobile

Ranjini Manian HKSEE 2009

“With real-life examples from world leaders that inspire emulation, *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 Archambault MPP 2010, Tom Miller, Jim Capretta, Amy Lischko, Jennifer Powell

“Published in the midst of the Supreme Court battle over President Obama’s health care law, this new book proposes that the states take the lead in health care reform, as Massachusetts did in 2006, and that Washington facilitate the transition, rather than try to dictate every move. According to the book, the Massachusetts reform plan — which has won both praise and criticism for Republican presidential frontrunner Mitt Romney (who was governor when the law was passed) — is not the answer for other states.”

A People’s Guide to the Federal Budget

Mattea Kramer MPP 2011

“From history of the budget process to detail about the ongoing conflict in Washington, from charts explaining where every federal dollar goes to simple explanations of budget terminology, *A People’s Guide to the Federal Budget* — a new book from National Priorities Project — covers it all in a way everyone can understand. Released to coincide with the heated 2013 federal budget debate and the 2012 presidential election, *A People’s Guide to the Federal Budget* includes an extensive glossary, political cartoons, and up-to-the-minute numbers and explanation of President Obama’s 2013 budget request. The guide is for every American who wants to participate in a process that affects all of us. It serves as a foundation for voters, and is perfect for use by educators and students alike.”

World Scouting: Educating for Global Citizenship

Eduard Vallory HKSEE 2011

“Many works have been written on scouting worldwide, but most of them were centered in a particular country or moment of history. This book, based on the first existing academic research on world scouting, explains in a very comprehensible way the main characteristics of world (boy and girl) scouting, the largest youth movement on the planet, existing in more than 165 countries of the five continents with more than 30 million young people worldwide. Using new data and storytelling, the work covers the main elements that distinguish the scout movement over the world, and explains its origin, evolution, operating system, and the soundness of its values.”

Aid Dependence in Cambodia: How Foreign Assistance Undermines Democracy

Sophal Ear HKSEE 2012

“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 finds the more aid dependent a country, the more distorted its incentives to develop sustainably.”

The Last Iron Curtain: An Exploration of the Romanian-Moldovan Possible Reunification

Stoica Cristinel Popa MPP 2013

“Although the fall of the Soviet Union and the end of communism had been predicted many decades before it happened, few non-Germans thought that Germany would ever reunify. ... Nowadays the reunification of Germany is seen as something settled, that should have and would have taken place sooner or later. Few however know that Romania was split in a similar way to Germany during the Second World War and that unlike Germany, it failed to reunify at the end of the Cold War.”

Southern Hospitality



In January 2011, Dan Murrey MPP 1992 had just lost his bid for reelection to the Mecklenburg County 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 sanguine about his loss, and was even looking forward to resuming his role as a citizen activist. “Nobody likes to lose, but there are plenty of ways to contribute without being in elected 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.”

Or in such a high-profile way. Besides being tasked with raising \$37 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 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 a really important moment for our city and our region,” says Murrey. “I took a leap of faith because it was critical that Charlotte get it right.”

Civic engagement goes back a long way for the man who entered Harvard Medical School in 1987 with an undergraduate degree in religion from Davidson College in North Carolina. During his third year, he enrolled at Harvard Kennedy School to get a better understanding of how social and bureaucratic issues impact health care. His joint medical degree and master in public policy in 1992 shaped his entire approach to health care.

“I understand the importance of the context in which people live,” he says. “Attending to the health of our community is as important as attending to the health of individuals. That’s what it means to be focused on bigger-picture systemic issues.”

Murrey took on an early leadership role in his practice and eventually became CEO of the 900-employee business. His passion for community health care and education pushed him into politics. In 2008, the Democratic wave that turned North Carolina blue for the first time in 32 years swept him into a seat on the County Board of Commissioners, which oversees education and health care funding,



Dan Murrey, left, unveils the “Power by the American People” stock car at the NASCAR Hall of Fame, far left; helps launch a community garden with volunteers from the Charlotte Community Health Clinic, center; and partners with a community group to refurbish the Amay James Recreation Center, right.

Dan Murrey

as well as other social services. Two years later, the Republican wave swept him out.

It was Murrey’s almost Zen-like ability to organize and problem-solve without self-aggrandizement that earned him the confidence of his medical partners, 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 unprepared for some aspects of the job. “I was used to running a mature business, not showing up on Day 1 as the only employee,” he says. “Building a start-up into a thriving, productive entity with a 16-month life span has been a unique challenge.”

Serving as executive director for Charlotte in 2012 has reignited Murrey’s passion for politics, although he won’t allow himself to consider running for office again. At least not until after President Obama is officially renominated. MN

Robert Maw HKSEE was appointed municipal judge for Los Ranchos de Albuquerque, New Mexico.

Matt Nohn MPP writes, “Greetings to everyone: My wife, Sabrina, and I got married, and Ida, our wonderful daughter, was born. I am a university professor for urban management and international cooperation at *mundus-urbano.eu* and freelance, mainly for the Gates Foundation. Cheers!”

Stephen Ozoigbo HKSEE is currently a trade and investment consultant with the trade office of the Government of Catalonia (ACC10) in Silicon Valley, California. “In this capacity, I am responsible for a diverse array of international project management and advisory services that are geared toward increasing bilateral trade relations between Catalonia and the United States. These relations are centered on investment, innovation, and internationalization.”

