

HARVARD
KENNEDY
SCHOOL

magazine



THE WORK GOES ON

TED KENNEDY

LEARNING FROM PAKISTAN

ASIM IJAZ KHWAJA

TAKING THE LEAD

FEDERAL SERVICE EXAMINED

catch the wind

Paul Rich MC/MPA 1998 works
to launch a new industry



- 16 ❖ **Wind Power** Paul Rich MC/MPA 1998 on the potential of wind technology for meeting future electrical needs
- 20 ❖ **The Work Goes On** Remembering Senator Edward Kennedy
- 22 ❖ **Learning from Pakistan** Asim Ijaz Khwaja's study of schools in Punjab teaches important lessons.
- 26 ❖ **Federal Service Examined** The Kennedy School strives to make federal employment work.

❖ DEPARTMENTS

- 2 **Executive summary** The dean's word
- 3 **The end results** Swine flu revisited... "Brave Thinker" John Fetterman MPP 1999
- 4 **Public interest** News bites from around the school
- 6 **From the Charles** Growing up in the shadow of Harvard... In the classroom with Marshall Ganz... Lalita Booth MPP/MBA 2012 advocates for the homeless... Carr Center at 10... J. Bryan Hehir Q&A
- 30 **Bully pulpit** House Speaker Nancy Pelosi... Governor Deval Patrick... SEC Chair Mary Schapiro
- 33 **In print** *Losing the News... Why David Sometimes Wins... Post-Kyoto International Climate Policy... The Right to Vote... The Sacco-Vanzetti Affair*
- 35 **Alumni voices** Classnotes... From the field: Elbegdorj Tsakhia MPA 2002 and David Morehouse MC/MPA 1999
- 46 **Ways and means** Supporting the future of public service
- 48 **Exit poll** A day of public service



On the cover: Paul Rich on Block Island
Photograph: Mark Ostow

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

Senior Director of Alumni Relations
Paige Ennis MC/MPA 2010

Editor
Sarah Abrams

Associate Editor
Robert O'Neill

Contributing Writers
Julia Hanna
Steve Nadis
Lewis Rice

Designers
Diane Sibley
Jennifer Eaton Alden

Printer
Dynagraf

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

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

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



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

Dear Reader,

Few would argue that this past year has not been one of many challenges. The financial crisis forced all of us—both as a nation and here at the university—to take stock and make sense of difficult financial realities. Much progress has been made, but the economic downturn continues to affect us all. Other major issues, such as climate change, national security, and health care reform, have also demanded our attention in 2009.

These ongoing challenges—so critical to our future—help to reinforce the importance of the Kennedy School mission. In the following pages you will read about some of the alumni and faculty who are striving to solve many of these problems—to save our environment, improve education, and reform governments, so that they serve all the people.

From the beginning, our mission has been to train and support leaders who serve the public good—who tackle difficult issues and conduct research that shapes the policies that improve our world. In the past year, we have rededicated ourselves to this mission, taking the lead in a number of new initiatives that are bringing greater visibility to the vital importance of public service.

Last October, Harvard launched Public Service Week with numerous lectures, panels, and volunteer activities. The Kennedy School was central to this effort as we welcomed Massachusetts Governor Deval Patrick to the Forum and helped welcome Secretary of Housing and Urban Development Shaun Donovan MPA 1998 to the Harvard campus. We also spearheaded numerous volunteer activities throughout Boston. You will read about some of them in the following pages.

You will also read about a new initiative I recently undertook to begin a conversation crucial to this country. In October, I convened a group of experts from across the political and professional spectrum in Washington, DC, to discuss how we can begin reforming federal service to make it more attractive to the best and the brightest.

We are rapidly approaching a crisis in our federal workforce. In the next few years, nearly a third of midlevel and upper level government officials are expected to retire. Yet the federal workplace is out of step with the times—operating more in line with 20th century work practices. In the current system, recruitment and hiring are frustratingly protracted, and opportunities for mid-career professionals are limited.



The stakes are too high for us to stand by and do nothing. It is imperative that we find ways to attract talented young people who will bring new energy to the federal workforce, whose creativity and vision will lead government service and the country into a new era of innovation and accomplishment.

Finally, in this issue, we remember and honor our dear friend Senator Edward Kennedy, whose spirit and ideals are such an inextricable part of the Kennedy School. No one believed more in the importance of public service than Senator Kennedy. Through his unwavering dedication to the school and his outstanding service to this country, he will continue to inspire us. We deeply miss his presence.

As we begin 2010, I send my best wishes to alumni and friends for a peaceful and happy new year.

Dean David T. Ellwood
January 2010

KENT DAYTON

Letters Having been honored by the *HKS Magazine* last winter (Winter 2009), I feel the obligation to write to help fellow alumni deal with a serious health issue. Back in 1976 I took the swine flu shot that damaged my health seriously and almost derailed my career as a public servant. While the major impact of the past several months of swine flu should have abated by the time this letter appears in the magazine (although written

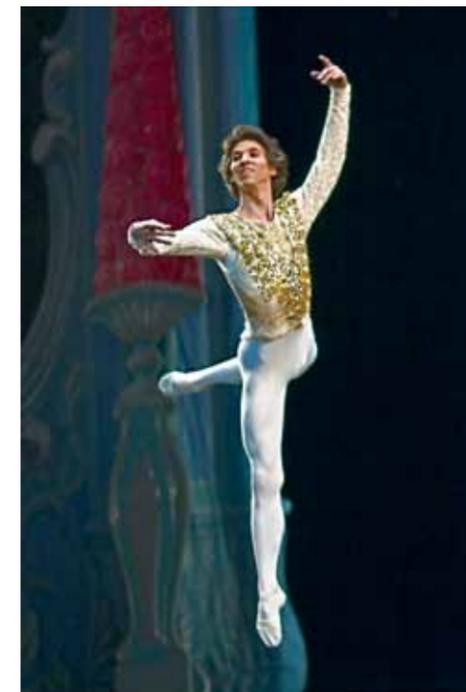
in September 2009), I think that many of the lessons of 1976 have probably still not been learned. It would seem obvious that drug companies who stand to earn at least \$2 billion from making the vaccine would rush to meet the demand and would not worry too much about quality control. While I certainly hope few persons in 2009–2010 suffered as much as I did in 1976, I know the government then lowballed

the numbers of those who did suffer, fought furiously in court against claims made of injury, and only agreed to recognize cause in cases involving Guillain-Barre syndrome. So once again I call for the government not to be caught flat-footed, make a real effort to inform the public of the risks, stop letting drug companies off the hook by making them immune from lawsuits, and make suits in court against such companies subject

to jury trials. An honorable government is called upon to do no less. If this is not done, varying numbers of innocent people will always be treated unfairly. Do I recall Agent Orange and Love Canal?!?!

Warren Cikins
AB 1951, MPA 1954
Alexandria, VA

A Turning Point When Damian Woetzel MC/MPA 2007 spoke to *HKS Magazine* (Spring 2006), the New York City Ballet dancer was anticipating his retirement from dancing and his future. The principal dancer's final bow in June 2008 after 23 years with the company, prompted one dance critic to write, "Woetzel has earned not just his fans' admiration but their love. You don't have to know the man personally to sense his intelligence and integrity; it glows through his dancing." Recently Woetzel was 1 of 25 new members named to the President's Committee on the Arts and Humanities.



JOHN RUTTENBURG/COURTESY BOSTON BALLET



Small-Town Justice John Fetterman MPP 1999 continues to generate news since his profile in the Summer 2009

Fetterman has been an outspoken advocate for revitalizing Braddock by attracting eco-friendly industries. Of his selec-

"It's an utterly idealistic experiment in extreme urban renewal..."

HKS Magazine. Fetterman was recently named one of 27 "Brave Thinkers" by *The Atlantic* for his unrelenting efforts on behalf of Braddock, Pennsylvania, a once flourishing steel town that has seen its population dwindle and its housing fall into disrepair. As mayor and community leader,

The Atlantic wrote: "It's an utterly idealistic experiment in extreme urban renewal with next to zero financial backing—one that could totally fail, or perhaps serve as a model for other devastated industrial towns."

PUBLIC INTEREST

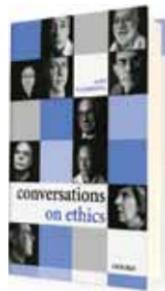
Best Leaders

AWARDS For the fifth year in a row, the Center for Public Leadership, in collaboration with *U.S. News & World Report*, has honored American leadership. This year's recipients include Federal Reserve Chair **Ben Bernanke**, Senator **Orrin Hatch**, and dancer and choreographer **Twyla Tharp**. The complete list can be found at content.ksg.harvard.edu/leadership.



Philosophical Erudition

FACULTY HKS philosophy and public policy professor Frances Kamm is 1 of 11 top philosophers and social scientists featured in the recently published *Conversations on Ethics*, edited by Alex Voorhoeve and published by Oxford University. Contemporary thinkers including Kamm, Philippa Foot, Alasdair MacIntyre, Peter Singer, and Bernard Williams offer candid, thoughtful insights into important ethical issues.



Degree programs
WWW.HKS.HARVARD.EDU/DEGREES

Keeping Boston Safe

AWARDS HKS lecturer and senior research associate **Anthony Braga** was one of several local leaders recognized for combating and reducing gang crime in Boston. Presented with the U.S. Attorney General's Award for Outstanding Contributions to Community Public Safety, the group's two-year collaboration served "as a model for community partnering." The group included members of the Boston Police Department, the Suffolk County District Attorney's Office, and the Boston Ten Point Coalition.

ON THE WEB
www.hks.harvard.edu/criminaljustice

The Real Thing

STUDENTS In the same arena where a host of real-life presidential contenders have appeared



Unknown Opportunities

AWARDS **Patrick Murphy**, the first Iraq War veteran to serve in Congress, and **Rebecca Onie**, CEO and founder of Project HEALTH, which helps connect low-income patients with social services, received the John F. Kennedy New Frontier Award in November. The award, presented by Caroline Kennedy Schlossberg and created by the John F. Kennedy Library and



Clockwise from top left: Rebecca Onie, Patrick Murphy, and Caroline Kennedy Schlossberg

Teaching Rewarded

AWARDS At the first faculty meeting of the fall semester, **Ed Glaeser**, professor of economics and director of the Taubman Center for State and Local Government, was given the Raymond Vernon Mentoring Award. The award was established by the Vernon family in memory of economist **Raymond Vernon**, a beloved longtime member of the Harvard Kennedy School faculty who died in 1999.

Public Innovators

AWARDS A revitalized higher education program in Tennessee, a recruitment program for high-caliber principals in Chicago, and the creative use of technology to map agricultural water usage

in Idaho are three of the six 2009 **Innovations In American Government** award winners. Each year since 1986 these awards have recognized excellence in innovative government programs benefiting citizens.

ON THE WEB
www.ash.harvard.edu

Campaign Success

STUDENTS Newly elected Cambridge City Council member **Leland Cheung** MPA/MBA-MIT 2011 became the first Asian-American council member to serve on the council in Cambridge's history. An avid social networker, the 31-year-old, who gets around town on a homemade electric scooter, used an iPhone and a laptop to manage his online campaign and used Google Earth to map out his lawn signs. "I'm a big proponent of government 2.0 and putting services online," he told the *Cambridge Chronicle* last fall. "It was a



"I'm a big proponent of government 2.0 and putting services online."

natural extension for me to use those tools for my campaign."

According to the *Chronicle*, Cheung's online site also included "Web-savvy tools like Lifestream—a way for Cheung to upload live videos, an e-calendar that documented

his whereabouts around the city, and a rolling Twitter feed that lets supporters know when he needed help with fund-raising or sign-holding."

Neustadt and Schelling Awards



Entertainment at the awards ceremony

AWARDS In November, **Alice Rivlin**, former vice chair of the Federal Reserve Board, received the Richard E. Neustadt Award, bestowed annually on an individual who has created a powerful solution to a public problem. **Harold Varmus**, former director of the National Institutes of Health and co-recipient of a Nobel Prize for studies of the genetic basis of cancer, received the Thomas C. Schelling Award, given each year to an individual whose remarkable intellectual work has had a transformative impact on public policy. Funding for the awards is provided by the David Rubenstein Fund for Kennedy School Excellence.

CLOCKWISE FROM TOP LEFT: ALISON SEIFFER; MARTHASTEWART; MARTHASTEWART

CLOCKWISE FROM TOP LEFT: ALISON SEIFFER; COURTESY DEGREE PROGRAMS; ALISON SEIFFER; MARTHASTEWART; MARTHASTEWART

Meeting of MPP Minds



STUDENTS MPP 2010 students who participated in the 2009 **Spring Exercise**, which focused on global hunger, met with alumnus and World Bank President **Robert Zoellick** MPP 1981 in October. The students, recognized for either individual memos or group presentations, talked with Zoellick and staffers about the World Bank's role in addressing world hunger. They included V-Khye Fan, Leroy Foster, Antoniya Owens, Stephen Elliott, Ke Ji, Kyoung Lee, Zac Ginsberg, Garima Jain, Amanda Rivera Flores, and Matias Sueldo.

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

In Residence

RESEARCH The family and friends of the late *New York Times* executive editor **Abe Rosenthal** recently established in his name a new fellowship at the Shorenstein Center that brings professional nonfiction writers to HKS for one semester to conduct research, write, and interact with students. The first Rosenthal Writer in Residence, Pulitzer Prize-winning author **Tracy Kidder**, begins in the fall.

ON THE WEB

www.hks.harvard.edu/presspol/fellowships/fellowship_rosenthal.html



Hauser Ribbon Cutting

Drew Faust and Rita Hauser cut the ribbon

CENTERS The **Hauser Center for Nonprofit Organizations'** move to the Belfer building was celebrated in October with a public conversation and ribbon cutting. Harvard University President Drew Gilpin Faust and HKS Dean David T. Ellwood helped dedicate the new space, and Harvard Professor Michael Sandel, Hauser Center Director Christopher Stone, and businessman and philanthropist George Soros discussed open and just societies.

Model System

AWARDS The Mexico City Metrobus Project was recognized with the **Roy Family Award** for creating an innovative bus system in Mexico's capital. The project succeeded in dramatically reducing traffic congestion and pollution. The award was established in 2003 to celebrate outstanding efforts by public and private sector organizations working together to protect the environment or preserve uniquely valuable natural resources.





Gate crashers At the entrance to HKS, left to right, Bill Forry, Jimmy Tingle, and Jeffrey Sanchez

Try Coming Here From Dorchester

STUDENTS Looking out at the crowd of mid-career classmates hailing from every corner of the globe, Bill Forry MC/MPA 2010 wanted to make sure they understood that just because your name tag said you were from Boston didn't necessarily mean you were from the same universe as Harvard.

"If this feels foreign to you," Forry joked, "you should try coming here from Dorchester."

For Forry it wasn't just a punch line. It was a way of underscoring the unique feeling that Harvard, and Harvard Square, inspire in many locals. It's a sentiment—a mix of respect, awe, and sniping—that some of his classmates know well.

Jimmy Tingle MC/MPA 2010, for one, grew up in Cambridge, honing his comedy routine performing in Harvard Square. Jeffrey Sanchez MC/MPA 2010 grew up across the street from Harvard Medical School, playing football in the quad until security gave chase. And Joe Curtatone MC/MPA 2010 would come down from his home in Somerville like a tourist from a foreign land, gawking at a world so different from the gritty blue-collar one he was growing up in.

Curtatone is mayor of Somerville now. Forry is the managing editor of a chain of local newspapers. Sanchez represents Longwood Medical Area and Mission Hill at the statehouse. And Tingle has gone on to theater, national television, movies—and local legend. For them Harvard was always part of the landscape, but not necessarily on the path they saw themselves taking.

"I think we all live in the shadow of Harvard in one respect or another," says Tingle, who grew up a mile from the university. "Whether you're in America, or you're in Cambridge, or you're in China, people have heard of it. And nobody feels like they belong here."

Harvard was always there for Tingle. His family took in Harvard boarders, and some students drove taxis for his father. Tingle used to sneak into the stadium to play football or into the rink to skate. There was what he calls a "healthy respect" for the school.

"But we were always the townies," he says. "It wasn't like the kids in the dorms were saying, 'Hey, you live in the neighborhood? Come on in.' They'd think their tv would be gone in the morning," Tingle jokes.

Sanchez remembers a similar suspicion growing up near what is now the Longwood Medical Center. There was a

clear line dividing his neighborhood from Harvard Medical School and the School of Public Health. Parents were told to keep their kids "on that side of the street." But Harvard Square was an escape from the tough Mission Hill neighborhood.

"This was Switzerland for me," he remembers. "Everybody was cool."

He worked in and around the Square from high school into his 20s, but never thought he'd actually go to the school.

"I went to three community colleges and finished at UMass Boston while serving as a state representative," he says. "For me, while growing up, success was having a paycheck at the end of the week."

For Curtatone, Harvard was something culturally alien, but also an aspiration.

"It was like a separate city, a foreign place, only two miles from where I grew up," he remembers. "It wasn't a different world in terms of where we strove to achieve."

And as they achieved, Harvard the ideal began to be replaced by Harvard the real place of possibility—and one they could bring value to.

As a journalist, Forry understood the value of the Kennedy School, often coming here for Forums and other events. Recently he found himself leading discussions on Boston politics and the mayoral elections.

Curtatone was wowed by alums working for the city of Somerville and by the students who worked on city budgeting projects led by the Kennedy School's Linda Bilmes.

"We always thought when we ran around the Square as kids, what would it be like to be on the other side of those walls?" Curtatone says. "Being on the other side is dramatic. The sense of fulfillment and energy in this program is incredible. You get the sense the world is a much smaller place when you come here."

Sanchez sees being at the Kennedy School as a validation of his life's work. Now he is working on Harvard expansion issues in his community and health care reform in the Massachusetts legislature, while attending the school. "For me it's come full circle," he says.

As Tingle walks around the place he has always called home, the landscape is as familiar as ever, yet changed. "This is where I used to perform. This is where my dad's cabstand used to be. And now I'm going to Harvard. It's been a fun trip," he says. ❖ RDO

Story Power

Marshall Ganz teaches public narrative

IN THE CLASSROOM A student makes her way down the stairs to the front of the packed auditorium. She is handed a microphone, and she takes a deep breath. Someone in the audience starts a stopwatch—she has two minutes. In those 120 seconds her story makes a sweeping arc, from her youth, to a shared sense of concern for the planet’s environmental plight, to an appeal to her classmates to join her in urging world leaders to address climate change by staging

So if leadership is exercised at the intersection of self, others, and action, as Ganz likes to say, to engage others the leader has to make his values and his responsibility very clear. And that is done through stories.

“In order for people to have some sense of whether or not to engage with you, they have to have some sense of what’s calling you, what you’re about,” Ganz says. “People then also need to be reminded

That simple series of questions is known as the “self, us, and now,” a formulation that stands at the center of public narrative theory.

Students study a lot of theory. Aside from the academic foundations, examples of public narrative are drawn from history and literature, such as the Bible’s story of Moses and William Shakespeare’s famous “We happy few” speech from *Henry V*. Video, including Barack Obama’s speech to the Democratic National Convention in 2004, is also an important part of the course. Theory, however, is just a part of what the course is about. The other part, the bigger part, is practice.

Students write and perform their own narratives during the course of the class (which is divided into two modules). But the stories can’t be abstract, or told to an imagined audience. Students are expected to lead their classmates toward an objective, whether it is the creation of a support group for nonprofit workers or shipping books to elementary school children in the Gaza Strip.

“There’s two ways to think about teaching leadership,” Ganz explains. “There’s teaching about leadership and teaching leader-

focuses on creating an environment in which people feel safe in taking risks. So although criticism and ideas are shared freely, students are conscious of the need to avoid being judgmental.

The narratives, which are initially created in separate blocks—first the story of self, then the story of us, and then the story of now—are linked in an overarching narrative. Like many of the classes, these are taped and made available to students on the class’s Web site.

By the end of the first module, students have performed their narratives for a group (and naturally a video camera). Many continue on to the second module, which focuses on what happens when narratives clash—when different leaders create conflicting narratives.

Public Narrative’s simple structure and its applicability across fields and cultures have made it a valuable tool outside the Kennedy School. Ganz has brought it to groups such as the Episcopal Church, the Sierra Club, the Service Employees International Union, and the Women’s Islamic Initiative.



Marshall Ganz

SELF

US

NOW

“Do they get **me**?
Do I get **them**?
Are we ready to **go**?”

protests ahead of a climate change summit. Her classmates applaud before offering praise and criticism.

This is Public Narrative, and students are here to learn leadership by telling stories.

Marshall Ganz, the Kennedy School lecturer in public policy who originated and teaches the course, sees it as an invaluable part of what the Kennedy School does best. There’s a strategic dimension to leadership, Ganz explains, which involves marshaling resources to address a challenge. But there’s also a motivational aspect: how to find the courage, the hopefulness, and the imaginative resources to respond and engage others.

of their sources of value. And they need to be confronted with the need for urgent action.” Ganz learned the power of story firsthand as an organizer with the United Farm Workers as it sought to protect migrant laborers.

“Narrative is how we learn to make choices as agents. Because the content of a story is the description of a moment of agency.”

But the course is neither theater nor public speaking.

“Sometimes people think public narrative is about learning a script,” Ganz says. “It’s not a script, it’s a process. It’s a way of processing information, a way of processing relevant experiential information in such a way that it can produce motivated action. Do they get me? Do I get them? Are we ready to go?”

ship. Teaching about leadership is a little like teaching theories of balance when you’re teaching someone to ride a bicycle. It’s interesting but not terribly useful when you have to get ready to ride a bike. That’s true of any practice, but especially leadership practice. Unless you can create a setting in which people can actually get on the bike and fall a little bit so they can learn to keep their balance, they’re not going to learn what they need to learn. Learning requires discomfort—otherwise there’s nothing new.”

Also crucial to the learning experience is student coaching. Students spend one of the twice-weekly classes in a group of peers, led by a teaching assistant, where they share, develop, and polish their own narratives and critique their colleagues’.

Because authenticity and openness are key, and because students often have to expose very personal stories during the course, the class

During the most recent presidential campaign Ganz helped train volunteers for the Obama campaign in public narrative. He found that they would arrive eager to tell the charismatic candidate’s story to voters.

“We’d say no, you need to tell your own story,” Ganz says, “because you have sources of charisma in your own life, because you have sources of inspiration, because we’ve all suffered pain and we’ve all found sources of resilience.”

At its core, public narrative is about allowing anyone to cultivate a natural capacity to find hope in the face of challenge and to communicate that to others. In this way people assume leadership, rather than deny it. ❖ RDO

MARTHA STEWART

BIG IDEAS

research samplings

Acres and Cars

It makes sense that sprawl—building houses on large lots farther and farther from urban centers—isn't green. One reason is that it increases how far people have to drive to reach things like jobs, shopping, and entertainment. So it would seem logical that increasing the density of cities and suburbs would decrease how far people drive (what researchers call Vehicle Miles Traveled or VMT) and therefore how much greenhouse gas they produce. A committee appointed by the National Research Council and chaired by Professor Jose Gomez-Ibanez issued a report on the issue last fall. Increasing density would work slowly, the report found, mostly because it could be done only with new housing stock. But doubling residential density across a metropolitan area, the report said, might lower the amount an average household drives by about 5 to 12 percent, and perhaps by as much as 25 percent. This wouldn't mean the end of single-family housing. Even simply decreasing the average size of a suburban lot to one-eighth or one-quarter of an acre would help.

Nonprofit News

The nonprofit model is seen as a possible alternative for newspapers, which are fighting for their lives against the twin threats of economic recession and competition from the Internet. But the path to that model is beset by complications, not the least being tax problems. The federal tax code does not make it easy for for-profit publishers to suddenly change the way they operate. It's so difficult, in fact, that a bill was introduced in Congress last year to facilitate such a transition. (It has made little progress.) But research by the Shorenstein Center's Marion Fremont-Smith argues that a close reading of current laws and IRS guidelines shows that those conversions could be allowed without major reforms. "We feel her work is not only authoritative but revolutionary in its view, and extremely timely," Shorenstein Center Director Alex Jones says.

"We don't expect everyone to be car mechanics. So maybe we should stop trying to convert everyone into sophisticated financial professionals."

✦ Professor Bridget Madrian, writing in a research paper analyzing the impact of a new, shorter prospectus required by the Securities and Exchange Commission for mutual fund shares. Her research found that even when prospectuses shrank from 100 pages down to two (to make them more digestible), there was very little evidence that potential investors read them carefully.

Charting Economies

Economies are so complicated—millions of products produced by thousands of companies for millions of consumers—that economists have traditionally been happy to use aggregates to study them. At the Center for International Development a new tool is being developed to help examine that complexity. Professor Ricardo Hausmann and Cesar Hidalgo, a researcher and lecturer, are using network science, traditionally employed to examine interconnections in disciplines such as medicine and physics, to better understand the relationship between wealth and an economy's complexity (for example, its capabilities and the number of products it produces) and, in many cases, to map the most efficient path to greater development.

The Cost of Trust

Levels of trust are lower in the Persian Gulf region than they are in Western countries. So are levels of private investment. And one may explain the other, according to research by Harvard Kennedy School professors Iris Bohnet and Richard Zeckhauser and the European Commission's Benedikt Herrmann. They conducted a trust game using subjects from Kuwait, Oman, the United Arab Emirates, Switzerland, and the United States. The results showed that people in the Gulf are willing to pay a higher price to avoid trusting than people in the West. "In the Gulf, trust has traditionally been primarily produced by relying on personal relationships while in the West formal rules, such as contract law, play an important role," the authors wrote. "Relation-based trust decreases the likelihood of betrayal; rule-based trust decreases the cost of betrayal."

Capital Ideas

"Capitalism is not without problems—at times low wages, which might be viewed as exploitation, or even worse, a tendency toward occasionally violent fluctuations and involuntary unemployment. But it is hard to conceive of a practical economic system exhibiting superior dynamic performance, notably, in the opportunity and incentive free markets provide to capitalistic entrepreneurs for technological innovation—more efficient production processes, new products conferring superior consumer utility, and better methods of business organization—which in turn has raised living standards by astonishing amounts. The problem for public policy is to secure the dynamic benefits minimizing its negative side effects."

✦ Professor Emeritus F.M. Scherer in his research paper "The Dynamics of Capitalism."

ON THE WEB

www.hks.harvard.edu/research-publications

Bright Future

STUDENTS There's a lightness to Lalita Booth MPP/MBA 2012, and it's not just that wonderful name. A first-year joint degree candidate at HKS and Harvard Business School, Booth, at 28, has the clear-eyed gaze of a happy young woman who knows who she is and where she wants to go. Nothing about her manner offers a hint of the past, which Booth sums up as follows: "High school dropout. Teenage mother. Homeless parent. Welfare recipient."

When her parents divorced, Booth began shuttling through a series of homes and elementary schools as her parents moved from one town to the next and across states. She began to run away from home at 12, and legally separated from her parents at 16. "I think I resented the lack of stability and safety in my life," she says. "I wanted to figure out a way to create that for myself."

Booth married a long-time friend at 17 and became pregnant just a few months later. The young couple struggled to make ends meet on one income and staples provided by the WIC nutrition program while Booth cared for their son, Kieren. But the stress of living from meal to meal took its toll. Too poor for a divorce, her husband enlisted in the military and left the country, withdrawing all financial support.

After a year of working various low-wage jobs, Booth moved to Boulder, Colorado, where the high cost of living and the logistics of a long commute via public transportation forced her to send Kieren to live with his paternal grandparents back in North Carolina. "It was the most humiliating feeling," she remembers. "A lot of people thought I just didn't want to raise him anymore."

Single and alone, Booth needed a game plan, fast. She cold-called financial advisors until she found one who would help her develop a budget without charges. Then she took the exam to become an enrolled tax agent—a job she learned about while working as a secretary at a firm that represented clients to the IRS. The annual salary of \$32,000 was enough to bring Kieren home, but an illness in her boyfriend Karl's family took the couple to Florida, where enrolled agent jobs were scarce. She was back to minimum wage, working as a cashier at the local Winn-Dixie supermarket.

"That's when I realized I was just as vulnerable as I was before," Booth says. Meeting with the financial advisor had made it clear that she would need an education. At 23, she enrolled at Seminole Community College. Booth excelled, even as she continued to work 45 hours a week at Winn-Dixie. She also landed a Jack Kent Cooke scholarship that covered further schooling at the University of



Lalita Booth

Central Florida, where she graduated in 2009 with a degree in finance and accounting. A graduate scholarship from the same foundation will help fund her studies at Harvard.

Booth's past is guiding her future: having been personally affected by inefficiencies and gaps in the welfare system, she is dedicating her life to changing it. "We need a complete paradigm shift—a more holistic, integrated, empowering model that incorporates the tools of financial literacy," she says. Although this approach is more resource-intensive, Booth contends it offers a more sustainable solution and creates cost-saving efficiencies by breaking down institutional silos.

When asked about future plans, Booth has a ready answer. "I'd like to be the executive secretary in the Treasury's Office of Financial Education," she says. "The office exists, but the job doesn't." Forward-looking and goal-oriented as that sounds, Booth is also relishing the here and now: "People were giving me the strangest looks as I walked to class today. I realized it was because I had a huge grin on my face. I was so happy in that moment, thinking of how far I'd come—and that I don't ever have to go back." ❄️ JH

Intercession Offers Expanded Opportunities

This January, Kennedy School students had the chance between the school's fall and spring semesters to enroll in both credit and non-credit courses, as well as participate in off-site field courses.

"Acting in Time," a class taught by Dean David T. Ellwood and Hauser Center Director Christopher Stone, sought to develop practical lessons about how governments can more reliably act in time to avert a wide range of disasters. The all-day, two-week class compliments an existing university-wide project led by the Kennedy School. Other classes included "Leadership on the Line," "Integrative Problem Solving Workshop: Global Hunger," and "Native Americans in the 21st Century: Nation Building I."

Other students traveled to programs in London, Puerto Rico, and New Orleans. Students in New Orleans participated in the school's ongoing Broadmoor project, which after Hurricane Katrina galvanized students, faculty, and staff to support local leaders in their efforts to foster the recovery of the Broadmoor neighborhood.

The intercession program offered nine for-credit courses and four non-credit immersion activities. Students from across Harvard including from the Business School, the Law School, the School of Public Health, and the Medical School participated in the January offerings.

"I'm very excited about the opportunities we had for activities in January," said HKS Academic Dean Mary Jo Bane. "January gave us an opportunity to do things in-depth and also to bring together people from schools across Harvard."

Reflecting on the Carr Center's 10 Years

Today the Carr Center is a major research hub for human rights thinking. It played a leading role in the call for international intervention in Kosovo. It has worked with the military to weave human rights considerations into counterinsurgency practices. Today it leads the way in viewing U.S. military interventions abroad through a human rights lens.

But when it first opened, in 1999, its place and its future were not so clear. Human rights, the conventional wisdom seemed to say, might have found a more natural home in a law

"Human rights activism... can be sitting in a room with generals, figuring out a way to minimize human casualties."

school or a philosophy department than in a policy school.

The center's success, as it marks its 10th anniversary, is a testament to the vision of its founders in questioning and addressing, as former Carr Center director Samantha Power describes it, the gaps between the promise and practice of rights.

In the beginning that vision was shared by just a few. Greg Carr MPP 1986, whose \$18 million gift made the center possible, brought the idea to former dean and Belfer Center director Graham Allison. Together with Power and the center's director, from 2000 to 2005, Michael Ignatieff, they concluded that there were indeed challenging policy questions to be addressed when human rights issues collided with other issues such as national security and the environment.

"The center has contributed to policies that have truly changed the world," said Dean David T. Ellwood at an event last fall celebrating the center's first decade.

That achievement, once again, stems from the fact that the Carr Center sits in a policy school. Most human rights centers in academia are based at law schools, where discussions often revolve around the rights people are entitled to by law and abuses of those rights.

Carr Center researchers are intent not only on shifting the "conversation" but also on obtaining tangible results. "I initially felt that the 'human rights' label could be detrimental to the human rights improvements we were seeking," says Kennedy School lecturer and former center director Sarah Sewall. What's important, in the end, is not the label, she adds. "It's about getting things done."

The center, explains current director Rory Stewart, "has always focused on difficult practical issues of implementation." Stewart

cited the efforts of Ignatieff, who contributed to a report on humanitarian intervention that was endorsed by former UN Secretary General Kofi Annan. The report, called "The Responsibility to Protect," presents a framework for intervening in humanitarian crises around the world.

Stewart also pointed to Sewall's efforts to change U.S. military officials' perspectives on civilian casualties. At the anniversary celebra-

tion, he quoted General Curtis LeMay, who explained war this way: "If you kill enough of them, they stop fighting." Stewart contrasted LeMay's philosophy with that of General Stanley McChrystal, the commander of U.S. forces in Afghanistan, who has made reducing civilian deaths a priority. Military thinking on this front, Stewart says, has undergone a "quantum leap."

Sewall's contributions toward this end are exactly what Carr was hoping to see when he founded the center. "Human rights activism...

can be sitting in a room with generals, figuring out a way to minimize human casualties," he said.

The center has helped the idea of human rights to infuse the thinking of people who would not traditionally have viewed them-

of "the depth of expertise being brought to bear," with eight full-time fellows, some of whom have worked in the region since the late 1970s. Although he's skeptical of U.S. plans to bring democratic reforms to the country by sending in more troops, he argues that Carr fellows



CARR CENTER DIRECTORS past and present gathered at the 10th anniversary celebration: left to right, Sarah Sewall, director 2005–2009; Michael Ignatieff, director 2000–2005; Rory Stewart, current director 2009–present;

Samantha Power, founding executive director 1998–2004. Absent from photo is Michael Ignatieff, director 2000–2005.

MARTHA STEWART

selves as human rights actors. "To be a center that allows you to be both extremely applied and pragmatic and to not lose sight of the larger normative questions in which very pragmatic work is nested is an extraordinary privilege," Sewall said.

Looking forward to the next 10 years, center leaders expect the center to "attach itself, in deeper and deeper ways," to policy debates in other areas, perhaps including religion.

The center has initiated two new programs since Stewart became director in 2009: Human Rights and Social Movements, which has a domestic focus, and State Building and Human Rights in Afghanistan and Pakistan. The Afghanistan program, he says, stands out because

have already shown "how much can be achieved by working within the texture of Afghan society."

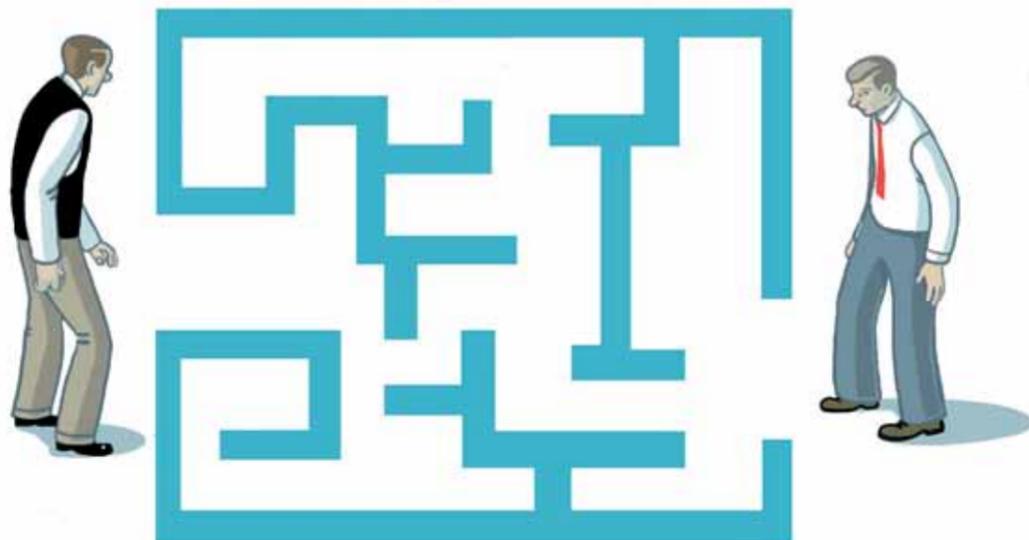
Nevertheless, Stewart, who is leaving the school in 2010 to run for a seat in the UK Parliament, believes that when it comes to human rights, a large dose of humility is in order. "This is an area where we're still confused—where we don't have all the answers," he says. So maybe Carr was on to something when he decided human rights policy should be investigated at a place like the Kennedy School. "What we do at a university," Stewart says, "is to help people think—not to provide all the answers or give the impression that we have them." ❖ SN

Finding Common Ground

EXECUTIVE EDUCATION In 2002, Michael Fleming, executive director of the David Bohnett Foundation, helped launch the mid-career fellowship for government officials that the Kennedy School runs in concert with the Gay and Lesbian Leadership Institute. But it was only after becoming a fellow himself in 2005 that Fleming was able to fully appreciate the value of the program.