Yasmin Padamsee MC/MPA works for the Livelihoods and Food Security Trust (LIFT) Fund managed by UNOPS. LIFT is addressing the underlying problems of poverty in nearly all of Myanmar’s most food-insecure regions. Working with partners, LIFT aims to be a collective and influential voice promoting program coherence, innovation, and learning. “Within LIFT, I manage the \$10 million-a-year Learning and Innovation Fund that provides a platform for enhanced policy engagement on agriculture, food security, and rural development. Australia, Denmark, the European Union, the Netherlands, New Zealand, Sweden, Switzerland, and the United Kingdom set up LIFT with an initial amount of \$100 million.”

Taufiq Rahim MPP is one year into running Project Encounter, a UAE-based nonprofit initiative to promote constructive engagement within and between communities. “Check us out!”

Rendani Randela HKSEE is currently working for the national treasury in South Africa.

Jose Romo MPP, as head of the Unit of Planning of the Mexican Institute of Social Security, recently published the book *The Mexican Institute of Social Security: Evolution, Challenges and Perspectives*, to contribute to developing strategies that respond to the shared challenges experienced by the social security systems of the world. The book describes the way Mexico is working to build social security for the 21st century, based on the implementation of successful strategies to secure the financial viability of social security.

Janet Rosenzweig MC/MPA authored *The Sex-Wise Parent: The Parent’s Guide to Protecting Your Child and Strengthening Your Family* (Skyhorse, 2012). Janet, who spent decades working in public and nonprofit child welfare before completing the MC/MPA program, was inspired by Barbara Kellerman’s Leadership Literacy class to write this book to help parents do what public systems cannot—ensure the sexual health and safety of children. Janet is a research associate for Prevent Child Abuse America and a lecturer at the University of Pennsylvania, Fels Institute of Government. She welcomes contact from alumni interested in child sexual abuse prevention programs for their community.

Katerina Savvaidou HKSEE writes, “Since my graduation I have endeavored to expand my experiences and competencies. Since 2008, I have been elevated to the position of lecturer at the Faculty of Law of Aristotelion University. Since January 2010 I have been with the PwC Greece Tax and Legal Line of Service, holding the position of senior tax manager and serving also as its Knowledge Team country leader. I have continued to build up my knowledge and experience, both academic and professional, in the areas of tax law, fiscal and budget policies, and their implementation in Greece.”

Jack Sim HKSEE writes, “Life was in reverse for me: I started 16 businesses from the age of 24, created a family, and, four kids later, retired at 40 and founded the nonprofit World Toilet Organization. When I attended HKS Executive Education, it was my first time in university. The fraternity was invaluable. Now I’m studying for a master in public administration at Lee Kuan Yew School of Public Policy and hope to graduate at 55 this year.”

Jamie Snashall MC/MPA writes, “I think the only change from last year’s note is that Narelle and I welcomed a baby boy named Darcy William in October 2011. We are still in Canberra and would love to hear from colleagues thinking of making the trip ‘Down Under.’”

Shehzad Tarique HKSEE left his central bank role in UAE and is now continuing his main interest of advising and consulting with the International Monetary Fund to provide support to the regulatory bodies so as to enhance their supervisory and regulatory frameworks in banking sector supervision, anti-money laundering, microfinance, non-bank activities, and local capacity building. “My area of interest and focus

remains in developing and emerging market countries in Africa, Central Asia, and the Middle East.”

Julie Wormser MC/MPA recently became the executive director of The Boston Harbor Association and has loved putting HKS skills like negotiation and policy analysis to work. She and her family live in North Cambridge and love visitors.

2009

Asanga Abeyagoonasekera HKSEE has been appointed executive director of the Lakshman Kadiragamar Institute for International Relations and Strategic Studies, the national think tank of Sri Lanka. At 34, he is the youngest executive director appointed to this position. He was previously the chairman of the Sri Lanka Foreign Employment Agency and the former Ceylon Fishery Harbours Corporation. “My L21 program at the Kennedy School gave me a remarkable knowledge about leadership. I wish to develop this institute to be a leading think tank. Sri Lanka suffered a 30-year war and now is the right time to develop.”

Zekeriya Akcam HKSEE was chief advisor to the prime minister of Turkey when he received his degree from Executive Education. “Now I have been appointed as ambassador of Turkey to Indonesia and started my new post March 14, 2012. All the best.”

Tess Alcantara HKSEE has been elected board president of Leadership Monterey Peninsula, a nonprofit organization that offers executive education programs aimed at growing the number of qualified people who play active roles in community volunteering, acts as a catalyst for bringing groups together to better connect and address community issues, and helps make coordinated and aligned decisions that will positively impact the region. “Last year, I was also appointed as a commissioner of the Economic Development Commission of the City of Marina in Monterey County.”

Anthony Bostwick HKSEE completed infrastructure in PPP and was recently on a brief assignment in Montevideo, Uruguay, presenting a paper.

Gonzalo Fanjul MC/MPA is starting an exciting new professional adventure. “After more than a decade at Oxfam International, I am now setting up a small think tank on poverty (+Social: *masocial.org*). It will be based in Spain and focused on migration policies; private sector and development; and social exclusion in Spain’s increasingly

tough environment. This is a dream that was shaped during my year at the Kennedy School, and it will be a chance to put in practice the ideas and the network I acquired there. Looking forward to sharing this experience with all of you!”

Robert Flaechsig HKSEE writes, “Haven’t written a book—yet. Haven’t had a baby—yet. However, I sailed in rough waters all around the Arabian Peninsula—call it ocean of Arabian Mystery and Saudi Politics. I went diving—deep into Saudi affairs among tribes and families, including the Club of Brethren who govern people and rule land. A legal advisor recommended that I write a book—urging me to hand it to him first. Assessing whether it should land in a drawer or on a shelf. Truly, live every day as if it was the last—’cause one day it will be.”