“The school does an amazing job of packing those weeks with as much information as you can handle, but not more than you can handle,” says Fleming. “That’s a real science.”

Evan Low, a city councillor and vice mayor of Campbell, California, and a 2007 Bohnett fellow thinks the program was greatly enriched by the diversity of its participants, “who worked across party



Following his recommendation, in 2007 the Bohnett Foundation contributed \$500,000 to endow the program, which has grown from 3 fellows in 2002 to 16 in 2009, and covers about half the participation costs for lesbian, gay, bisexual, and transsexual students.

Each year, two classes of fellows come to the Kennedy School for the Senior Executives in State and Local Government program. The dozen or so Bohnett fellows are part of a group of some 70 students overall. “We wanted our fellows to be integrated with a larger class of government attendees, who may not be gay or lesbian, so that each group could learn from the other’s experience,” says foundation head David Bohnett, a Web entrepreneur who became a major philanthropist in 1999 after selling GeoCities.com, the social networking company he cofounded, to Yahoo! for \$3.6 billion. “After interacting with our fellows, other participants in the program told me they had learned quite a bit about the struggle that gay and lesbian people had for equality.”

Bohnett backed the fellowship program because he feels that leadership training is one of the best ways of advancing the civil rights goals he cares about most, particularly those involving marriage and family equality for gays and lesbians. “Not only was the Kennedy School eager to partner with us,” he says, “they also had the strongest curriculum.”

“Beforehand, I often regarded the opposition as **close-minded** people that I could simply write off.”

lines, across regional, cultural, and generational boundaries, and across issues of gender and sexual orientation. By being put in a room for three intensive weeks with individuals who don’t necessarily share the same values as we do, we were forced to deal with each other.”

Low made friends, for instance, with a man whose religion defined marriage as between a man and a woman. By the end of the session, this man said that Low shouldn’t have any fewer rights than he and his wife did.

“I didn’t come away from the program with specific tools so much as a general outlook that is helpful in almost everything I do in public life,” Low says. “Beforehand, I often regarded the opposition as close-minded people that I could simply write off. I now realize that we all have equal say, even though our perspectives may be different. There is no right and wrong; there are just opportunities to educate one another.” ❖ SN

ALISON SEIFFER

MARTHA STEWART

The Right Fight



The Rev. J. Bryan Hehir

RESEARCH The Rev. J. Bryan Hehir is a Catholic priest, the secretary for health care and social services in the Archdiocese of Boston, and the Montgomery Professor of the Practice of Religion and Public Life at HKS. He has been dean of Harvard Divinity School, president of Catholic Charities USA, and director of the office of international affairs of the U.S. Catholic Conference of Bishops. In the past 20 years Hehir has thought and written extensively on the moral dimensions of military intervention.

Q In what way has the field of international relations changed in the past 20 years from the perspective of someone concerned with ethics?

In the 1990s, moralists were really trying to make a moral argument in places like Somalia, Rwanda, Kosovo, and Sierra Leone that force ought to be used because of the nature of the human rights violations happening there.

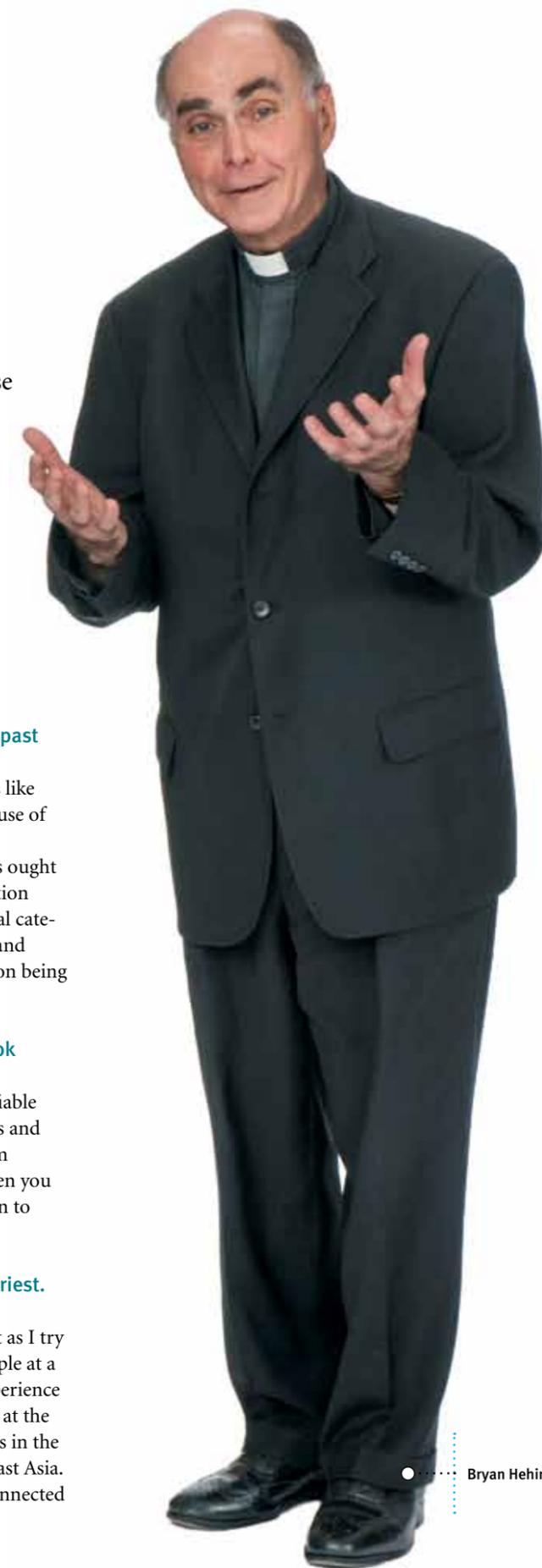
So most of us who had worked on the ethics of just war, about what states ought to do to use force or restrain force, had to try to develop an ethic of intervention arguing that there were certain circumstances where, even though the classical category of national interest wouldn’t be very involved, in fact there were moral and perhaps legal reasons to use force. That’s still an unfinished story—one reason being that 9/11 took us in a completely different direction.

Q What are the main repercussions of the turn U.S. foreign policy took after 9/11?

When you are the leading military power in the world and you set up a justifiable case for preemption as a strategic doctrine, meaning we will respond in times and places of our own choosing—I think that tilts the whole international system toward a preemptive mode. If the strongest power in the world can do it, when you don’t necessarily have an imminent threat, you’re implicitly giving permission to others to do it.

Q You are an educator, a scholar, an administrator, and of course a priest. What connects all that you do?

The pieces of my life, while they’re diverse, have a kind of inner unity, at least as I try to live them. I’ve always lived in a parish. That keeps you in contact with people at a specific level. If you work in a social service agency, you have some direct experience of the consequences of the policies you are dealing with. And when I worked at the Bishops Conference, I had the chance to see consequences of harmful policies in the lives of people of different parts of the world: Latin America, South Africa, East Asia. To some degree, the teaching and writing and the administrative work are connected to an awareness of the impacts of that on people’s lives. ❖ RDO



Bryan Hehir

A photograph of two men on a beach at sunset. The man in the foreground is wearing a dark jacket over a red shirt and is looking towards the right. The man behind him is wearing a brown jacket and sunglasses, also looking to the right. They are holding a large map spread out on the sand. The sky is a mix of blue and orange, and the ocean is visible in the background.

wind power

It's clean, renewable, and has the potential to transform our future, says Paul Rich MC/MPA 1998.

BY LEWIS RICE PHOTOGRAPH BY MARK OSTOW

Anyone who's ever been on a boat far offshore has experienced the power of the wind. Paul Rich MC/MPA 1998 understands that power better than most. As an 11-year veteran of the U.S. Navy, he has traveled on vessels all over the world. Even though he now spends most of his days in enclosed offices, the wind, in a sense, is still all around him. And soon, he hopes, many more people will experience the power of the wind from the climate-controlled comfort of their own homes and offices.

In the vanguard of a potential breakthrough in alternative energy, Rich serves as chief development officer for Deepwater Wind, a company that seeks to develop the first offshore wind farm in the United States. In his position, which he assumed in April, he navigates a cross-section of public policy, business, and science and technology, with the goal of helping to launch

Walking to a map of the Rhode Island coastline in the company's offices in downtown Providence, Rich outlines the complex process of gaining approvals and preparing for the Block Island wind farm project, which he hopes will be completed by 2012. In 2008, the state named Deepwater as its "preferred developer" of offshore wind farms. That step led

But it is the larger project, farther offshore in Rhode Island Sound, that represents the model Deepwater would like to replicate elsewhere off the East Coast—and reflects the significance of the company's name. That model addresses a common objection from beachfront residents—that wind turbines mar the natural beauty of the coastline—by placing the structures

For example, when he first began at Deepwater, he participated in the drafting of legislation that requires the state's largest electric utility to enter into long-term contracts to purchase power from renewable energy producers in Rhode Island. The bill, signed by the governor in June, is designed to help attract private financing by guaranteeing a market for

“We’re not just talking about permitting a wind farm. We’re trying to launch an industry that is difficult, more difficult than just siting some other development activity. It’s like trying to move an enormous rock uphill.”

an industry that could provide a major power source for the densely populated eastern seaboard.

Rich arrived with more than a decade of experience in the energy field, most recently as chief development officer for Cross Hudson Cable, where he oversaw the development of an electrical transmission project under the Hudson River from New Jersey to Manhattan. But he had never before worked with wind technology—a major draw of the Deepwater opportunity, he says.

“The renewable piece is huge,” says Rich. “I would not be this excited about trying to build a conventional power plant.”

Deepwater plans to develop a small wind farm off Block Island, Rhode Island, and later a larger installation of approximately 100 wind turbines more than 15 miles off the coastline in Rhode Island Sound. Providing the same amount of power as a conventional power plant, that site would supply 15 percent of the state's energy needs, according to the company, which also touts the possibility of reducing the use of oil through a clean and safe alternative. But the siting process is still in an early stage, and Rich acknowledges the challenges ahead for an industry that has yet to gain a foothold in the U.S. market, because of labyrinthine government regulation and local opposition to projects. Still, he is buoyed by the progress that Deepwater has made, and he can envision success—in the form of large turbines harnessing the plentiful, steady winds of the open ocean—just over the horizon.

That goal has already been met in Europe, where Rich recently attended the European Offshore Wind Conference. He notes that Europe is at least 10 years ahead of the United States in implementing the technology, having established about a dozen offshore wind farms to date, with more in the works. He credits European governments with putting policies in place that facilitate the manufacture and installation of renewable power. Government must take a similar leadership position in order to develop the offshore wind industry in the United States, he says.

“It’s almost a collective effort of society to get these projects off the ground, particularly where there’s no industry,” says Rich. “We’re not just talking about permitting a wind farm. We’re trying to launch an industry that is difficult, more difficult than just siting some other development activity. It’s like trying to move an enormous rock uphill.”

Deepwater to secure state approval for exploratory activities at the proposed site, such as collecting wind data, monitoring bird migrations via radar, and taking geophysical surveys in the water. Although the state owns the land for the Block Island project substation and leases it for development, the U.S. Army Corps of engineers has to approve permits for construction in the water. In order to take on the expense of installing the two wind farms, which Rich projects will cost more than \$1 billion combined, the company has secured financial backing from private energy investors.

One obstacle that Deepwater does not appear to face is the kind of strong and well-financed local opposition that has dogged the proposed Cape Wind project off Cape Cod in Massachusetts. That project is still in limbo after first being proposed in 2001, with residents contending that it would mar the beauty of the coastline and hamper tourism and fishing.

In contrast, Rich points to enthusiasm for offshore wind among Rhode Island policymakers, politicians, and residents. He has advocated for offshore wind to legislators, who had set a goal for renewables to supply 15 percent of the state's energy by 2020, and to stakeholder groups such as the utility company and environmental organizations. Many of the state's power brokers, including the governor, the Rhode Island House speaker and Senate president, and the mayor of Providence, showed their support for Deepwater's ventures by attending the opening of the company offices in Providence last spring. Part of the statewide appeal is the promise of local green jobs. Deepwater has leased land at a former naval base on Quonset Point, which it plans to reconfigure into a manufacturing hub that will build the components for the state's offshore wind facilities and others sited in the region.

Residents who would be most affected by the wind turbines have also signaled their approval. According to a survey conducted by professors at Roger Williams University and Brown University, 84 percent of registered voters on Block Island responded that they would support the proposed wind farm three miles from their shore. Those residents would benefit from a wind farm, says Rich, because it would supplant the expensive diesel generators that currently supply the island's power.

“It will comfortably conform to what’s already out there and strike a nice balance between a power generation opportunity and an environmentally conscious statement of what the island’s embracing,” he says. “I think for that reason it fits.”

out of sight, up to 20 miles away from land. Other offshore wind farms can't be sited that far out because they use monopiles sunk into the ocean's floor, which aren't economical in more than 70 feet of water. Deepwater, however, plans to use what it calls “jacket foundation technology,” a latticed structure that looks like an oil derrick, which will allow turbines to be placed in water up to 150 feet deep. The technology, which is not currently being built in the United States, would be produced at the Quonset Point center.

The plan represents an impressive engineering feat as well as sound public policy, according to Rich. For him, that's the best kind of winning combination.

Having grown up near the coast of Maine, in the Boothbay Harbor area, Rich has always focused his interests and skills on the water. Living in Maine also made him aware of the impacts of conventional power plant generation, such as the acid rain that threatens the state's abundant forestland.

He attended Maine Maritime Academy, where he studied marine engineering. While many of the school's graduates join the merchant marine, Rich decided to join the Navy. He was attracted by the leadership opportunities, he says. Attaining the rank of lieutenant commander, he was stationed in San Diego and Hawaii, and later signed on to an exchange program with the German navy. During his trip to the European Offshore Wind Conference, he visited the same harbor he used to sail out of on a German ship, an area that now manufactures components for offshore wind. As a naval officer, he also spent time patrolling the Persian Gulf. “In the military you always felt like you were executing public policies for the United States,” he says. “You were in the Middle East trying to secure oil production basically for a policy you may or may not support.” By lessening America's dependence on foreign oil, wind power can bolster our national security, he adds.

After he left the service, Rich became policy and research director for former U.S. Representative Tom Allen of Maine. To enhance his understanding of the policy arena, he turned to the Kennedy School, where he took a course that addressed power and utility issues. “The core courses I took were fantastic and exposed me to a way of understanding how public policy is not only set but generated and implemented that for me was an eye-opening experience that I've carried through my career since then,” Rich says.

renewable energy projects like Deepwater's. It is the kind of public policy that can, as Rich says, help launch an industry.

The engineer in Rich comes out as he explains to a visitor how wind turbines work. Diagramming on a whiteboard, he draws a row of turbines. In simple terms, the wind moves the blades, which turn a shaft connected to a generator that produces electricity. Cables connect one turbine to the next, and the last turbine is connected to a substation on land.

The turbines for large-scale wind farms are massive, with the blades alone spanning up to 120 feet and a single unit weighing 300 tons. The cost of the equipment and the construction means that offshore wind energy will be more expensive than conventional fossil fuel generation, Rich says, adding that of the renewable forms of energy, offshore wind is the most cost effective. Of course, from his perspective, the cost will be well worth it, for clean energy provided by something that will always be available.

“It’s going to be truly transformative,” Rich says. “I think you’ll see as much as 15 or 20 percent of all our electrical needs being met by offshore wind, and probably that will be met within 15 years. It’s going to take some federal involvement to encourage this kind of development and to socialize the costs, but the benefits are such that we’re really left with no choice but to pursue this kind of energy balance.”

For now, Rich continues his pursuit of establishing the first offshore wind farm in the country. It's certainly not necessary to be first, he says, but it would be a point of pride, for Rhode Island, for Deepwater, and for him. He has seen in person how it can be done in Europe, and he has a reminder every day at work. In a conference room, he points to a photo of an array of wind turbines arched across the water, about a mile and a half off a beach in Copenhagen. Though some have called wind farms an eyesore, Rich admires the aesthetics of the turbines in the photo. But he's not just looking at towers and blades rising from the ocean floor. He is looking at the future. ❖

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

“For all those whose cares have been our concern, **the work goes on**, the cause endures, the hope still lives, and the dream shall never die.”

↪ For decades, Senator Edward Kennedy was a friend and unwavering supporter of the Kennedy School. From the earliest discussions about creating a new school of government, he championed the idea of a living memorial to his brother President John F. Kennedy. ↪ “He was a steadfast stalwart of the school,” says former HKS Dean Graham Allison. “He challenged those of us at the helm of the enterprise to stretch to the highest aspirations for excellence in government. His own commitment and example will remain an inspiration to us all, but we miss him greatly.”



Senator Edward Kennedy waves to the crowd at his last appearance on the Harvard campus, in December 2008, when the university presented him with an honorary degree at Sanders Theatre in Memorial Hall. Photo by Stephanie Mitchell/Harvard University News Office.



Senator Edward Kennedy (D-Massachusetts) speaks from the audience at the first forum in 1978, “The Changing American Presidency.” Seated at his left, are his son Edward Kennedy Jr. and wife Joan Kennedy.



With Kennedy School Dean Graham Allison in 1985 in the Forum.



Members of IOP’s SAC in 1987: back row, Milton Gwirtzman; Senator Kennedy; Richard Thornburgh, IOP director; John Culver; Ron Brown. Front row, Katherine Graham; John F. Kennedy Jr., and Shirley Williams.



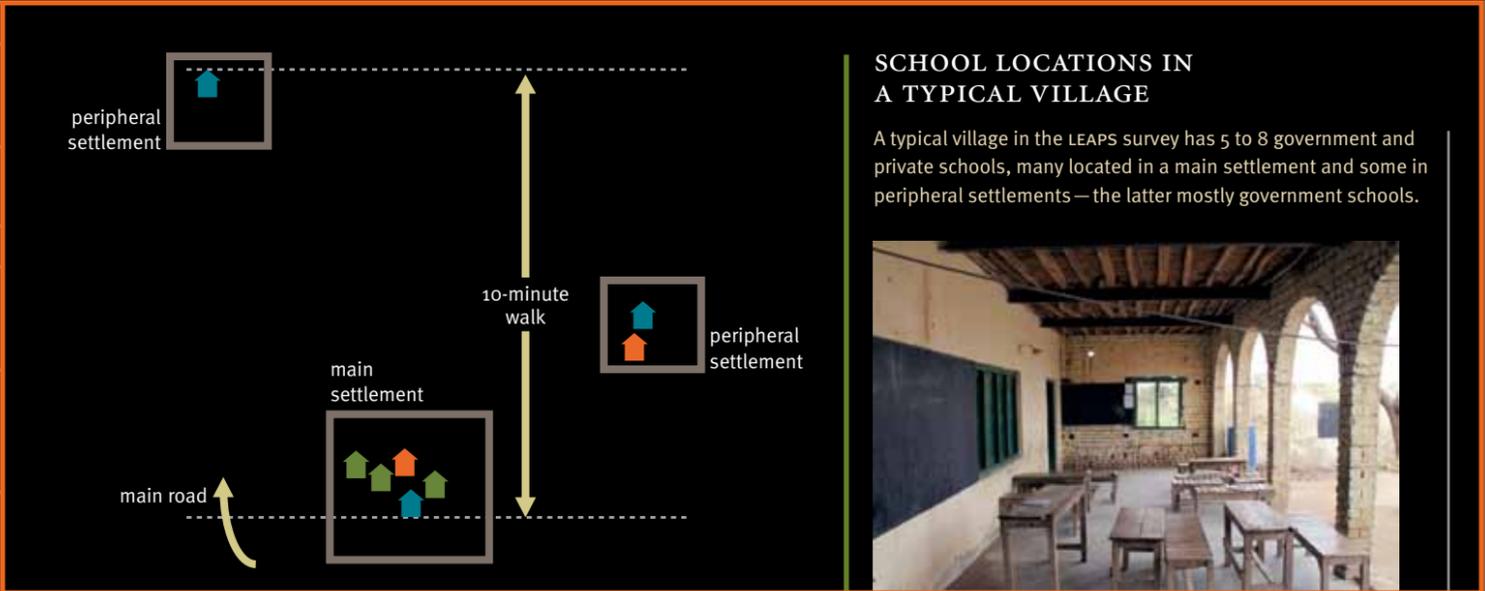
Kennedy was a committed member of SAC, never missing the twice-yearly meetings since the council’s founding, in 1966. Here in 1987 and 1995.



Top, In September 2003, Caroline Kennedy Schlossberg and Senator Kennedy presided over the dedication of the Forum’s renaming as the John F. Kennedy Jr. Forum, with IOP Director Dan Glickman. Bottom, In 2007, Kennedy at the 40th anniversary of the Institute of Politics.

Learning from Pakistan

Asim Ijaz Khwaja's mammoth study of education in Punjab teaches important lessons



BY ROBERT O'NEILL

In the world of development economics, where Kennedy School Public Policy Professor Asim Ijaz Khwaja does much of his work, education is seen, along with health, as one of those great human capital investments that can help lift a country from poverty.

Despite much of the troubling news that has come out of Khwaja's native Pakistan in the past decade, he and his co-authors — Tahir Andrabi, of Pomona College, and Jishnu Das, of the World Bank's research group — looked more carefully and saw a development few others were noticing. Not the story that was being exaggerated across much of the Western media: the rise of madrassas, Islamic schools that were being blamed for increased fundamentalism and militancy throughout the Muslim world. Those schools serve no more than 3 percent of schoolchildren in the country.

Rather, they saw an increase in the number and spread of small private schools, many of them in rural villages. In a country receiving billions of dollars in international aid, it was a development worth studying. And with the recent decision by the U.S. government to pour in another \$7.5 billion in non-

military aid over the next five years, it may prove to be invaluable information.

The research project they conducted, with support from the World Bank and especially lead economist Tara Vishwanath, has provided a unique view into the changing educational environment of a country; a dramatically detailed study of students, their families, and teachers in a developing country; and insight into possible development policies for a country that is in dire need of them.

The project was ambitious. The team began to design a project looking at thousands of subjects and following them over several years.

"We realized we could focus on a few select topics, or we could step back and see the entire educational universe," Khwaja says.

They launched their project in the province of Punjab, Pakistan's most populous, home to a little more than half the country's 164 million people, and where about half the rural population live in villages with private schools.

The group's academic credentials and its consistent interest in the country's development, expressed in previous contacts with local economists and statisticians, helped it gain the trust and cooperation of the government. With that, government schools were on board, and private schools were surprisingly quick to follow.

The study, known as the LEAPS Project (Learning and Educational Achievements in Punjab Schools, www.leapsproject.org) became a huge undertaking: all 812 government and private schools in 112 villages, 12,000 schoolchildren, 2,000 households, and 5,000 teachers. From 2003 to 2007, an in-country team administered carefully designed tests independently to students so as to have comparable data on their knowledge and progress. Schools, households, teachers, and school principals were surveyed. Information was collected on school infrastructure and costs, teachers' socioeconomic status, geographic location, and much more. The team even collected information on families with school-age children who were not enrolled in schools.

PHOTO: IZZA AFTAB

What did you do in school today?



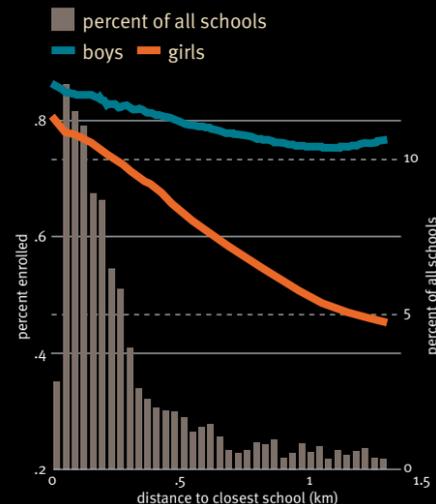
Schools in Pakistan, like those in much of the developing world, have few of the extracurricular activities many in the developed world take for granted.

Of the five and a half hours that a typical Pakistani schoolchild typically spends in school, more than three quarters are spent in formal classes. Less than 5 percent involves supervised sports, music and art, or activities such as drama and debates. The majority of schools do not even offer these activities.

The issue is an important one. Families make conscious decisions about, “which child to ‘push’ through school and which child to exert less effort on,” researchers found. “The fact that schools are boring means that those children whose parents do not push them to attend school will likely not attend.”

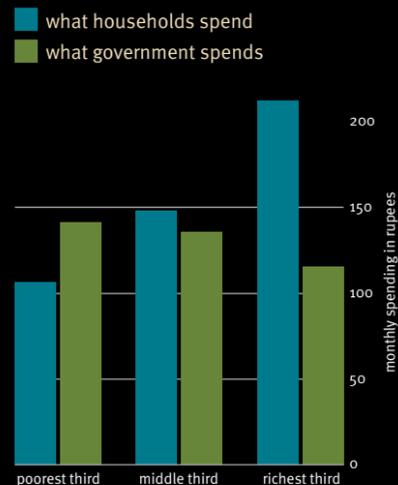
DISTANCE AND ENROLLMENT

Most schools are within 500 meters of the household, yet enrollment falls dramatically with distance, particularly for girls.



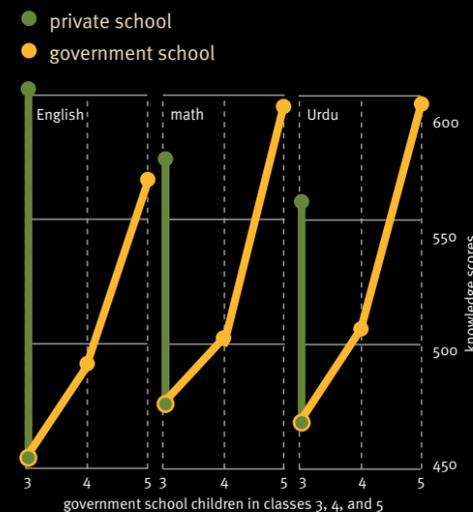
EXPENDITURES ON EDUCATION

Even the poorest households bear a large share of the cost of educating their children.



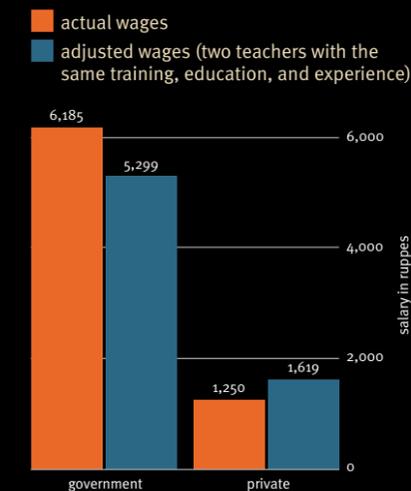
COMPARISON ON LEARNING

Children in government schools take 1.5 (math) to 2.5 (English) additional years to catch up to children in private schools.



TEACHERS' PAY

Private schools are less expensive because their teachers earn much less — on average five times less than their public school counterparts.



The project found an education system in flux. From 2001 to 2005, student enrollment in Pakistan went up 10 percentage points. Yet, learning across the board was poor — most children at the end of third grade couldn't answer simple questions. And learning remained stagnant or even declined as enrollment increased. During that same time, the number of private schools increased from 32,000 to 47,000. These were not urban schools catering to the elite, but rather affordable, rural “mom and pop” schools run by local village women and offering modern progressive education. By 2005, one in three Pakistani children in primary school was enrolled in a private school.

The researchers found that private schools outperformed government schools: On average, students in government schools needed as much as two and a half years to catch up to their private school counterparts. As growth in private schools exploded during the course of the research, Khwaja says, he and his colleagues began to realize that the future they had envisaged was becoming the present for many villages.

With that change came debates over the future of education in Pakistan, and the data the LEAPS project had been collecting and analyzing played an important role. The new realities of the Pakistani education system meant more choices for parents when pondering

their children's education; they also raised questions of whether and how to regulate this vast new network of schools and of teacher certification and qualification, and a focus on learning rather than just enrollment. Khwaja and his colleagues were uniquely able to inform those debates.

Their household surveys had given them a window into how parents made decisions on schooling. They found that parents thought carefully about which children should receive the largest educational investments and reduced the money they spent on educating the ones they saw as “less intelligent.” And they found that parents were relatively aware, regardless of whether they were literate or illiterate, of how different schools performed and how hardworking, or prone to absenteeism, the teachers were.

On the contentious issue of increasing teachers' minimum qualifications — requiring a bachelor's degree as opposed to just a secondary education — the data showed that although certification mattered, the difference between private and public school settings mattered much more. LEAPS data were able to correlate child test scores with teacher qualifications. They showed a gap of less than 2 percent between children taught by a teacher with secondary education and children taught by one with post-secondary education

working in a public school. But children taught by a more educated teacher working in a private school scored 19 percent higher.

Raising the minimum qualification would mean that villages would have to import outside teachers rather than the secondary-school-trained women who made up an important part of the teaching force in private schools, most likely raising absenteeism and forcing schools to either shut down or raise fees.

The project also contributes to a debate on school regulation. It found by studying the location of private schools, that they did not behave as monopolies, because they were typically clustered tightly in the villages, and their prices were kept low by competition. (They charged an average of 60 rupees a month — less than a day's unskilled wage — and 18 percent of the poorest third of the population sent their children to private schools where they existed.)

But the role of government schools was very important in ensuring access to education, suggesting that the two should be thought of as complementary. Whereas private schools clustered in the centers of villages, or in wealthier neighborhoods, public schools were scattered more equitably.

Khwaja and his colleagues are integrating the policy and research focus of the LEAPS project. Together with Andrabi, Das, Vishwanath,

and Tristan Zajonc of Harvard University, he is in the process of turning their insights into a book, which they hope will make their work more accessible — and, with billions of aid dollars about to be distributed, more applicable. At the same time, they have brought standard economic tools to bear on important topics such as the benefits of maternal education, the process through which children learn, and the impact of providing information.

“Pakistan is a fascinating and challenging environment for this work,” Khwaja says. “The country's educational system has come into sharp focus around the world. However, the real insights from the LEAPS project come from the opportunities and challenges that small scale private schools — perhaps best thought of as ‘microeducation’ — have opened up for parents and children. Given that this phenomenon is spreading at a speed that no one anticipated, the results from this study are relevant to our understanding of rural education for a large number of countries. Remaining sensitive to the particular context of Pakistan yet realizing the implications of our findings for other countries is a fine balancing act. But that's the nice thing about being at a policy school. Where we can also say ‘this is a valuable project because it becomes valuable policy — not only for Pakistan, but also for a larger developing world.’”

Rote Learning

While developing their testing tools at one small private school, the LEAPS team could not understand how the children could struggle with a simple reading comprehension, while they had earlier done quite well in a much more advanced English reading comprehension passage in their last internal examination. The puzzle

was solved when they found out that the passage on the internal test was taken verbatim from the textbook used in the class, which the children had practiced and mostly memorized. At an “elite” school, children were shown the picture of a parallelogram and a rectangle and asked, in a “free response” format, to describe the shapes' similarities, and differ-

ences. The question drew a complete blank and the children told testers they had never been exposed to that type of question. “Testing children using template questions not only leads to official exams overstating children's subject mastery, it also results in them forgetting the important skill of decoding instructions,” the authors write.



PHOTOS: IZZA AFTAB

A quarter mile

The distance from home to school is a vastly important factor for Pakistani schoolchildren. Half the children surveyed live within 200 meters of the closest eligible school, and the vast majority live within 500 meters, no more than a 10-minute walk.

That proximity matters most for girls. As the distance to the closest eligible school increases, the drop in enrollment among girls is three to four times as great as that for boys: 11 to 16 percent for every 500 meters, compared with 4 percent for boys.

In analyzing what they called girls' “distance penalty,” researchers

found that neither wealth (and thus the ability to pay for transport or a chaperone) nor a girl's age (looking at differences between pre- and post-pubescent girls) had any effect. The only thing that reduced the “distance penalty” was the presence of adult educated females in the household.

The importance of girls' education is not to be underestimated. The researchers found that when a village had a girls' secondary school, its chances of having a private school increased by 300 percent, because many of those educated girls went on to become private school teachers.

Federal Service Examined

The Kennedy School strives to make federal employment work.

BY ROBERT O'NEILL

WHAT DO THE VICE PRESIDENT of people operations at Google, the vice president of global workforce diversity at IBM, the U.S. secretary of housing and urban development, the director of the Secret Service, and the senior vice president of recruitment at Teach for America have in common? Together with many others in the public, private, nonprofit, and academic sectors, they all believe that this is a “once in a generation” moment to bring the most talented people into the federal government. And with public challenges such as unemployment, climate change, health care, and the wars in Iraq and Afghanistan clamoring for government solutions, making sure the government has the people it needs to do its work is vitally important.

Dean David T. Ellwood has led the call for what he describes as “transformational changes in the way we hire, support, and promote our public servants.” The call for change has been made before. But this is a moment, Ellwood and others argue, in which the stars finally seem aligned.

Nearly a third of mid-level and upper-level federal government officials are due to retire in the next few years. A weakened private job market has made public sector work more attractive to top talent. The scale of the problems faced by government presents very real challenges. And public service has an inspirational spokesman in President Barack Obama.

STEVE BARRETT

Tackling the federal workforce is no easy matter. The federal government is the country’s largest employer. Not counting active-duty military personnel and postal workers, Washington employs roughly 1.9 million men and women.

The federal work environment, says Jack Donahue, Kennedy School lecturer on public management and a former assistant secretary of labor in the Clinton administration, is a relic of an earlier time, unrecognizable to anyone working in the private sector today.

Some of the differences may be seen as good ones. Wages are much higher (the median federal civil servant salary is \$61,750, compared with \$32,390 in the private sector), tenure is much longer (an average of more than 16 years, compared with four years in the private sector), and union representation, at 33 percent, is nearly four times as high as in the private sector.

But they come hand in hand with serious problems. A report by the Partnership for Public Service, a nonprofit dedicated to improving the federal workforce, found the hiring process unbelievably complicated: Some federal job application instructions are 35 pages long, while a hiring process in the U.S. Department of Education’s Federal Student Aid program took 114 separate steps and still managed to fail in delivering high-quality candidates. Hiring can take 6 or even 12 months time during which young graduates with loan obligations, or talented professionals, can be lured away by other possibilities.

“Graduate school is not inexpensive,” says Rebecca Hummel MPP 2007 (see sidebar on page 28), who after being accepted in the Presidential Management Fellows (PMF) program waited five months to learn whether she had a position at the State Department. “I think that things are stressful for people coming out of graduate school, and it’s hard to have things up in the air for many, many months.”

For those entering the federal hiring process, the confusion is just beginning. Deanne Titus MC/MPA 2010 came to the Kennedy School after receiving a scholarship through the Harvard Presidential Scholars program, which covers tuition for students pursuing careers in public service. But even for Titus, who has extensive experience in both the private sector and local government in Atlanta, and who has a clear interest in federal transportation policy, the way forward is unclear.

“To me it’s just a big ball of confusion, and I’d really like to break it down,” says Titus, who has applied for the PMF program and is also looking for federal jobs independently.

The system, and her encounters with federal employees visiting the school, have done little to point out a clear path toward a career with the federal government. Although she is receiving guidance from the Kennedy School’s Office of Career Advancement, it has been difficult to find people within the system who can shed light on it. “I think it’s just a matter of streamlining it,” she says.

To that end, Ellwood has been championing reforms that include enhancing the hiring and recruitment system and providing more creative financial incentives—such as more loans, fellowships, and programs that encourage students to serve in government in exchange for educational benefits. Others are: making changes to salary and promotions; allowing government to retain talented employees and attract more mid-career professionals; developing new tools to measure how government is succeeding in recruiting talented people; and making the improvement of basic government operations a priority.

In October, Ellwood convened a meeting of leaders from across the political spectrum and from the private, nonprofit, and academic sectors to discuss federal service reforms. Present were representatives from the White House, cabinet agencies, Congress, and organized labor along with the officials mentioned above.

“I came away with the impression that the Obama administration understands the enormity and complexity of this task, and is prepared to step forward to meet it,” Ellwood says. “In fact, the Office of Personnel Management, which helped organize the roundtable, is currently working on a package of reform measures to improve and enhance the federal government’s recruitment and hiring processes.”

In the end, transforming the way the federal government hires, promotes, retains, and gets the most out of the talent pool eager to be of service will not be easy, Ellwood says. “But it is imperative,” he continues, “that we make the right investments to attract the most passionate, dedicated, and talented young people into exciting and meaningful positions in the federal workforce. When that happens, vision and innovation will become the hallmarks of government service, and our country will benefit.”

“It is imperative that we make the right investments to attract the most passionate, dedicated, and talented young people into exciting and meaningful positions in the federal workforce.”



Harvard Kennedy School students are drawn by service—particularly federal service, which appeals to a mixture of patriotism, interest in issues handled at the federal level, and a practical appreciation of the federal government’s unique ability to place them in a position to effect real change.

Their experiences are as diverse and unique as the students themselves. Here are three stories that illustrate how both current students and alumni approach the idea and practice of federal service.