Tadesse Gole HKSEE is at AIT in Athens. **Gregory Hooker** HKSEE, of DIA, reports that he and Brigadier General Jay Silveira (of the U.S. Air Force) recently served together in Iraq during overlapping deployments in support of the U.S. Embassy in Baghdad. Both were working as part of the small residual U.S. military presence in Iraq, focused on building ties with the Iraqi government and fostering an enduring relationship for security cooperation. Jay oversees one of the marquee programs in the growing relationship—Iraq’s efforts to purchase and field U.S. F-16 fighters. Greg works on intelligence issues of mutual interest to the United States and Iraq.

Timothy Ma HKSEE stepped down from being the executive director of Senior Citizen Home Safety Association after serving 16 years and growing it into the biggest social enterprise in Hong Kong. “Will contribute my second half to social enterprise and social entrepreneurship movement.”

Ranjini Manian HKSEE writes, “*Upworldly Mobile*, my new book published by Penguin, has gone into its second print run in six months. It is the first interactive cultural intelligence tool for new managers working with or in India and addresses behavioral skills along with business skills as the winning combination! Dr. Shashi Tharoor has written a brilliant foreword, and Ravi Venkatesan, former chairman of Microsoft India, has called it ‘an extraordinarily practical manual for succeeding in the new flat world.’”

Antonio Nuñez Martín MC/MPA is the new director for social policies at the

Executive Office for the Prime Minister of Spain.

Neil McCullagh MC/MPA is working in Boston for the American City Coalition and enjoying living in Cambridge. “Happy to see many classmates who reside in Massachusetts or who are passing through. Please let us know if you are coming.”

Olutoyin Oloniteru HKSEE was appointed by Kayode Fayemi, governor of Nigeria’s Ekiti State, as director-general/head of information and communication technology (ICT) for Ekiti State government. The appointment took effect April 1, 2012—interestingly, at the completion of his HKSEE Program tagged Governance as Leadership. “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 to serve my people.”

Diego Osorio MC/MPA writes, “Greetings to all my friends. I left the World Bank and I am back with the United Nations. Since March 2012, I have been posted to Monrovia, Liberia, serving with UNMIL as a political affairs officer.”

Ssenteza Paul HKSEE says the HKS experience “has enabled my elevation to the chief executive position of Sign-Health, a national NGO in Uganda. Produced a study on services for deaf people and opened the first-ever preschool program for deaf children in Uganda. Representing the CSO/NGO perspective in the national volunteer movement.”

Paul Ritchie MC/MPA has been appointed as press secretary to the Australian federal leader of the opposition, Tony Abbott. Paul and his family have moved to Canberra for the appointment. The next Australian election is set for August 2013.

Thor Steingraber MC/MPA has returned to Los Angeles to assume a position at the Music Center as vice president of programming. The Music Center is one of the nation’s largest performing arts centers and a major public/private partnership with the County of Los Angeles.

Boris Svetogorsky HKSEE participated in the Leaders in Development program in June 2009. “At the moment I am designated as minister to the Embassy of Uruguay to the Holy See—Vatican. Warm regards.”

Kirankumar Topudurti HKSEE has been selected for the U.S. Army Corps of Engineers Level 4 Leadership

Development Program as one of the three participants among 37,000 Corps employees. In addition to executive leadership education, the Level 4 Leadership Development Program offers participants an opportunity to develop and lead an initiative of national significance.

Chris Walker MPP will be joining Ohio State as an assistant professor of law this fall. He will be teaching administrative law, constitutional litigation, and legislation. Chris currently works for Kellogg Huber, a litigation boutique in Washington, DC. He and his wife, Jen, are excited to move to Columbus, and were expecting their second child (another boy) this summer.

Carlos Zepeda HKSEE created Organizational Management Advisors LLC, a nonprofit and organizational efficiency consulting practice in South Florida, in February of 2010 to assist nonprofit and nongovernment agencies. He specializes in administrative infrastructure and grant preparation. He has successfully completed projects in Bogotà, New York, Atlanta, Miami, and Ft. Lauderdale.

2010

Olabode Abikoye HKSEE was part of the IME class of 2010. “At the time, I 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 banking and asset management company with a primary focus on infrastructure and agriculture in sub-Saharan Africa. We have launched the first agriculture fund in Nigeria, and we are presently investing in agriculture across the value chain. You may please visit us at aterioscapital.com.”

Kathi Apostolidis HKSEE says volunteer activity in health care and patient rights advocacy was booming in May. “I was invited to speak at five national and international medical/advocacy/social media in health care conferences!”

Josh Archambault MPP served as editor and coauthor of a new book, *The Great Experiment: The States, the Feds, and Your Healthcare*. The book lays out a blueprint to reset the relationship between states and the federal government on health reform, and closely examines the 2006 Massachusetts health care reform law. With an introduction by Harvard Medical School Dean Jeffrey Flier, the book drew praise from *The Wall Street Journal*, syndicated columnist Cal Thomas, and other

national media outlets as the Supreme Court weighed the future of the federal health care law. You can learn more about the book at greatexperiment.org.

Sohaib Athar MPP has been working with the Pakistan office of the World Bank as a consultant. “I work on urban governance and development; disaster risk reduction and recovery; program design and implementing; and monitoring and evaluation. Missing all my classmates and peers immensely, and hope to be in more regular touch with them from now on.”

Ramaswami Balasubramaniam MC/MPA has started an institute dedicated to the research of public policy in India. It is called GRAAM (Grassroots Research and Advocacy Movement). Apart from undertaking community-based research, it also hopes to create an advocacy platform to change public policies. “Am also leading an anti-corruption movement in my city, called Mysore Against Corruption. Have released my first book in the Kannada language on corruption and how to fight it. Am continuing to hold adjunct faculty positions at the University of Iowa and Cornell University.”

Armando Barrera Barrios HKSEE writes, “got married and got my PHD. I am currently a researcher on public policy working for the Mexican Senate. Greetings.”

James Beverly MC/MPA was elected to serve as the Georgia State House Representative for District 139. He will proudly serve on the following committees: Children and Youth, Health and Human Services, Small Business Development, and Special Rules. James has been actively engaged as a resident, father of three, and small business owner in Macon, Georgia, for more than 15 years.

Muhammad Bhatti HKSEE joined UN-HABITAT Pakistan as HR manager/head of HR and OD in December 2010.

Jeanette Cajide MC/MPA launched an iPhone app, Blurtt, which helps people find an image that best conveys what they really want to say, add a caption, and share with family, friends, or the Blurtt community. The app helps people better convey emotion, tone, and meaning than just words alone. Blurtt allows you to create memes similar to the popular and viral “Texts from Hillary Clinton” in under a minute right from your phone. The company hopes politicians will learn and use the app to express how they really feel about the political landscape or their own lives.

Nick Dimopoulos HKSEE writes, “I trust I find all the SEFS in great health. Have just realized the exorbitant cost of marrying a daughter. Thank goodness my two other children are boys, who will soon head overseas for their studies. My wife and I are reacquainting ourselves in the children’s absence (just kidding). Enormous infrastructure challenges in Australia to accommodate the mining boom brought about by China’s economic growth and appetite for minerals. Please make contact if traveling in this part of the world.”

Manisha Dookhony MC/MPA writes, “Traveling around the world in over a dozen countries, I have met in each destination friends from Harvard. These meetings and my own practice of the Kennedy School learning have taught me the depth and value of Harvard. Whether in politics in Mauritius or as advisor to the governments of Burundi and Rwanda, Harvard teachings were by me. My rich post-Harvard interactions with people who have at times known terrible difficulties and atrocities of war have taught me that with strong will and ethics, there is a way to shape a better future—an area very dear to our HKS community.”

Jgishigdelger Dulamdorj HKSEE says, “Hi guys, how are you doing?”

Ros Grady MC/MPA, as of March 2012, has the new role of conjoint professor and CEO of the new Center for International Finance and Regulation, an academic center of excellence supported by our federal government, the New South Wales government, various universities, and industry members.

Brandt Hershman HKSEE, Indiana Republican state senator for Buck Creek, will replace former Senator Connie Lawson, who left in March to become Indiana’s secretary of state, as senate majority floor leader—the top leadership post appointed by the senate president pro tem. The majority leader serves as a senior advisor to the pro tem and in a variety of roles including administrative management, oversight of the senate floor, and development of legislative priorities. Brandt will also continue in his role as chair of the Senate Committee on Tax and Fiscal Policy.

Takehiko Imai HKSEE moved on to Rio de Janeiro in July, starting a new assignment to boost infrastructure projects. “Lots of chance for me to implement the takeaways from IME 2010 at HKS!”

Steven King HKSEE was recently selected to be the U.S. Department

of Homeland Security’s geospatial portfolio manager in Washington, DC, where he leads the coordination of location-based systems and technologies across DHS. He recently earned a doctorate in information systems and communication at Robert Morris University in Pittsburgh.

Andrijana Krasnec MC/MPA moved to Brussels last summer to work in the Croatian Mission to the EU, as a head of ECOFIN Unit. On July 1, 2013, Croatia will become the 28th member of the EU. For Andrijana, it is a huge professional challenge and personal honor to sit at the meetings of EU ministers of finance in the time of the biggest reform of the EU since its formation. The EU will come out of the crisis stronger, with Croatia on board. Her husband, Tomo, works as an EU correspondent for a Croatian daily paper.

Patrice Kunesh MC/MPA writes, “Soon after completing the MPA program, I was launched into the world of public service as the deputy solicitor for Indian affairs for the Department of the Interior. HKS leadership and policy courses have been invaluable to my work. Also of immeasurable benefit and joy has been the tremendous continuing collegiality of my classmates.”

Nicole LeFavour HKSEE sends greetings from Idaho. “Tough decision not running for the Idaho Senate again this year. Running for Congress, though, is a wild adventure. I am traveling starting this week and have remembered how much I love meeting new people and seeing new sides of a place. Idaho is beautiful and I do love it. There is a certainty about things that I took from all of you and Harvard. Never afraid of a challenge or the unknown, I know in the next seven months I have to somehow transcend political party, be myself, and give this everything I’ve got.”

Alejandro Lozano HKSEE attended the Collaborative Governance program in 2010. “I am convinced that my country, Mexico, needs prepared and professional public servants. Furthermore, public representatives with a unique objective: commitment to public value. At present I am the candidate of the Partido Accion Nacional for local deputy of my state—San Luis Potosí. Many of my legislative proposals are based on the academic and personal experience I had at Harvard Kennedy School of Government Executive Education.”

Will McDonald MC/MPA returned to the UK and is currently director of UK public

policy at Aviva. He and his wife were expecting their first child in June 2012.