Rebecca Hummel

Rebecca Hummel MPP 2007 is where she wants to be now: Working on the ground in Afghanistan as a program manager for USAID’s Afghanistan Stabilization Initiative and making a daily difference in the lives of people there. But her route to government service has not been an easy or straightforward one.

Hummel did not arrive at the Kennedy School convinced that service for the federal government was her ultimate goal. She came to the school with a particular interest in Africa and international security. In the summer after her first year she went to work in New Orleans on the community rebuilding project in the Broadmoor neighborhood. At the beginning of her second year, as she began to weigh career choices, she cast a wide net. She applied for jobs in high tech and private sector consulting, and even explored the possibility of doing more scholarly work at the Belfer Center. But, influenced by her mentors at the school, Hummel looked increasingly at federal service.



“I think that things are stressful for people coming out of graduate school, and it’s hard to have things up in the air for many, many months.”

“I had worked for Graham Allison and Joe Nye, both of whom had been in the world (of federal government service), and I felt like I should give it a shot,” she says.

She applied for the Presidential Management Fellows program. The application was in October, followed by a test in January; the results were announced in February. It wasn’t until April that Hummel and others accepted into the PMF program were able to meet prospective employers at a Washington, DC job fair. Following her own lead, she talked to people in the State Department’s Iran office, who told her they would like to bring her on board. But there was never a guarantee, Hummel said. She moved to DC after graduation, getting a temporary job while following the progress of her application, but it wasn’t until months later, on a Friday in September, that

she was told she would start—the following Monday.

Hummel’s experience in the Iran office was invaluable, she says, but after working at USAID (the PMF program requires fellows to spend time at one other federal agency during their two years) she decided to drop out of the PMF program to follow her interest in Afghanistan and Pakistan issues.

“Even if I’ve taken some detours here and there, I still feel like I’m living up to what I’ve always been interested in doing,” she says. “I’m challenged every day, I’m learning every day, and I feel like I’m a part of something. And I think that’s the spirit of the Kennedy School: being committed and striving for things that are bigger than ourselves and being a part of that.”

Josh Archambault

Josh Archambault MPP 2010 knows something about the public sector: he worked on Beacon Hill for three years, for Governor Mitt Romney and for state Senator Scott Brown. He interned last summer with the General Accounting Office in Boston and his wife works for a large federal agency. He is committed to good government and to making sure that government uses resources wisely and efficiently.

So when Archambault began his job search last year, he started with the federal government. It seemed like a natural transition, he says. He

took the Presidential Management Fellows exam in January.

However, he, like many of his generation, is a little conflicted about what that choice would mean. First of all, there are conditions: He would work for the federal government only, he says, if he were working for certain agencies and people. Salaries, promotions, and the hiring process are important considerations for him. And then there’s his generational idea of what a career looks like.

“People in my generation and the generation above have this expectation of being at jobs for two to five years and then moving on to other opportunities,” he says.

The notion of being at an institution for the rest of his professional career—something he associates with federal civil service work—feels a little alien.

“I guess being there for 30 years would be a nice surprise because it would mean I couldn’t peel myself away from what I was doing for that long,” he says, in a tone that suggests he could never see it happening. “I think there’s a tension in the federal government, because historically, in the big agencies, people have gone and made careers of it.”

So if it weren’t a lifetime job, could working for the federal government be part of a career that stepped from sector to sector?

Archambault says there are other things he would like to do, such as working on Capitol Hill, doing advocacy work for a nonprofit, or maybe working in government relations for a private company. A job with the federal government would ideally have to accommodate those other things. But whether he goes in now or not, Archambault does not feel that a window on service with the federal government is closing.

“There probably will continue to be a need for public policy students,” he says. “If there’s an issue I feel really passionate about in 10 years, there probably will be an opportunity there.”

“People in my generation and the generation above have this expectation of being at jobs for two to five years and then moving on to other opportunities.”



David Agnew

As White House deputy director of intergovernmental affairs, David Agnew MPP 1990 is the link between President Obama and the nation’s mayors. It’s a job that seems tailor-made for Agnew, who brings a mixture of local government, federal government, and private sector experience to the office. Agnew traces his passion for public service back to working on elections from the age of 12. He helped his brother’s successful statehouse campaign when he was 15, and at 18, in 1984, he was the youngest ever delegate to the Democratic National Convention.

He steered clear of a family tradition in law, and came to the Kennedy School. After working for Price Waterhouse following graduation, including a year spent helping the government in Prague with privatization, Agnew embarked on his first federal experience during the Clinton administration, when he was a special assistant in the office of Labor Secretary Robert Reich, a former Kennedy School professor. (He was a political appointee.)

There he worked with another Kennedy School faculty member, Jack Donahue, who was Reich’s counselor. In his book *The Warping of Government Work*, Donahue used Agnew and some other “junior stars” in the Labor Department to illustrate how the federal government fails to retain top talent.

“There were certainly moments that made me cynical about how DC works,” Agnew says about his

time at the Labor Department.

“I learned that the federal government can sometimes be a slow, frustrating place to work. I also believe that the federal government is full of people working hard to improve the lives of their fellow citizens. This desire is what we need to cultivate and encourage.”

But in the end, he says, he left because he had the opportunity to work with the legendary Charleston mayor Joseph Riley.

“Working at the local level, with a mayor who gets things done and is in touch with the rhythms of a community—that’s a chance you don’t get very much in the federal service,” Agnew says.

Agnew continued to stay involved in community affairs even after he moved back to the private sector, as a real estate developer.

He was drawn early to Obama’s presidential campaign (“It was one of the most inspiring political movements that I’ll ever be a part of,” he says), and it proved to be a natural stepping-stone back to federal government work.

“What mayors do, I love,” he says. “It’s a passion, because they’re making cities better. The chance to help them do that from a White House position—well, I was sold on it from the beginning.”



“I also believe that the federal government is full of people working hard to improve the lives of their fellow citizens. This desire is what we need to cultivate.”

Momentous Initiative

FORUM | Less than one week after the House passed a health care bill, House Speaker **Nancy Pelosi** (D-California) described its passage as “the biggest initiative any of us in Congress will be part of in our generation of service.”

Sixty percent of the bankruptcies in the United States are caused by medical bills, and 80 percent of those people have health insurance, Pelosi said at a Forum event in November, but it doesn’t cover what it needs to cover.

The legislation will be critical, she said, for the economic and health security of individuals and families, for the competitiveness of business, and for the dynamism of the economy. The enhanced coverage the bill provides offers individuals the freedom to be entrepreneurial, start businesses, or change jobs without worrying they’re going to lose their health insurance.

Pelosi credited both President Obama and the late Senator Ted Kennedy (D-Massachusetts) for the bill’s passage. “Right now we passed that bill standing on the shoulders of Senator Kennedy,” she said. “He made it his life’s work and we could not be at this point without him.”

On the issue of House support for increasing troops in Afghanistan, Pelosi warned it would be an uphill battle. “Of all the things that I’ve done this year as speaker with a Democratic president—the recovery package, the budget, energy, health care—the hardest of them all was passing the supplemental funding for Afghanistan and Iraq,” she said.

The president’s careful consideration of how to proceed is wise, she said. U.S. presence in Afghanistan is about the security of the American people. It should be achieved “in a way that has a beginning, a middle, and an end to how we bring our troops home.”



JUSTIN IDE/HARVARD UNIVERSITY NEWS OFFICE

CLOCKWISE FROM TOP: MARTHA STEWART; TOM FITZSIMMONS; MARTHA STEWART

THE BUZZ

“Think very hard before you believe you can impose **democracy**. It isn’t a good import... I don’t think you can simply smash it down people’s throats without creating a tremendous **opposition.**”



Shirley Williams

∴ Baroness Shirley Williams, former HKS lecturer and IOP director, at a Women and Public Policy symposium in November.

“I’m **stunned** that there isn’t more questioning going on.”

∴ Andrew Wilder, Carr Center associate fellow and research director for policy process, Tufts University, about the ineffectiveness of aid in promoting stability in Afghanistan, at a Carr Center seminar in October.

“The philosophy of **conservatives** really is more in line with the reality of your generation. I just don’t think we’ve done a good job of articulating it.”



Norm Coleman

∴ Former U.S. Senator Norman Coleman (R-Minnesota), 2009 IOP visiting fellow, in the Forum in November, about how Republicans need to do a better job of reaching out to youth, as well as to minority groups, if they expect to be a majority party.

“The country occasionally likes to hear a president say ‘**I’m sorry**. I made a mistake.’”

∴ President Ronald Reagan’s chief of staff, Ken Duberstein, about his advice to President Reagan to apologize for the Iran-Contra scandal, at a panel discussion on presidential advising sponsored by the Center for Public Leadership in October.

“He **gets it.**”

∴ CNN reporter Candie Crowley, about Barack Obama’s approach to health care reform—to take incremental steps in getting a bill passed and come back later for more—at a Shorenstein Center brown bag in September.

“The political system is **broken.**”

∴ Former House Speaker Newt Gingrich, about how special-interest groups have taken over the country, at a forum sponsored by the Institute of Politics in October.



Newt Gingrich

“I think we’ve got to regain—to sound really **old-fashioned**—some ability to produce goods.”

∴ Paul Volcker HKS 1951, former chair of the Federal Reserve and current chair of the Economic Recovery Advisory Board, about the underlying structural imbalance in the U.S. economy, which spends more than it produces, in October at the Forum.



Deval Patrick

FORUM | Public Service As part of Harvard's Public Service Week last fall, Massachusetts Governor **Deval Patrick** challenged the audience to get involved, describing public service as a "balm for all the fear and the pain and all the uncertainty and disruption of our current economic distress." Patrick, who was elected governor in 2006, noted that "service stirs us. It brings meaning and purpose to our lives. Yet, only a fool would say it's easy." In introducing Patrick, Harvard Kennedy School Dean David T. Ellwood said Patrick's speech complemented the school's mission of training public leaders to solve problems. "We think the governor will do an excellent job of inspiring people to run for public office as one form of public service," he said.



Mary Schapiro

FORUM | SEC Reform The U.S. Securities and Exchange Commission did not wait for the Office of the Inspector General to issue its report before beginning agency reform, according to SEC Chair **Mary Schapiro**. "For the past year we've been reexamining and reforming the way we operate," said Schapiro, the first woman to head the agency. Among its reforms during the past year, the agency has named a tough prosecutor to lead the enforcement division, placed seasoned investigators back on the front lines, bolstered training programs, revamped how it handles tips and complaints, and expanded expertise through new hires. Many of the new hires come from nontraditional backgrounds, said Schapiro, because the agency needs more people at the cutting edge of finance. "There are so many new financial products and strategies being developed, and we must keep pace."

FORUM | Cause for Hope Remarking on the success of the G-20 summit in Pittsburgh in September, President of the Republic of Indonesia **Susilo Bambang Yudhoyono** said the G-20 looks set to be the premier forum for international cooperation. Recently re-elected for a second five-year term, Yudhoyono noted that civilizations both "define us and divide us," but are less prone to conflict when they interact. "This is what I saw at G-20," he said. "We spoke different languages through our headphones but we understood one another." While immensely challenging, he said, it is possible to fundamentally change and evolve the way civilizations, religions, and cultures interact. "This isn't Utopia... I have seen it work in Indonesia. I have seen it work in many countries. The question is can we make it globally?"



Susilo Bambang Yudhoyono

FORUM | Continent in Transition Kenya's Prime Minister **Raila Amolo Odinga** described the period since African countries gained independence as difficult because many African leaders have ruled with an iron hand. "The founding fathers of African independence believed that the gigantic task of nation building required a concentration of forces," he said. "As a result, a series of measures—coercion, bribery, intimidation, and blackmail—were employed to drive opposition into extinction. With the extinction of the opposition, checks and balances died," and with their demise came the big man—"the man with the stick." Odinga was appointed prime minister in 2008 after fraud accusations in the 2007 parliamentary elections forced the creation of a coalition government. The agreement includes power-sharing between Odinga and President Mwai Kibaki.



Raila Amolo Odinga

CLOCKWISE FROM TOP LEFT: MICHAEL CASEY; MARTHA STEWART; MARC HALEVI

Losing the News
The Future of the News that Feeds Democracy
:: Alex S. Jones



Traditionally, the business of newspaper publishing operated under a kind of gentlemen's agreement, as Alex Jones describes it in his new book. What he calls the "iron core" of news—the perhaps 15 percent of content that comprises investigative reporting, international coverage, and news that holds those in power accountable—costs much more to produce than the revenues it provides. Sports, entertainment, and other non-core news may have brought most of the ad revenues, but anyone who bought a paper would get the whole package. It was a good deal for the newspaper industry and a good deal for the public, Jones contends, "a virtuous cycle of profitability and public service."

And then came the digital revolution and the resulting plunge in ad revenues, motivating news organizations to view serious news as less their core concern than a drain on their balance sheets. In *Losing the News*, the director of the Shorenstein Center on the Press, Politics and Public Policy and Pulitzer Prize-winning former journalist for *The New York Times* outlines the problems the industry faces, highlights the continued importance of serious journalism, and offers prescriptions for its viability into the future. While news organizations are trying to save their business, Jones is reminding them to save the news.

Jones bemoans the market forces that have swept the news industry, causing corporate slashing of jobs nationwide and low morale for the remaining journalists, who must operate on bare-bones budgets. Although he doesn't idealize the past, he contends that the values of the news business have shifted. As a result, "accountability news"—in-depth, time-consuming reporting of the kind that uncovered scandals such as Watergate, and more recently, the corruption of California Congressman Randy "Duke" Cunningham—is fast disappearing, replaced by tabloid news.

"There is no doubt in my mind that the standards that have been the defining principles of traditional news are in danger of being largely swept aside to salvage the fortunes of the corporations that have owned the organs of traditional news," Jones writes. "If the iron core shrinks, the nation will be much the worse for it."

He shows why that is the case, as he details how journalism has been intertwined with democracy and has shaped social change, from civil rights to the environment. Yet when journalists cover such contentious issues, charges of bias inevitably follow. Jones downplays bias as a reason for the crisis in the news industry, but he does criticize the diminishing role of objective journalism in favor of advocacy. Indeed, he argues that objective journalism is far more apt to change minds than cable talk shows or blogs, which tend to reach an audience that already agrees with their viewpoints. Yet many consumers, in particular young people, seem to find objective news dull and even less credible than a person clearly advocating for a position, Jones acknowledges.

While detailing the troubling trends within the news industry, Jones also offers some hope for its future. He believes that despite the migration of news consumers to the Web, a quality print newspaper can survive by being "distinctive in its sense of place and character, reflecting its town and region and tailoring itself to its readers without pandering." At the same time, newspapers can provide



Alex Jones

separate online content that will incorporate the tools and culture of the Web. In the end, Jones beseeches news organizations to continue producing the iron core of the news. That may result in less profit, but the price of losing the news that reveals the fundamentals of our society would be far too high. ❖ LR

36
classnotes

37, 42
from the field

38
books

41
connections



Why David Sometimes Wins
Leadership, Organization, and Strategy in the California Farm Worker Movement
:: Marshall Ganz

Underdogs are called that for a reason: They are expected to lose. But Marshall Ganz MPA 1993, a lecturer in public policy, has seen for himself that the seemingly powerless can defeat the powerful, as he chronicles in his new book, *Why David Sometimes Wins*, which recounts and analyzes the labor victories of the California farm workers.

Ganz worked with the United Farm Workers for 16 years, eventually becoming director of organizing. Offering a firsthand perspec-

tive, his book explores the strategies that secured higher wages and better working conditions for a largely poor immigrant workforce.

The UFW succeeded where more powerful unions like the AFL-CIO and the Teamsters failed, an outcome that is often attributed to the charismatic leadership of Cesar Chavez, Ganz writes. Yet he credits a “stream of effective strategy” that involved a new way of organizing farm workers.

The union was able to formulate such a strategy “because the motivation of its leaders was greater than that of their rivals; they had better access to salient knowledge; and their deliberations became venues for learning.” It is a lesson that Ganz connects to the biblical story of David and Goliath, in which a motivated underdog thinks of a different way to achieve success.



Post-Kyoto International Climate Policy
Summary for Policymakers
:: Joseph Aldy and Robert Stavins

In the face of the threats posed by global climate change, the Harvard Project on International Climate Agreements has explored elements of a possible successor to the Kyoto Protocol, whose first commitment period is set to expire in 2012. The director of the project, Robert Stavins, the Albert Pratt Professor of Business and Government, and Joseph Aldy, a former project co-director and now a special advisor to president Obama for energy and envi-

ronment, outline the main findings in *Post-Kyoto International Climate Policy*.

Supporting the work of 27 research initiatives, the project is designed to help identify a post-Kyoto policy that is “scientifically sound, economically rational, and politically pragmatic.”

Because climate change is a global problem, the authors note that a cooperative approach involving many nations will be required to address the issue.

The book highlights four potential frameworks for a post-Kyoto agreement, involving measures such as emission caps, linked international agreements, and domestic taxes on emissions of greenhouse gases.



The Right to Vote
The Contested History of Democracy in the United States (Revised and Updated Edition)
:: Alexander Keyssar

The Right to Vote was originally published in September 2000—shortly before that right catapulted into the national spotlight with the contested presidential election between Al Gore and George W. Bush. Now including the events of that election as well as key legislative and court decisions since then, Alexander Keyssar, the Matthew W. Stirling Jr. Professor of History and Social Policy, has fashioned a new edition of a book that provides a comprehensive

look at voting and voting rights in the United States from the American Revolution to today.

In addition to chapters from the original edition on issues such as Civil War-era shifts in voting rights and the civil rights movement, highlighted by the Voting Rights Act, the revised edition contains a new chapter called “The Story Unfinished.” In it, the author details the Bush v. Gore drama and its aftermath. The chapter also covers the election of President Barack Obama, which Keyssar calls “an outgrowth of the enlargement of voting rights, the realization of a possibility created by the transformative developments of the 1960s.”

The history of the right to vote, Keyssar concludes, “is a record of the slow and fitful progress of the democratic project.” Such gains, he adds, need to be protected.