Danijela Mili HKSEE MOVED back to New York City in 2011 and is working at the International Civil Service Commission at the United Nations headquarters on developing proposals for the establishment and enhancement of human resources management policies in the UN system. Danijela previously spent seven years living and working in Europe, most recently as chief of human resources at the Special Tribunal for Lebanon. Prior to that, she was head of human resources services at the Organization for the Prohibition of Chemical Weapons in The Hague. She also worked as HR manager at the Institute for Democracy and Electoral Assistance in Stockholm.

Boboye Oyeyemi HKSEE was promoted to the rank of deputy corps marshal in the services of the Federal Road Safety Corps, Nigeria, and recently completed a one-year course at the National Institute for Policy and Strategic Studies, Kuru, Jos, Nigeria. Boboye was elected a fellow of the Chartered Institute of Logistics and Transport, London.

Rodrigo Salvado MPA/ID is happy to announce that continuing with the tradition, two more babies have joined the Salvado-Macitti family in January. Juan Martin and Juan Ignacio are the newest proud members of the Harvard MPA/ID bunch. “Family is ready to receive visitors in Tunis. Cheers from all the six!”

Marco Sordo HKSEE is “working and studying for my professional education because I would like to complete my preparation in order to be a good financial analyst. This task started a long time ago, and I hope I will be successful.”

Christopher Sproule HKSEE, the chief metropolitan medical response system coordinator for Las Vegas Fire & Rescue, was selected in September 2011 as an honoree to receive VEGAS INC’s Health Care Headliner Award in Emergency Services for his work in strengthening community preparedness and response capabilities.

Belaynesh Teklay HKSEE changed jobs from Addis Ababa city Government Finance Bureau head to deputy director general of the Ethiopian Revenue and Customs Authority.

Mihai Tudorancea HKSEE announces that in May his company celebrated its fifth anniversary. “In this short period of time we have succeeded in implementing local financial analysis and reporting for Romanian municipalities and in

structuring the largest European energy efficiency programs (about 500 million euros, financed by the European Investment Bank) in Bucharest. The programs are now success stories and basically will change the look/leaving standards of half of Bucharest.”

Tidhar Wald MPP is the EU conflict and humanitarian policy advisor for Oxfam International in Brussels. In this position, he is responsible for analysis, policy development, and advocacy strategies designed to engage with European Union institutions and key member states on their conflict, security, and humanitarian policies and practices. After graduation, Tidhar worked for the Office of the United Nations High Commissioner for Human Rights in Geneva, after a brief stint as a consultant for the Organization for Economic Cooperation and Development (OECD) in Paris.

Stacey Williams MPP and **David Tier** MC/MPA are excited to announce their engagement! The two met while role-playing as legislators in David King’s U.S. Congress and Lawmaking course during the fall of 2009. Currently, the couple is in Washington, DC. Stacey works in the outreach department of the American Planning Association, while David has finished his time on the U.S. Army staff at the Pentagon and will soon depart for his next assignment in Garmisch, Germany.

2011

Chloe Arensberg MC/MPA is the White House producer for CBS News and works to coordinate the network’s coverage of President Obama and his administration. Since graduating from HKS, she has accompanied the president on much of his domestic travel and on trips to France, Australia, Indonesia, South Korea, and Colombia. She’s very much looking forward to the 2012 campaign.

Muhammad Bello HKSEE has just been confirmed as the elected dean of the faculty of social and management sciences at Kaduna State University, in line with the university’s tradition. “I joined the university in December 2011. My vision for the faculty is to be tops in teaching, research, and community service that will impact positively on the lives of all stakeholders. I would appreciate alumni support for, and information on, exchange programs and scholarships that will help us develop the capacity of members of the faculty.”

David Bray HKSEE has been named the lead Senior National Intelligence Service

executive serving with the National Commission for Review of Research and Development Programs of the United States Intelligence Community. Previously, he served as executive for innovation, integration, and interoperability for the information sharing environment and jointly received “Best Cyber Presentation” at the December 2010 Government Technology Research Alliance conference. David is also a lifetime member of the Senior Executive Association and was elected to its board of directors in 2011.

Jeimy Cano HKSEE has been working on a new book on information security management, scheduled for publication in November 2012. “Likewise, I’m participating in a new organizational design for the IT area based on process, where I’m part of a consulting group to achieve this goal. Recently got married to Gabriela, who is a Mexican girl.”

Joel Engardio MC/MPA completed the 2011 New York Marathon last November and is currently running for public office in San Francisco. He is seeking a seat on the Board of Supervisors (city council) in November 2012. The *San Francisco Chronicle* recently said of his campaign: “Joel Engardio is getting attention from city insiders thanks to his smart website and fundraising capabilities.” Engardio would like to give credit to Steve Jarding’s managing campaigns class at HKS. Engardio’s campaign website address is engardio.com.

Hideko Hadzialic MC/MPA writes, “After enjoying courses on negotiations, conflict resolutions, leadership, strategic management, globalization, and corporate social responsibility, I have embarked on a new journey to work at the UN Development Programme (UNDP) in Bhutan as deputy resident representative. While small, Bhutan is a dynamic country, contributing its philosophy to development discourses at the global level, which may feed into post-2015 agendas. I look forward to interacting across different sectors with all who are interested in development.”

Ziad Haider MPA, having completed his joint degree with Georgetown Law, is serving as a White House Fellow in the Office of the Deputy Attorney General in the U.S. Department of Justice. “I happily see a number of HKS classmates in and around Washington.”

Jen Haugh MPA formed Haugh Communications, a writing and editing service that helps students with academic papers and job-seekers with résumés and cover letters, in 2011. In the fall,

she will begin a master in design studies program at the Harvard Graduate School of Design to perform research on the combination of public art and wind energy.

Asim Keskin MPA/ID was appointed as deputy general director of ISKUR (Turkey’s public employment agency) in March 2012.

Kevin Knutson HKSEE has been hired as the regional vice president for management at Partners, Inc., a municipal government consulting firm specializing in operations improvement, strategic planning, service sharing, financial planning/budgeting, performance management, and process improvement. He will oversee client relations and project management for the eastern half of the United States from the firm’s Cincinnati office.

Katherine Majzoub MPP has, since graduating, been working with HMS Professor Ted Kaptchuk to launch the Program in Placebo Studies and the Therapeutic Encounter, an interdisciplinary network of scientists, scholars, and clinicians drawn from across Harvard University who are committed to examining the biological basis of the placebo response and the implications of medical ritual, the patient-provider relationship, cultural context, and the power of imagination, trust, and hope in the healing process. “I will be extending my stay in the Boston area to begin Harvard Medical School in the fall and welcome returning visitors in exchange for stories of life beyond Beantown.”

Terence Meehan MPA is in his first year of a PHD program in public administration and policy at Rockefeller College, SUNY at Albany. His research focuses on the organization of the conservative movement in the United States.

Anna Molero HKSEE is moving to Hong Kong to pursue a Global MBA at HKUST, first best in Asia and sixth best worldwide, according to *The Financial Times*.

Tariq Parvez HKSEE was in Phuket recently as an instructor in an INTERPOL training workshop for counterterrorism experts from different countries. “An excellent program which enhanced global police connectivity in counterterrorism.”

Eduardo Alvarez Ponce HKSEE is a lawyer who is currently responsible for the Technical Office of the Executive Office of the President of Mexico. He provides legal support and advice in relation to the functions on behalf

of the president or executive secretary. Eduardo lives in Mexico City with his wife and two children.

John Reed HKSEE writes, “Classmates, just checking the system to make sure we can engage in the transformation of sharing.”

Rick Rhodes HKSEE recently assumed a new role as administrator for the Office of Rural Affairs at the Texas Department of Agriculture in Austin, Texas.

Aaron Scheinberg MPA/ID is very excited to have recently joined the veterans’ nonprofit, The Mission Continues (*missioncontinues.org*), as the new director of strategy and research.

Suat Seyitoglu HKSEE writes that he was born in 1972 and graduated from the Public Administration department of Gazi University of Ankara in 1996. He worked in the Health Ministry for eight years and as district governor for five years in various Turkish cities. Over the past five years, he has been working as a deputy governor in Turkey. He took courses from National Security Academia of Turkish War Colleges in 2001 and enrolled in Management School of Sheffield University of UK in 2002. Soon after returning to Turkey, he took his master’s degree from the Political Sciences Department of Ankara University in 2006. As a member of Transatlantic Network 2020, he participated in the Global Young Leaders Forum in Ireland (2008) and Chicago (2010). Prior to entering Harvard Kennedy School, he also attended the Young Professional Summit program of German Marshal Fund (GMFUS) in March 2011 in Brussels. As one of his most important experiences, he received a certificate from the program of Public Leaders in Southeast Europe of Harvard Kennedy School on June 2011 in Greece.

Laura Shaw HKSEE writes, “I am moving from HQDA, G-8 after accepting a position as the Army Medical Command chief of the Manpower Documentation Branch. Effective May 7, 2012 I will be working for the Army MEDCOM in San Antonio, Texas. I hope 2012 is as fruitful for all my former classmates!”

Mark Tracy MC/MPA was recently elected to the board of directors of Home and Hospice Care of Rhode Island (HHCRI). He will serve on the finance and philanthropy committees. HHCRI provides quality compassionate health care to people facing the advanced stages of life-threatening illnesses, regardless of their ability to pay. HHCRI is the third-oldest hospice in the United

States (*hhcri.org*). Mark continues to work for Cargill, Inc., where he was recently promoted to commercial manager—institutional marketing, working with pension funds, endowments, and foundations to help them meet their investment objectives.

Eduard Vallory HKSEE writes, “This April, Palgrave Macmillan published my book *World Scouting: Educating for Global Citizenship* (*worldscouting-thebook.net*). The contributions of the scout movement to the NGO world are very relevant, as I explained on the program Strategic Management for Leaders of Non-Governmental Organizations. I am glad to be able to share this news with you all!”

2012

Victor Perez Centeno HKSEE is president of the World Network of Young Leaders and Entrepreneurs (*wmyle.org*), where he continues to champion the implementation of innovative entrepreneurship and leadership development programs with focus on youth and women in Asia, Africa, Europe, and the Americas. Recently, Victor was elected chairman of the World Conference of Young Leaders and Entrepreneurs (*wmyl-worldconference.org*), and as such has set an ambitious worthy mission: to influence positively the life of 100 million youth worldwide by 2020.

Clarence Ichwekeleza HKSEE writes, “Just saying hi for now and keeping connected.”

Mark Kelly HKSEE writes, “Already this year has felt like 12 months squashed into three. Completing the Governance as Leadership Exec Ed course was an excellent opportunity to step back to reflect on governance. But my work in developing countries did not stop. So while completing the course I still traveled to more than 10 countries. Thank goodness for the internet!”

Philip Mainga HKSEE writes, “Driving Government Performance was the great course that changed my thinking at HKS. Problem-solving tactics and strategies was my great take. Keep it up, HKS.”