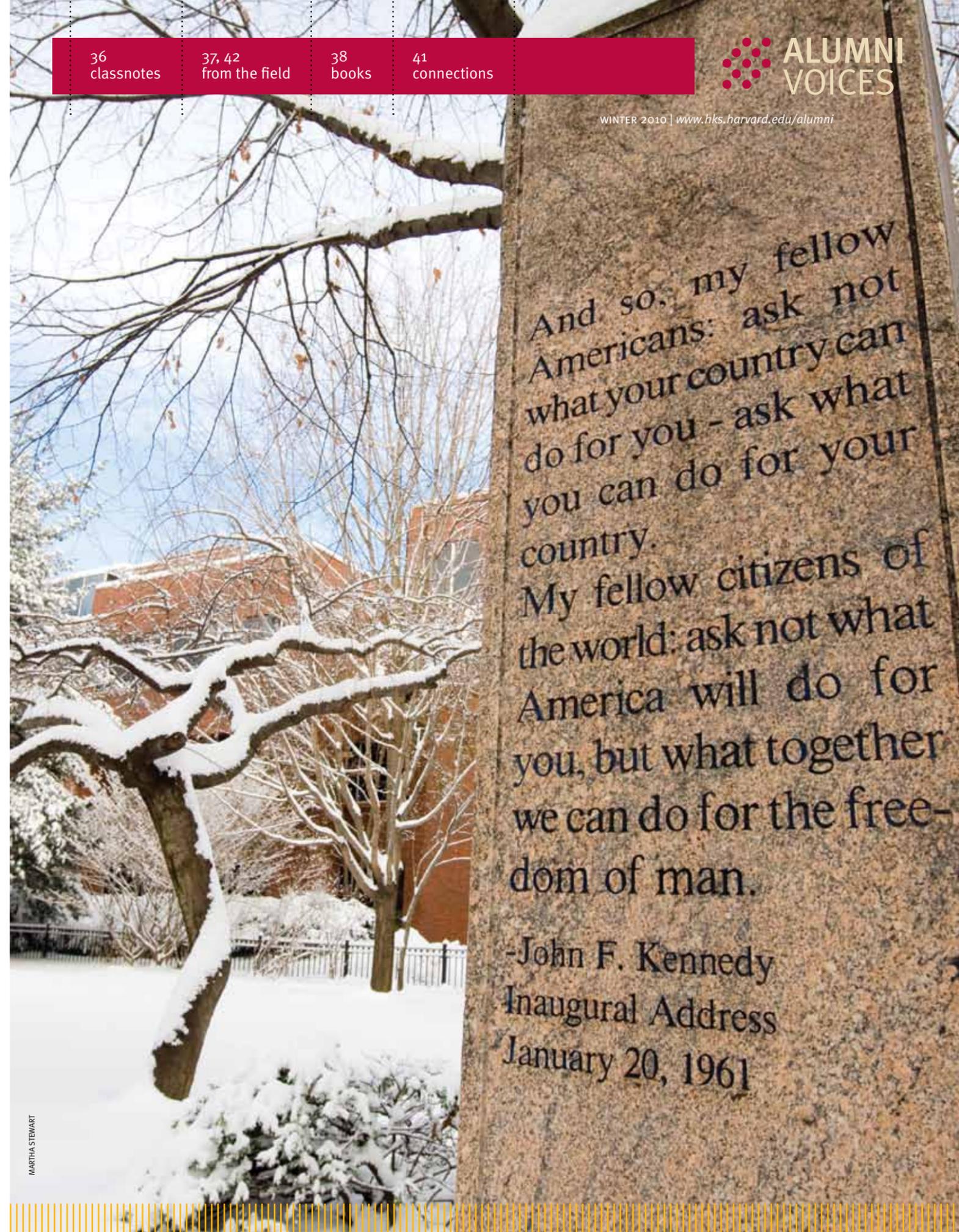
The Sacco-Vanzetti Affair
America on Trial
:: Moshik Temkin

More than 80 years after the 1927 execution of Nicola Sacco and Bartolomeo Vanzetti, Italian anarchists convicted of murder, people are still debating their guilt or innocence. But in *The Sacco-Vanzetti Affair*, assistant professor of public policy Moshik Temkin goes beyond the whodunit to explore the international repercussions of the case along with its place in 20th-century history and beyond.

According to Temkin, the case began as a run-of-the-mill crime of its day, the robbery and murder in 1920 of a Massachusetts shoe factory paymaster and a security guard carrying the factory payroll.

After the conviction of Sacco and Vanzetti, in a trial whose fairness is also still debated, public scrutiny began to intensify as their execution date neared. The case expanded from a local concern to an international cause celebre, fueled by the belief that the men were persecuted for their politics and ethnicity. Protesters often linked the case to the notorious Dreyfus affair.

Temkin argues that the executions were carried out because of the international protests, not despite them—a backlash of resentment owing to foreign intervention in an American matter. The legacy of the affair continues today, reflected in jingoism, xenophobia, and the treatment of immigrants and minorities. “Ultimately,” he writes, “the executions revealed how fractured the relationship between America and the rest of the world had become—and in many ways it remains so.”



MARTHA STEWART

A New Democracy



Elbegdorj Tsakhia



Twenty years ago, as the Berlin Wall fell and change swept through Eastern Europe, Mongolia was going through its own democratic revolution. A vast, rugged country locked between the then-Soviet Union and China, Mongolia had been under communist rule for decades. Elbegdorj Tsakhia MC/MPA 2002 was among the young leaders who would help guide the country through its difficult transition to democracy. With a few interruptions, including a year at the Kennedy School, he has continued to serve his country since, becoming president in 2009.

As the youngest of eight children born to herders in western Mongolia, Elbegdorj came from humble beginnings. After working in a copper mine as a repairman, he was drafted into the People's Army of Mongolia where he and some other young men formed a group to protest the cruelty shown toward new soldiers by senior members of the military. For this courage he was rewarded in the mid-1980s with a scholarship to study journalism and Marxist-Leninist theory in the Soviet Ukraine. The proximity to the West, and the beginnings of democratic reform taking root in Eastern Europe, deeply influenced him.

As a young journalist back in Mongolia, he continued to focus on the rights of new army recruits and the brutalities that had become the norm. But his interests soon grew to encompass the wider issues of human dignity and social prosperity. In 1989, Elbegdorj formed the Mongolian Democratic Union—the first public democratic organization in the country—and fought to bring awareness of human rights to the

Mongolian public. He founded *Ardchilal* (“Democracy”), the first independent newspaper in the country, and fought to spread democratic values through demonstrations, hunger strikes, and public meetings.

“The struggle for democracy and human rights—starting with the few young men—evolved as a major societal revolution leading to a total replacement of the political order of this country,” Elbegdorj says. “Mongolia stood up as a fresh, bold, determined, and diligent democracy. Having lived under and fought against tyranny, I can assure you that no dictatorship, no military regime, no authoritarian government, can stand against the collective will of a people determined to be free. We proved it in Mongolia.

“Many doubted that simultaneous political and economic transition was possible in Mongolia. Yet, Mongolia proved that this can be a reality.”

Since 1990, Elbegdorj has served twice as prime minister of Mongolia and has held various other government roles. He co-drafted the 1992 constitution that guarantees human

rights—making Mongolia the first democratic country in Central Asia to have constitutional guarantees for its people. In June 2009, he was sworn in as president.

In the midst of his government roles, Elbegdorj attended the University of Colorado at Boulder's Economic Institute and then came to the Kennedy School, which helped him gain a greater understanding of his country's needs.

“I regard myself as a lucky man,” he says. “I was educated in two superpowers—the former USSR and the United States. Exposure to lives and realities in these two countries has helped me learn to see, understand, and analyze the world from different angles. At Harvard, I studied together with people from different countries who all had rich experiences, profound knowledge, and talents. Studying is a lifelong journey, and my sojourn in this journey at Harvard was enriching. It left beautiful memories which I will cherish my whole life.” ❖ LHA

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

1955

Bob Manley MPA presented a course titled “International Trade and Finance in the 21st Century” at Bangladesh University in the fall of 2008. He was both invited to teach the course and hosted in Dhaka by Bangladesh University founder and Vice Chancellor **Quazi Azher Ali** MC/MPA 1972. Manley recently established the Center for Global Responsibility (globallyresponsible.com), a New Jersey-based nonprofit corporation. In July 2009 he participated in the International Political Science Association's World Congress, held in Santiago, Chile, and the annual conference of the Brazilian International Relations Association.

1968

Frank Popper MPA, PHD 1972 had a productive and enjoyable sabbatical at Princeton and returned to teaching land-use planning at Rutgers and (with wife Deborah) at Princeton in fall 2009. They expect to appear in High Plains Films' new documentary *Facing the Storm: The Story of the Bison*.

1972

Ira McCown MC/MPA has worked for most of the years since graduation for Lincoln Financial Services, obtaining financing for massive golf and marina resorts in fabulous vacation spots around the world. For the past year, the market has been dead; however, thanks to a resurgence of timeshare buyers, it is beginning to reemerge with selected projects where all or most units will be offered as either weekly timeshares or somewhat longer fractional interests.

1980

Kenneth Juster MPP is currently executive vice president for law, policy, and corporate strategy at Salesforce.com, the worldwide leader in delivering software applications as a service over the

Internet. He was recently elected a trustee of The Asia Foundation, a trustee of Freedom House, and a counselor of the American Society of International Law. He was also named to the Advisory Committee of Harvard University's Weatherhead Center for International Affairs.

Carol Ritter Thorn MPA is currently living in Moscow, where she and husband Bill are working for the U.S. Embassy—Bill with Foreign Commercial Service and Carol as a special investigator with the Regional Security Office. They arrived in 2007 for a three-year assignment and expect to depart this summer. Previously they had been assigned to London for two years, where Carol was Liaison to the International Maritime Organization. Carol enjoyed attending several Harvard-sponsored functions in town.

1981

Teresa Lubbers MPA resigned from the Indiana State Senate after 17 years of service to accept the position of Indiana's higher education commissioner. “My service in the Senate was a remarkable opportunity, and I'm now looking forward to spending every day working to improve higher education for all Hoosiers,” she writes.

1983

Paul Sturm MC/MPA is teaching in the Community Studies/Civic Engagement Program at the University of Baltimore and the Nonprofit Management Program at the College of Notre Dame of Maryland, in addition to facilitating the Social Enterprise Executive Roundtable for the University of Baltimore's Merrick School of Business. His book *Hidden Truths: Discovering Your Non-profit's Culture and Its Impact on Performance* was published last fall. Paul has been an active member of the HKS alumni community, serving on the Alumni Executive Council and the Alumni Association Board of Directors. He also served on the planning committee for his class reunion this past year.

Roy Watson MPA was appointed co-chair of the Massachusetts Bar Association's immigration law section. He earned his law degree at Boston University School of Law. For more than 30 years, Watson has dedicated his practice—Watson Law Offices in Bedford—exclusively to immigration law. His clients include companies involved in hightech, biotech, and research; financial institutions, hospitals, and health care facilities; and law firms, accounting firms, and other professional services firms.

1984

Lester Miller MC/MPA has devoted his career since graduation to public policy development and implementation. After serving as campaign director for now Senator Evan Bayh when he ran for Indiana Secretary of State, Lester became his special counsel after his election and then his executive assistant when he became governor. After Bayh's two terms, Lester served as special counsel to the superintendent of the Indiana State Police, deputy director of the State Emergency Management Agency for homeland security grants, and executive director of an Indiana think tank. “Now I run a government solutions consulting firm focused on interoperable public safety communications systems www.iyps.com using expertise I developed during my tenure at Indiana State Police as architect of a statewide interoperable communications system,” he writes. “I have had personal experience with the laws of physics—race cars cannot fly and the mass of a semi will beat the mass of a Pontiac every time.”

1985

Jo-Ann Henry MC/MPA has advanced to the position of Associate Broker with Re/Max Premiere Selections in Potomac, Maryland. She was recently welcomed into the Re/Max Executive Club in recognition of her outstanding sales performance and achievements in the real estate profession. After spending more than 32 years in administrative/managerial positions in the federal government and in higher education, Jo-Ann reports that she is thoroughly captivated by the marketing and sales industry. Jo-Ann has also become the proud grandmother of two wonderful grandbabies.

1986

Jeff Bleich MPP is currently serving as Special Counsel to the President in the White House.

Jim Junke MC/MPA is Director of Human Rights Policy, Department of Foreign Affairs and International Trade, for the Government of Canada, in Ottawa.

1987

Jessica McWade MPA joined Maguire Associates, Inc., a research-based consulting firm serving educational institutions and consortia, as senior vice president. McWade leads the firm's market strategy, communications, and development group, with responsibility for the company's strategic direction

and growth. She was previously special consultant to the firm. In that role, she served a number of clients in developing their leadership, strategy, and brand development initiatives.

Keith Rowley MPP and his wife, Katherine, recently celebrated their 15th wedding anniversary. Last fall, Keith was elected to the American Law Institute and invested as a William S. Boyd Professor of Law at the University of Nevada Las Vegas, where he has been teaching since 2001. In January, he was elected chair of the Association of American Law Schools Section on Commercial and Related Consumer Law and secretary of the AALS Section on Contracts. He also serves in committee leadership positions in the American Bar Association Section of Business Law and the American Bankruptcy Institute.

1989

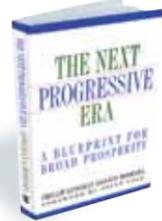
Adam Diamant MPP has been employed since 2002 at the internationally recognized nonprofit Electric Power Research Institute (EPRI) in Palo Alto, California, where he is manager of economic analysis in the global climate change research program. In this role, he has become an expert in evolving international and domestic greenhouse gas emissions trading programs, greenhouse gas emissions offset programs, and methods of evaluating and managing corporate climate change risks in the U.S. electric sector. He has also been a frequent speaker at international climate change workshops and conferences. Previously, he was a project manager in EPRI's consulting subsidiary, where he managed ecological asset management projects. He now has an 8-year-old daughter and has been happily married to Melissa Eizenberg for more than a decade.

Alejandro Flores MC/MPA and **Primo Arambulo** MC/MPA had a celebratory reunion in Manila in February 2009. Alex (as he was fondly known at the Kennedy School) was the recipient of the Cavalier Award of the Philippine Military Academy, an award given to very select alumni. The academy has its roots in the “Academia Militar,” founded in Manila at the turn of the 20th century by the Philippine revolutionary government, and later became the Philippine Constabulary Academy under the American regime. Alex graduated from the academy in 1972.

Aaron Gershenberg MPP recently celebrated his 10th year with Silicon Valley Bank managing fund of funds and direct equity funds investing in venture and growth equity. He recently visited with **Koko Kato** MCRP in Tokyo,

The Next Progressive Era

Ray Boshara MC/MPA 1996,
Philip Longman



“Americans at the turn of the last century faced many of the same economic, environmental, cultural, demographic, and social challenges

Americans once again face today, and they crafted a progressive politics that could do something about them,” write Boshara, vice president and director of the Asset Building Program at the New America Foundation, and Longman. If modern-day progressives want to succeed, they must focus on building the strength of the family, communities, and small-scale institutions.

Reforming Child Welfare

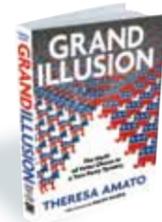
Olivia Golden MPP 1981 PHD 1983



“Society counts on parents to keep their children well and safe, but when parents can’t or won’t, then public child welfare agencies temporarily take on that responsibility,” writes Golden, a former lecturer at HKS who has worked on child welfare issues at every level of government. “This book is about how to deliver change in troubled public child welfare agencies.”

Grand Illusion:

The Myth of Voter Choice in a Two-Party Tyranny
Theresa Amato
IOP 2002



During the 2004 presidential campaign, Ralph Nader had to fight

off legal challenges to his place on the ballot in 18 states. Amato, Nader’s campaign manager and in-house counsel for the 2000 and 2004 presidential campaigns, describes the barriers that thwart independent and third-party candidates.

Global Warming and the World Trading System

Steve Charnovitz MPP 1983,
Gary Hufbauer,
Jisun Kim



Charnovitz, Hufbauer, and Kim examine how measures for controlling greenhouse gas emissions both in the United States and elsewhere

could be challenged in the World Trade Organization. They also recommend ways to create “policy space” for countries to limit emissions while maintaining a competitive advantage and to preserve an open trading system.

Building Powerful Community Organizations:

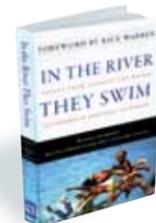
A Personal Guide to Creating Groups That Can Solve Problems and Change the World
Michael Jacoby Brown
MC/MPA 1991



Brown brings more than 30 years’ experience building community organizations to this guidebook for “people who want to make a difference in the world and know they can’t do it alone... It is for those who care about the world around them and know that improving it requires the active involvement of the people closest to the problem.”

In the River They Swim: Essays from Around the World on Enterprise Solutions to Poverty

Edited by Marcela Escobari-Rose MPP 2001, Malik Fal MPA 1999, Michael Fairbanks, Elizabeth Hooper



The answers to the conundrum of economic development, the editors of this collection of essays contend, do not lie in economics-based abstractions or big-bang theories of global poverty. “The answers, we learn, are more likely to be found in a heretical mix of economic and management theory; business strategy and practice; psychology, anthropology, history, leadership; and that most precious of human activities, integrative thinking.”

Hidden Truths: Discovering Your Nonprofit’s Culture and Its Impact on Performance

Paige Hull Teegarden,
Denice Rothman Hinden,
Paul Sturm MC/MPA 1983



Although an organization’s culture helps shape how decisions are made, reflects what is valued, and determines which ideas are supported, it is often overlooked as a major factor in the organization’s success. *Hidden Truths* examines the importance of organizational culture and develops a guide for identifying the culture and applying those discoveries to management challenges.

a wonderful 20th reunion bringing back many memories from the summer spent in Tokyo in 1988 with 10 other Kennedy School classmates. “Koko did an amazing job organizing and hosting us for an unforgettable experience,” he writes. “I am married to Julia Massa and have two children—Marcus (11) and Taya (7) and we live in Menlo Park, California.”

Manny Gonzalez MPP is general manager/vice president for innovation and operations at Procter & Gamble, North America. He has been working for Procter & Gamble since his graduation in 1989 and has worked in various functions and geographies. He is on the board of directors of the Zoological Society of Florida, and on the dean’s council of Florida International University, College of Business Administration. He was a member of the Obama campaign’s Hispanic National Leadership Council. He is also the principal of the Manny Gonzalez MGM Foundation.

Russell Walker Hawkins MPA is currently with the economic section of the Korean Embassy based in South Africa. Work includes identification and promotion of trade and investment opportunities between Korea and southern Africa. He has been with the section for more than three years and in South Africa for 14 years. It has been absolutely an adventure, he reports. In his “spare” time, he writes articles for the *South African Quarterly Journal for Trade Partners and Investors*. Russell has written more than 20 articles to date. He encourages Harvard Kennedy School alumni and students to visit South Africa. “Great place to visit... fascinating place,” he writes. “Change is indeed constant but unpredictable.”

Anne Meister MPA has been appointed register of wills of the District of Columbia, serving as director of the probate division of the Superior Court of the District of Columbia.