Ayoka Mopelola Olusakin HKSEE writes, “Hi everyone! I enjoyed our interactive sessions at Harvard; got back to Nigeria, few days later. Now am back at Tennessee State University, Nashville, for a conference. Cheers.”

In Memoriam

Tomas Uribe Mosquera HKS 1985

Gene Owens HKS 1991

Thomas Stanger MPA 1998

Christine Weeks MPP 2011

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Scott M. Black
Mary M. Boies
Joseph F. Campbell MPP 1978
Richard E. Cavanagh
Cecilia Chan
Timothy C. Collins
Anthony P. Conza
Jamie A. Cooper-Hohn MPA 1994
Howard E. Cox Jr.
Jorge A. del Calvo MPP 1981
James A. DeNaut MPA 1989
Bharat Desai
Glenn Dubin
Anne Finucane
Zachary A. Friedman MPP 2004
Enrique Garcia
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James W. Harpel
Jane Hartley
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Ken Hersh
John D. Inledon
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Nemir A. Kirdar
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George Kounelakis
Edward M. Lamont Jr.
Nicholas W. Lazares
Brandt C. Louie
Nicholas C. Lovegrove MPP 1982
Andrónico Lukšić
Yoko Makino MC/MPA 1999
George W. Mallinckrodt
W. A. Manoukian
James B. Metzger
Anthony P. Morris
Bijan Mossavar-Rahmani MC/MPA 1982
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Nelson Ortiz MC/MPA 1983
Minnie R. Osmeña MC/MPA, HKSEE
Stephen G. Pagliuca
Derwin J. Pereira MC/MPA 2006
Richard L. Plepler
Thierry G. Porté
Jerome L. Rappaport MPA 1963
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David K. Richards
James E. Rogers Jr.
Greg A. Rosenbaum MPP 1977

Sean M. Rowland MC/MPA 1997
Joseph D. Roxe
Charles Rozwat MC/MPA 2010
David M. Rubenstein
Sean C. Rush MC/MPA 2007
Vincent J. Ryan
Mohammad Safadi
Paul Sagan
Kim Samuel-Johnson
Ralph L. Schlosstein
Mark Schwartz MPP 1979
Andrew M. Sieg MPP 1992
David M. Silfen
Steven J. Simmons
Gabriela A. Smith MPA 1991
Carl-Henric Swanberg
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Christen Sveaas
Anthony Tamer
A. Alfred Taubman
Sidney Topol
Marvin S. Traub
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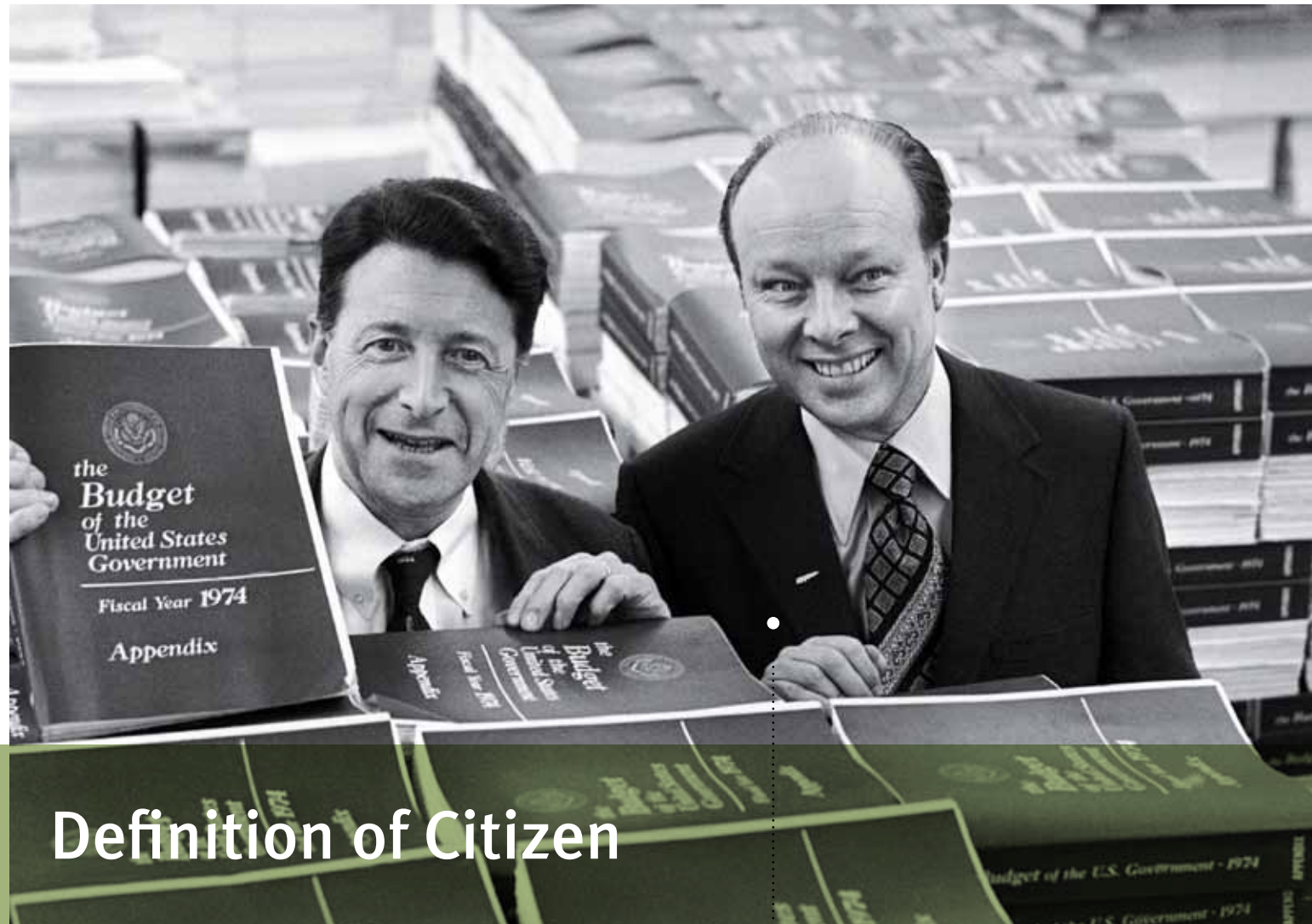
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Definition of Citizen