1990

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

Robert Dodge MC/MPA has written a true-crime book, *Prairie Murders*, pub-

lished by North Star Press. It was released last September and is available on Amazon and Barnes & Noble online. Dodge’s previous book was *The Strategist*, a 2006 biography of Tom Schelling, co-published in the United States and Asia.

Leslie Loble MC/MPA is deputy director-general in the New South Wales Education and Training Department. Leslie oversees public policy development and corporate planning and performance across schooling, vocational training, and higher education for Australia’s largest education department, serving some one million school students and 500,000 training students each year. She leads all national policy activities for New South Wales education and recently was appointed to the Council of Australian Governments’ Productivity Group, chaired by Australia’s deputy prime minister. In 2004, Leslie also established the award-winning Centre for Learning Innovation. Leslie lives in Sydney with her partner, Frank Muller, and their two sons.

Larry Meyer MC/MPA is president and CEO of Meyer Communications LLC, a strategic consulting firm for foundations and nonprofits. He previously served for 14 years as vice president of communications and secretary for the John S. and James L. Knight Foundation before retiring in February 2009. Before that, he was executive assistant to the publisher of The Miami Herald Publishing Co. He is outgoing chairman of the board of the Communications Network, a national membership group advancing strategic communications in philanthropy. He was chosen as a 2009 Google Fellow and participated in the Personal Democracy Forum.

1991

Ronald Langston MPA served as political appointee and national director of the Minority Business Development Agency in Washington, DC. He was the first individual to hold the title of national director and was the agency’s longest-serving director. After leaving government service, Langston established and serves as principal at Langston Global Enterprises LLC, an entrepreneurial and business innovations consulting firm focusing on business-to-business relations between U.S. businesses and the strategic pursuit of business relationships between small and medium enterprises in Africa, the Caribbean, and the Pacific Islands.

Jackie Weatherspoon MC/MPA attended the 53rd United Nations Session of the Commission on the Status of Women in March 2009. She was a guest

of classmate **Fikile Magubane** HKS 1994, the South African consul-general, and celebrated International Women’s Day at the Chinese Embassy.

1992

David Childs S&L has been selected as president of the International City/County Management Association. David joined the ICMA executive board as president-elect in September 2009 and will serve as ICMA president for a one-year term commencing in October 2010. He will remain on the board as past president for the following year. ICMA was founded in 1914 and is the premier local government leadership and management organization. David is the assistant county manager of Washoe County, Nevada, and an ICMA-credentialed manager.

Juan Garcia, MPP/JD is the U.S. assistant secretary of the Navy for manpower and reserve affairs.

Joel Starr MC/MPA is counsel and foreign affairs legislative assistant to Sen. James Inhofe (R-Oklahoma), who serves on the Senate Foreign Relations Committee.

Peter Wilson MPA has been the political counselor at the British Embassy in Beijing since January 2007. Before that he was the political counselor in Islamabad, Pakistan, for two years. “We are now an Anglo-Portuguese family of five,” he writes. “On current plans, we will return to London in the summer of 2010. But in this business, you never know...”

1993

David Medina MPP currently works for the U.S. Global Leadership Campaign, a national coalition that promotes increased U.S. investments in development and diplomacy. David previously served as the political director of Sen. John Edwards’s presidential campaign and as a legislative representative for the AFL-CIO. David has also served as the deputy CEO of the 2004 Democratic National Convention, policy director for the Democratic National Committee, and legislative assistant for U.S. Sen. Carol Moseley-Braun (D-Illinois).

Arun Shirolé S&L is the senior vice president of Arora and Associates, PC. Arun has more than 40 years of experience and is internationally known for his engineering and management expertise in the areas of bridges and highways. He chaired the expert panels for National Co-operative Highway Research Program projects on bridge life-cycle cost analysis and countermeasures to protect bridge piers from scour.

He was elected emeritus member of Transportation Research Board committees on general structures and bridge management and is an elected fellow of the Institute of Engineers.

1994

Peter Fishman MPP is proud to announce the newest addition to the Fishman family: Charlie Fishman was born in March weighing 7 lbs 6 ounces. Peter, his wife, Coleen, and their two sons, Max and Charlie, live in Sudbury. On the professional front, Peter helped launch an affinity marketing company last year that develops fundraising programs for nonprofit organizations. To date, the company has launched online video stores that sell “family friendly” entertainment for the PTA and the Boys & Girls Clubs of America (*ptavideostore.com* and *bgcavideostore.com*). Currently, Peter is looking to buy a small business in the metro-Boston area.

Clifford Garstang MPA recently began a new career writing fiction after many years as Senior Counsel for East Asia in the legal department of the World Bank. His first book, a collection of linked short stories, *In an Uncharted Country*, was published in September 2009. The book showcases ordinary men and women as they struggle to find places and identities in their families and the community, in settings ranging from rural Virginia to southern China. For more information, visit *Clifford-Garstang.com*.

Michael Hatheway MPA and **Gina Marie Hatheway** MPP are both working for Microsoft in the Washington, DC, area in support of its U.S. public sector business. “We have three kids now, Jacqueline (9), John Michael (6), and Matthew (born in January ’09)! Drop a line or stop in and say ‘hi’ if you find yourself in the area!” they write.

Denny Ingham S&L retired from the Washington State Department of Transportation as an assistant secretary in 1999 after 30 years of service. He then joined the Chicago-based transportation firm of H.W. Lochner. After 10 years with Lochner, Denny has fully retired and is still living in Olympia, Washington. He is enjoying the time with his wife, Janette, his children, and five grandchildren, all of whom are nearby.

1995

Daniel Silverman MPA accepted the newly created position of vice president and chief medical officer of Sinai Hospital/Lifebridge Healthcare in Baltimore, Maryland. Prior to joining Sinai Hospi-

tal, Danny was chief medical officer of Princeton University for five years.

Robert Speed MPA spent six months recovering from a serious criminal assault resulting from a road rage incident in March 2009. He suffered a concussion and brain injury, serious eye injury, and other trauma. The assailant was charged with assault with a deadly weapon. Bob's sense of humor and the support of family and friends have helped see him through. He continues to improve, and although he still feels the effects and continues with treatment, he's seeing a lot fewer doctors now. He currently works part-time but anticipates full recovery.

Mavis Thompson S&L was sworn in last August as the 67th president of the National Bar Association, the oldest and largest national network of African American lawyers and judges. NBA Executive Director Emeritus John Crump described her as "one of the most dedicated, creative, compassionate persons I know."

Tim Vigotsky SMG was recently named president of Kelly, Anderson & Associates, Inc., of Alexandria, Virginia.

1996

Glenn Cummings MC/MPA is deputy assistant secretary for the vocational and adult education office at the U.S. Department of Education, where he helps administer and coordinate programs that are related to adult education and literacy, career and technical education, and community colleges. The programs and grants managed by the office support a wide range of activities that help prepare young people and adults for further education and successful careers. These investments total approximately \$1.9 billion annually.

1997

Lea Henry MPP is a program officer with the North Carolina Association of Community Development Corporations and the proud mother of two-year-old Phineas Williams.

1998

Michael Whitlock MPP just celebrated his first wedding anniversary with Monica Arcé-Whitlock. Michael, a federal prosecutor with the U.S. Department of Justice, and Monica, a special education coordinator for the District of Columbia Public Schools, live in Arlington, Virginia.

1999

Dan Berger MC/MPA was promoted to executive vice president of government affairs at the National Association of Federal Credit Unions. NAFCU President and CEO Fred Becker said the title change reflected not only Berger's ever-increasing responsibilities and duties but also his unwavering commitment to NAFCU, its member credit unions, and the credit union industry as a whole.

Ing-Jye Cheng MPP says she's "happy to say one more HKS grad is in government!" Ing-Jye serves as the deputy director of the division of acute care services for the Center for Medicare Management in the Centers for Medicare and Medicaid Services (formerly HCFA). In that role, she oversees the development and implementation of Medicare regulations for hospital payments. Recently she and her husband, **Stephen Schenkel** MPP, also celebrated the first birthday of their son, Wen-Shiang, and the third birthday of their daughter, Penelope.

Chuck Davis MPP took over the Office of Defense Cooperation in the U.S. Embassy in Zagreb, Croatia, last summer. As the ODC chief, Chuck oversees an assortment of bilateral issues regarding exercises, training, military education, and the government-to-government sale of military equipment. Chuck's goal for his three-year tour is to get classmate **Sergio Espejo** MPP to visit Croatia, the country of his grandparents.

John Doan MPP works as a transportation consultant in Minneapolis. The focus of his practice is road pricing, travel demand management, and public outreach. In December 2009, he led a group of 12 federal, state, and local officials on an international scanning tour to meet with experts in Singapore, Germany, Sweden, England, and the Netherlands to discuss best practices for implementing road pricing in the United States.

Keith Fitzgerald MC/MPA co-authored the book *Negotiating Hostage Crises with the New Terrorists* (Praeger Security), published in January 2008. He is managing director of Sea-Change Partners in Singapore—a firm that specializes in negotiation, conflict management, and crisis leadership training and advice to both private sector clients and governments.

Julie Kliger MC/MPA and **Bob Duffy** MC/MPA are colleagues at The Altos Group. Founded by Julie, The Altos Group is an organizational improvement and management advisory firm that works exclusively with health care organizations. Julie and Bob are work-

ing with hospitals around the world on implementing quality-improvement programs. Julie recently published her findings in the *Joint Commission Journal on Quality and Patient Safety*, and she and Bob presented the findings at last year's American Academy on Communication in Healthcare annual meeting.

2000

Deborah Gist MPA became the first woman to lead Rhode Island's Education Department. She reports that she looks forward to the challenges of significantly improving achievement gains for all students in the state, especially low-income and minority students stuck in low-performing urban schools. She resigned from a comparable post in Washington, DC.

Stacie Olivares-Howard MPP joined the global wealth management group of Smith Barney in 2008 after serving as the executive director for the California Commission for Economic Development for more than five years.

Kaori Nakamura-Osaka MPA is working for the Embassy of Japan in Washington, DC, focusing mainly on economic issues including employment and labor relations. It is a critical moment for the global economy, and she says she is glad to have an opportunity to take part in this important field in the international context. After finishing her term here, she will return to her original employer, the Japanese Labor Ministry. Husband **Soei Osaka** MPA is fine and working for the Japanese Cabinet Office in Tokyo. "I very much look forward to seeing my dear friends again at the class reunion in 2010," Kaori writes.

Heather Quinley MPP and her husband welcomed Sophia, Jack, and Elizabeth Polger on June 10, 2008, in Cincinnati, Ohio.

Bill Schmidt MC/MPA received the Distinguished Service Award from Common Cause Massachusetts at its annual luncheon in June. Bill has served on the governing board of Common Cause Massachusetts for 20 years, where he has been an instrumental voice on issues and strategies decisions. At the same event, former Governor and Democratic presidential nominee Michael Dukakis was presented the John Gardner Public Service Award for his lifelong advocacy of government and election reform.

George Stamboulidis HKSEE was named managing partner of the New York office of national law firm Baker Hostetler LLP. Before joining Baker Hostetler, Stamboulidis spent 13 years as a federal prosecutor in New York and New Jersey. He has been selected as an

independent monitor on five separate occasions, more than any other attorney.

A.J. Tata NSF has raised over \$14,000 for a USO fund for wounded soldiers. Army Brig. Gen. Tata reports he has sold out of books at every signing he has held since the November 25th release date of *Sudden Threat*. Tata says, "Every dime of royalties from *Sudden Threat* is going to the United Services Organization Hospital Services Fund to help care for wounded warriors and their families. At the book release alone we sold 172 copies of the book and raised over \$11,000 for the troops."

2001

Paul Becker MPA was selected for promotion to U.S. Navy rear admiral last summer and is currently serving as the deputy director of intelligence for NATO's International Security Assistance Force and U.S. Forces Afghanistan in Kabul. Paul just completed an assignment as commanding officer of the Joint Intelligence Center, Central Command in Tampa, Florida.

Haris Boko SMG has been appointed dean of the Cotrugli Business School. The school (www.cotrugli.eu) holds international quality assurance accreditation from the Association of MBA Schools. It operates the most reputable MBA, Executive MBA, and Chief Executive MBA programs in the southeastern Europe.

Ruben Gomez MPP and **Katherine Vanderhook-Gomez** MPA/JD 2002 had a baby girl, Clara Jane, on March 29, 2009. Ruben and Kathy both work as attorneys at the Department of Justice, Environmental Enforcement Section, prosecuting violations of federal environmental laws.

Sai-chi Leung HKSEE writes that the Infrastructure in a Market Economy course has proved to be an invaluable learning experience. "I found the knowledge and skills I learnt in regulation of service providers most useful to my work, and I have applied them to property management after I returned to Hong Kong," Sai-chi writes. "I hope to keep in touch with my classmates of IME."

Eva Shinagel MPA headed off to eastern Afghanistan in July to serve for a year as the State Department's representative at a United States-run Provincial Reconstruction Team (PRT). As part of this integrated civilian-military command, she will provide political and diplomatic guidance to the PRT's military commander and support capacity building that builds provincial



The Welcome Mat

NEW YORK This past summer, HKS NYC congregated on Central Park's Great Lawn for an evening with the Philharmonic Orchestra. Alumni came together to enjoy great food, conversation, and music. The gathering was the first of two held to welcome new members of the HKS alumni community to the New York City area. HKS NYC rolled out the welcome mat again in October, when they hosted an event for 2009 graduates at a local pub, where they watched the second mayoral debate between Mayor Michael Bloomberg and Comptroller William Thompson.



Rights Briefing

BAY AREA *Roberta Achtenberg opened her home to members of the Bay Area Alumni Network for a mixer and briefing on the LGBT movement. Achtenberg is a former assistant secretary of the U.S. Department of Housing and Urban Development, and the first openly lesbian or gay public official in the United States whose appointment to a federal position was confirmed by the U.S. Senate.*

The Kennedy School's **Tim McCarthy**, public policy lecturer and director of the Carr Center's Human Rights and Social Movements Program, joined the group to share his thoughts on LGBT equality, current research on social attitudes toward LGBT people, and about how to combat negative attitudes with messages that change hearts and minds.

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

Premiere

NEW YORK Alumni in the New York City area received a special invitation from the Asia Society and HBO to a premiere screening of the HBO documentary film *Fixer: The Taking of Ajmal Naqshbandi* on August 12. The feature documentary tells the story of the kidnapping of a young Afghani journalist working as a "fixer" (translator, coordinator, all-purpose assistant) for foreign media. Participants attended a reception and took part in a Q&A session with the film's director and producer after the viewing.



A Night at the Opera

SAN FRANCISCO HKS in San Francisco, The Harvard Club of San Francisco, Harvard Business School Club of Northern California, and the San Francisco Opera collaborated to present a "Night at the Opera" for San Francisco-area alumni. On October 30, more than 70 alumni watched Richard Strauss's *Salome*, first performed a century ago as an adaptation of Oscar Wilde's play. Prior to the performance, alumni enjoyed a casual reception and short talk by San Francisco Opera management at the War Memorial Opera House.

Cocktails and Politics

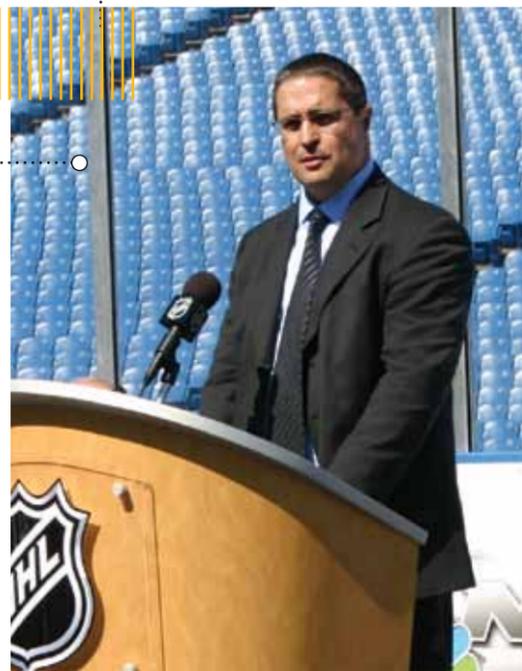
NEW ENGLAND The Harvard Kennedy School New England Alumni Association has established a very successful and well-attended monthly alumni gathering, called "Cocktails & Politics." The series, held at the Downtown Harvard Club of Boston on the second Tuesday of each month, provides an opportunity for alumni and friends to connect, network, and listen to a variety of speakers, who have included: **Avi Green** MPP 1999, executive director of MassVOTE; **Sam Yoon** MPP 1995, Boston city councillor and mayoral candidate; and former Massachusetts Governor and Democratic presidential nominee **Michael Dukakis**.

Close Relations

INDIA Alumni and friends gathered for a dinner hosted by **Pradeep Singh** MPA 1991 in Mumbai this past August. Special guest Professor **R. Nicolas Burns**, former U.S. under-secretary of state for political affairs, spoke to the group about the future of Indo-U.S. relations. In attendance were senior Indian government officials and distinguished alumni including **Virendra Prakash** MC/MPA 1971, former finance secretary of India.

Full Circle

David Morehouse



Looking out over the construction of the Pittsburgh Penguins' shining new steel arena, David Morehouse MC/MPA 1999 could be forgiven for thinking back to when he was a kid growing up in Pittsburgh in the 1970s, sneaking into the old Civic Arena to watch the city's legendary hockey team, or to when he was a welder working on construction sites just like this.

Morehouse is now the president of the Stanley Cup-champion Penguins. He was responsible for negotiating the team's deal with local authorities and private investors to build the new arena, which will be named Consol Energy Center. And he will be responsible for keeping the arena full when the Penguins start playing there later this year.

It's perhaps not an unexpected place for Morehouse to find himself, given a career full of improbable turns that have taken him to the White House, the Kennedy School, and presidential campaigns.

It started, appropriately, by accident. Morehouse had gone to work as a welder and high steel rigger, joining the boilermaker's union out of high school. One day he was hit by a steel beam on a construction site.

"It knocked some sense into me and sent me to college," Morehouse jokes. Four years out of high school, Morehouse attended community college and then Pittsburgh's Duquesne University as the steel industry began to collapse.

He followed a family tradition of political involvement—his uncle was Democratic Party chair of the city—working on local politics until the Clinton campaign rolled into the state. He volunteered, beginning as a campaign driver; worked his way up to advance man; and proved valuable

enough that he followed the campaign all the way to the White House.

By the end of President Clinton's first term, Morehouse had become director of strategic planning of the White House's drug policy office; that experience led him to a position as deputy director of DARE, the national drug abuse education project.