Roy Ash 1918-2011

ROY ASH GREW UP during the Great Depression and went to work after high school. He surged to success as a businessman in the great optimism that defined 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 strengthen that unique form of government.

Ash died last December at his home in Los Angeles. He was 93 and had been suffering from Parkinson's disease. With his passing, the Kennedy School lost one of its great supporters and America lost a great citizen.

Roy Ash, right, with Caspar Weinberger on budget day, 1974, the year Ash became director of the Office of Management and Budget.

"He was a perfect definition of what you'd want a citizen to be," said Steven Goldsmith, Dan Paul Professor of Practice who worked closely with Ash in thinking about what shape the Ash Center could take. "He served his government. He participated 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 further studies and began looking for work," Ash said in an interview with the *Los Angeles Times* in 1977.

ASSOCIATED PRESS

MARTHA STEWART

Ash's Vision

"After 200 years we're tempted to conclude that we've found 'the answer' to human governance, not only for ourselves but for the world. Yet, in the annals of history many other 'answers' have come and gone. If this constitutional democracy is to be truly the long-term answer, least of all should we take it for granted. On the historical scale, it is still in its infant and fragile stage.

"Democracy and its governance need continual attention. The academic and other intellectual communities are probably more engaged than 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.

"Or, viewed with a more compelling metaphor, debates about governmental programs and legislation struggle with where and to what end to apply government authority (power). Alternatively, debates about democracy and

governance deal with whether, to what extent, in whom, and how to invest the powers of government so that they can be applied effectively and consistent with the principles of democracy.

"The 'machinery' that does the processing, so to speak, needs as much intellectual attention as does the subject matter being discussed. And that is especially so at this time in history."

❖ From a memo written by Roy Ash in 1999, setting out his thoughts on what intellectual ground an academic center studying democracy should seize.

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 Mauzy, 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 governance, his concern was with the "system" of democracy itself.

In a memo on the Ash Center, he titled one section "A Retrospective View from 2052."

"Success will have been achieved," Ash wrote, "if 50 years from now the [Ash Center] will have contributed...to the wisdom with



Joseph Nye: "Roy was committed to the idea of good governance and making our democracy work better. He matched this commitment with a generosity of spirit that helped to create the Ash Institute. I was fortunate as dean to have a chance to work with such a fine man." Roy Ash, left, and Lila Ash, center, with Joseph Nye, right, at the center's founding in 2003.

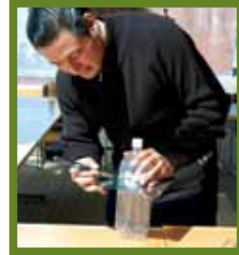
which the American people and their leaders have adapted the country's governance to the inevitable flow of changing circumstances and needs, all the while maintaining and reinforcing the basic tenets of democracy."

The center has worked hard to do just that.

"We are deeply grateful for the support Roy and Lila Ash provided to the Ash Center," said Anthony Saich, director of the Ash Center. "Without their foresight and direction, the center would never have come to fruition as an energetic hub of academic scholarship on democracy, bridging the gap between the ideal of democracy and the imperfect practice of its real-world incarnations around the world."

"Roy Ash 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. ❖ RDO



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*).

FINAL SAY

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.

Why are you so involved with Harvard Kennedy School today? What unites all HKS alumni is the desire to make the world a better place — and I don't know where you can find that anywhere else. I love the spirit and the mission of the school. Dean Ellwood is providing positive leadership and direction, and I'm very excited about where the Kennedy School is heading. The Alumni Office is definitely looking for ways for alumni to plug back in and to be more involved. I think seeking to engage and opening the doors to all alumni is important; everybody has a part to play in their communities. So many alumni are working on incredible initiatives and we'd like to celebrate them. The energy and talent they can bring back to the school is amazing. That's what I am currently committed to doing—helping the school facilitate the involvement of alumni and remind them why they came to the Kennedy School in the first place.

Geraldine Acuña
AB 1992, MPP 1996

Lives — Boston, Massachusetts

Profession — Senior counsel for Bracebridge Capital, a fixed-income investment firm

Passions — Her family and friends, meaningful philanthropy, mentoring Harvard students, and connecting people with each other

HKS INVOLVEMENT — Cochair of the Littauer Society and member of the Dean's Council

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

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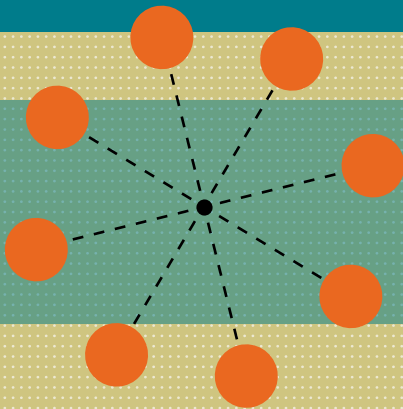


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