After a relentless decade, Morehouse's arrival at the Kennedy School in 1998 marked the beginning of a very special time. "Next to my marriage and the birth of my children, it is the best experience I have ever had," says Morehouse. "I was able to focus on myself and educate myself. I was surrounded by brilliant people. It followed four years of working in the Clinton administration and was just good for me, good for my career. It gave me confidence when I was sitting in the room with anyone."

That room would soon include the governor of Pennsylvania, the mayor of Pittsburgh, and others, as Morehouse was brought in by the Penguins in 2004 to help them get a deal on construction of a new arena.

Morehouse says his Kennedy School experience, especially the negotiation classes he took, "directly helped us negotiate what many think is one of the best arena deals in the National Hockey League." (Two trips to the Stanley Cup finals and enthu-

siasm around young skating phenomenon Sidney Crosby didn't hurt.)

But Morehouse also points to HKS's impact on his thinking about social responsibility. Consol Energy Center is at the forefront of sustainable and environmentally friendly design and is expected to become the first arena in the nation to receive LEED gold certification—a rating recognizing its green building credentials. The Penguins are also working closely with the Uptown community where the arena is being built, creating a job center, offering jobs to people from the neighborhood, and putting up money for conveniences such as a grocery store, which had long been absent from the community.

Come the fall of 2010, Morehouse will be responsible for filling those more than 18,000 shiny new seats. His marketing work has helped the franchise become one of the fastest-growing team brands in sports, according to *Forbes*. And if the occasional neighborhood kid sneaks in, he may just have to look the other way.

✦ RO

and district-level governance and management capabilities.

2002

Paul Dioguardi MC/MPA and his wife, Kate Sheckells, welcomed the birth of their first child, Thomas, on Dec. 19, 2008. They currently reside in Chevy Chase, Maryland. Paul recently accepted an appointment in the Obama administration as director of intergovernmental affairs for the U.S. Department of Health and Human Services.

Nancy J. Leppink HKSEE was sworn in on Sept. 21, 2009 as deputy assistant secretary for wage and hour administration at the U.S. Department of Labor.

Donovan Mouton S&L was recently promoted to Midwest region program director for One Economy Corporation.

2003

Paul Conway NISM was recognized by the U.S. Department of Homeland Security for superior performance as a senior transition officer on the Homeland Security Bush/Obama Transition Team. Prior to and following the inauguration of President Obama, Conway was asked to serve as acting federal coordinator of DHS's Office of the Federal Coordinator for Gulf Coast Rebuilding, where he had served as chief of staff since April 2007. Prior to serving at OFC, Conway served as chief of staff to Elaine Chao at the U.S. Department of Labor.

Korbkul Winitnaiyapak Kaewtip HKSEE is expert state attorney attached to Thailand's attorney general's office. She also works as the coordinator of the Child and Women's Rights Protection Network. She would like to refer alumni to the Pattaya Conference on Criminal Justice in Responding to Crimes of Violence Against Women and Children summary report, which can be found on the World Justice Organization Web site.

Rod O'Connor MC/MPA has been named chief of staff for U.S. Energy Secretary Stephen Chu.

Michael Passante MPP now works in Washington, DC, as legislative counsel to Sen. Robert Menendez (D-New Jersey) advising on banking, housing, arts, and transportation policy issues. Previously he worked on the Obama campaign staff as assistant state counsel in New Jersey and on the Obama-Biden Transition Team as an advisor on election law issues.

Christopher Tyson MPP was elected president of the board of commissioners for the Baton Rouge, Louisiana,

Regional Transit Authority in February 2009. As president, Christopher will oversee the nine-member Capital Area Transit System board along with senior management for the system, whose annual budget is \$16 million. Christopher was appointed to the board by the Baton Rouge Metro Council in December 2007 and looks forward to advancing mass transit in Baton Rouge.

2004

Philipp Bleek MPP returned to the Kennedy School last fall, as a fellow in the Belfer Center, where he will complete his PhD dissertation on nuclear weapons proliferation dynamics. He's analyzing "reactive proliferation," i.e. whether and under what conditions states proliferate in response to proliferation by others. Given recent developments in the Middle East, this is rather policy relevant, so he briefed preliminary results within various parts of the United States government and also the United Kingdom's Atomic Weapons Establishment and the German Bundestag. He looks forward to reconnecting with fellow alums in the Boston area.

Janice Gordon S&L accepted a new position in Kansas City government in 2005. She is now a project manager in the Capital Improvements Management Office, where she manages major construction projects in the city. "Also, since I was at HKS in 2004, I have had 7 grandchildren!" she writes.

William Lovely MPA and **Melodie Jackson Lovely** MPA 2001 celebrated the arrival of their first child, Katherine Elizabeth, on Sept. 18, 2009. "The cherubic bundle weighed 6 pounds, 2 ounces at birth, and measured 19.25 inches long," they write. "Mother, father, and extended family on both sides are overjoyed." Melodie Jackson Lovely is the HKS associate dean for communications and public affairs. William Lovely has recently been appointed a Senior Fellow of Law and Policy at Northeastern University.

Edward Omotoso HKSEE has written a book, *A Life Around the World: Surprise International Career Leads to Global Odyssey*, an autobiography published by PublishAmerica.

Leila Sawaya MPA/ID reports that after working for three years at Booz Allen Hamilton in various regions of the Middle East, she finally decided to leave the hectic life of a consultant and work for the public sector. She is now working as economic advisor to the Lebanese Prime Minister. "It is an exciting job as I get to work on real policies and meet people who are driving change in the country," she writes. "So I am back

living in Beirut which is such a beautiful country. I have kept in contact with a bunch of my classmates and I recently saw **Lema Zekrya** MPA/ID in Dubai."

2005

Daniel Berdichevsky MPP writes that he "must have caught the nonprofit bug at HKS! Currently in my third year of organizing a worldwide team academic tournament for high school and middle school students, the World Scholar's Cup (www.scholarscup.org). We have students signed up in over 30 countries. I am utterly, and very happily, overmatched."

Amanda Coe MPA is proud to announce that she has been appointed to the national board of directors of the Crohn's and Colitis Foundation of Canada for a three-year term. The foundation is a national not-for-profit medical research foundation dedicated to finding a cure for Crohn's disease and ulcerative colitis, commonly referred to as inflammatory bowel disease (IBD). The foundation is Canada's largest funder of IBD research. For more information on the foundation and IBD, visit: www.cfc.ca.

Mulugeta Gebrehiwot MC/MPA returned to Addis Ababa University as the director of the Institute of Peace and Security Studies.

Rafael López MC/MPA was recently appointed executive director of the Family League of Baltimore City, Inc., which was founded in 1991 as a quasi-public nonprofit organization to fulfill the state of Maryland's legislative mandate for the establishment of Local Management Boards (LMB) in all jurisdictions. The role of the LMB is to focus attention and resources on improving the well-being of children and families by engaging communities and encouraging public and private partnerships.

Mousumi Shaw MPA is currently splitting her time between Austin, Texas, and San Francisco. The company she launched during school, Sikara & Co., is alive and kicking. With 12 international designers, the line is currently sold in over 175 stores. Mousumi just launched her new e-commerce site (www.sikara-jewelry.com). Later this year she hopes to officially launch Sikara's Country Giving Program. If you have any thoughts, e-mail her. Personally, she was excited to attend the 2004 wedding of **Cole Sirucek** MC/MPA and **Grace Park**'s MC/MPA in Bali, Indonesia, where she got to see classmate **Hadi Sohl** MC/MPA and his wife, Noor.

Masuda Sultan MPA returned to Afghanistan shortly after graduation

to work on private sector development and capacity building for Afghans. She is currently serving as advisor to the Ministry of Finance and lives in Kabul. Despite the deteriorating security conditions and slow development in Afghanistan over several years, she reports that she works with Afghans who are passionate about reforming the system to deliver services to ordinary citizens. "In Kabul," she writes, "I run into current and past HKS grads and recently hosted an event for Harvard alums in Kabul where we shared stories of our cherished institution. I look forward to our five-year reunion to connect with everyone."

2006

Jama Fitzgerald Adams MPP married Brian Fishman in Yosemite National Park in California on Aug. 8, 2009

Warren Durbin MPA reports that "Cecily, Annabelle, Abigail, and I are living in Chicago and are doing well. I'm still enjoying things at Jones Lang LaSalle doing real estate consulting for public sector entities like the Chicago Transit Authority. The girls turn four in July—amazing how time flies."

Daniel Hoffman MPA served for a year in Iraq after graduation. He was then appointed an associate professor at the Army Command General Staff College, where he taught until departing for a tour in Moscow in July 2008 with his wife, Kim.

Suzanne Rotondo MC/MPA was elected to the board of directors of the Inglis Foundation, a nonprofit organization that serves people with physical disabilities.

Talal Salman MPP worked with Citigroup for a year and a half in Cairo, Bahrain, and Dubai, doing currency trading and investment banking. For the following year and a half he worked as an associate at the public sector practice of Booz & Company, advising governments in the Middle East on complex policy issues. "By the time you read this note, I will be between a long vacation and getting ready to move to the States again!" he writes. "I decided to go back to school, this time to Wharton for an MBA."

2007

Paz Guzman Caso de los Cobos MPA and her husband, Jean Derely, moved back to Brussels, Belgium, in September 2008. Paz works now as budget support advisor at the Belgian Technical Cooperation. Paz and Jean had a beautiful baby in December 2008,

Victor Derely-Guzman, and Paz is expecting a second baby in March 2010.

Michael Donnelly MC/MPA was appointed co-chair of the Massachusetts Bar Association's new juvenile and child welfare section. Donnelly earned his law degree from Suffolk University Law School in Boston. He served as an assistant district attorney in Worcester County for more than 25 years, and is currently the director of the masters in public administration program and an assistant professor of business, law, and public policy at Anna Maria College in Paxton.

Rashad Hussain MPA is deputy associate counsel to President Barack Obama. Rashad had previously served as a trial attorney at the U.S. Department of Justice. Prior to that, he was a law clerk to Judge Damon Keith on the U.S. Court of Appeals for the Sixth Circuit.

Stephen Rubright MC/MPA was selected by the Center for a New American Security as one of only 24 participants in the 2009 Next Generation National Security Leaders Program. He currently works as military legislative assistant and foreign policy advisor to Sen. Kay Bailey Hutchison (R-Texas).

Erin Sweeney MPP/UP was the U.S. Department of State's African Affairs Bureau recipient of the 2009 Secretary

of State Award for Outstanding Volunteerism Abroad. The award recognized Erin's work with the Consulate Community Service Program, where her leadership and dedication substantially improved the quality of life for many marginalized Nigerian women and children. The awards are sponsored and administered by the Associates of the American Foreign Service Worldwide.

2008

Jose Luis (Pepe) Romo Cruz MPP returned to Mexico after graduation to work as general director of planning at Mexico's new health insurance program, Seguro Popular, which was created to extend health insurance to the uninsured population by 2010. In March 2009 Pepe was named special advisor to **Daniel Karam** MC/MPA 2001, who was appointed by President **Felipe Calderon** MC/MPA 2000 as general director of the Mexican Institute of Social Security (IMSS by its Spanish initials), the largest social security system in Latin America and one of the largest in the world.

Bijan Kian HKSEE was selected as a recipient of the 2009 Ellis Island Medal of Honor. Bijan, who came to the United States 30 years ago as an immigrant, has now been recognized for his posi-

tive contributions to his community and his significant accomplishments in pursuit of the "American Dream." He is currently the highest ranking Iranian-American serving in the U.S. government, and he has the great honor of being the first Iranian-American ever to report directly to the president of the United States.

Catherine Martines Mortensen MC/MPA is in the middle of her second year on Capitol Hill. She is communications director for U.S. Rep. Doug Lamborn of Colorado Springs (R-Colorado). "Professor David King advised me to 'punch my card on the Hill,' saying it would be a continuation of my master's degree education, with pay!" she writes. "His advice has taken my life in an entirely new direction. Upon leaving the Kennedy School, my greatest desire was to serve the people of my small community in southern Colorado. But my student loans meant I had to get a 'real' job and put my local community service ambitions on hold. However, working for my member of Congress is allowing me to serve my community and pay back my student loans."

David Bibo MPP was appointed counselor to the deputy administrator of the Federal Emergency Management Agency, part of the U.S. Department of Homeland Security.

2009

Suzanne Anthony MPP has been promoted to fellowship manager at The Mind Trust, an Indianapolis-based education nonprofit whose mission is to dramatically improve public education for underserved students by empowering education entrepreneurs to develop or expand transformative education initiatives. As fellowship manager, Suzanne directly oversees the Education Entrepreneur Fellowship, managing fellowship recruitment and the application review and selection process. She also provides individualized support to fellows as they work to get their initiatives launched.

Joe Negron MPA was elected to the Florida Senate in a special election with 76.5 percent of the vote on Aug. 4, 2009,

Ryan Buckley MPP launched B2G Media, a political technology consultancy, in California. The company builds Web apps and social media management tools for candidates and political organizations that want to connect online. Since launching in early 2009, it has engaged five large clients in the Bay Area.

In Memoriam

Wilson Henderson MPA 1974
Brian Innes MPA 1986

Board of Directors of the HKS Alumni Association

EXECUTIVE COMMITTEE

Rudy Brioché MPP 2000, Chair
Rosario Calderon MPA 1988,
Vice Chair
Janet Thompson MPA 1987, Secretary
Jacquelyne Weatherspoon
MPA 1991, Treasurer
Paul Hodge MPA 2000, Ex-Officio,
HAA Liaison

MEMBERS-AT-LARGE

Shannon Thompson MPP 1987
Giles Whiting MPP 2005

MEMBERS

Gayane Afrikian MPA 2005
Jeff Amestoy MPA 1982
Marilyn Averill MPA 2000
Michael "Yemi" Cardoso MPA 2005
Roland Castañeda JD/MPP 1974
Kriengsak Chareonwongsak
MPA 2007
Farah Karim MPA 2001
Andrea Marmolejo MPA 1988
Kathe Mullally MPA 1998
Daniel Ostergaard MPA 2004
Lenora Peters Gant HKSEE 1997/99
Gary Schwarz MPA 2007
Pradeep Singh MPA 1991

ASSOCIATE MEMBERS

Greg Rosenbaum JD/MPP 1977
Emily Card MC/MPA 1981,
HAA Liaison

Dean's Alumni Leadership Council

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

Thomas Gallagher MPP 1978
Aaron Gershenberg MPP 1989
Ernest Goodson MPA 2002
Fred Hochberg S&L 1996
Henry Hubschman MPP 1973,
JD 1972
David Hulse MPP 1984
Dwight Hutchins MPA 1996
Mazen Jaidah MPP 1996
David Johnson MPP 1983
Karen Kalish MPA 2000
Stacey Keare MPP 1994
Michael Kendall MPP 1983
John Kennedy MPA 1988
Petros Kokkalis MPA 2002
Florence Koplow MPA 1995
James Langevin MPA 1994
Pat Lawson MPA 1989
Nancy LeMonde MCP 1974
Peggy Lents MPA 1974
Leon Loeb MPP 1972
Kent Lucken MPA 2001
J. Michael McGinnis MPP 1977
Patricia McGinnis MPA 1975
Preston Miller, Jr. MPA 1976
Rodney Miller MPP 1990
Marcia Morris MPA 1993
Ajay Nagpal MPP 1992
Robert Olian MPP/JD 1977
Anthony Otten MPP 1981
Anne Reed MPA 1981
Eli Rosenbaum MPP/JD 2009
Jorge Rosenblut MPA 1985
Sean Rowland MPA 1997
Sean Charles Rush MPA 2007
Danny Sebright MPA 2001
Daniel Sheffey MPP 1989
Harry Sherr MPA 2003
Andrew Sieg MPP 1992
Heather Steans MPP 1987
Bob Suh MPA 1985
Harriett "Tee" Taggart MCP 1973
Elizabeth Tamposi MPA 1984
William Tobey MPP 1984
Joseph Tompkins MPP 1975, JD 1974
Stacey Gillis Weber MPA 1990
Thomas White MPA 1982
Gita Wirjawan MPA 2000
Howard Wolk MPA 2002
Wilfred Wong MPA 1987
Rudy Brioché MPP 2000, Ex-Officio

Visiting Committee

Joel Fleishman, Chair
Charles Baker, Jr.
Robert Belfer
Douglas Bereuter MCP 1966
Rebecca Blank
John Deutch
Cheryl Dorsey MPA/MD 1992
Ann Fudge
John Gage
Joshua Gotbaum MPP/JD 1976
James Harpel
James Johnson
Lawrence Katz
Harold Koh
Peter Malkin
Bijan Mossavar-Rahmani MPA 1982
Franklin Raines
Alice Rivlin
David Rubenstein
Ralph Schlosstein
Klaus Schwab MPA 1967
Marta Tienda
Lan Xue

Dean's Council

Peter Malkin, Chair
Gianna Angelopoulos-Daskalaki,
Vice Chair
Roy Ash
Thomas Barry
Robert Belfer
Judith Benardete
Hazem Ben-Gacem
Steven Berger
Daniel Biederman

Mary Boies
Ali Bozkurt
Robert Calhoun
Marilyn Carlson Nelson
Dick Cavanagh
Cecilia Chan
Victor Chu
Timothy Collins
Tony Conza
Howard Cox, Jr.
Jorge del Calvo
Bharat Desai
Arnold Donald
Bülent Eczacıbaşı
HRH Princess Firyal of Jordan
Jacob Frenkel
Steven Green
Clifford Gundle
Azadeh Hariri
James Harpel
Alan Hassenfeld
John Inledon
Maxine Isaacs
Tasso Jereissati
James Johnson
Nicholas Josefowitz
Maha Kaddoura MPA 2000
Joseph Kasputys
John Keane, Sr.
Marilyn Keane
George Kellner
Jamileh Kharrazi
Nemir Kirdar
Eleni Kokkalis
Socrates Kokkalis
Latifa Kosta
Ned Lamont
Nicholas Lazares
Brandt Louie
Bertram Lubner
Andrónico Luksic
Yoko Makino
George Mallinckrodt
W.A. Manoukian
Deryck Maughan
Mark Mendell
James Metzger
Yogendra Modi
Anthony Morris
Bijan Mossavar-Rahmani
Sharmin Mossavar-Rahmani
Marvin Odum
Idan Ofer
Jorma Ollila
Nelson Ortiz
Minnie Osmeña MC/MPA 1978,
HKSEE 2000
Richard Plepler
Thierry Porté
Andrew Rappaport
Jerome Lyle Rappaport
Gordon Rawlinson
David Richards
James Rogers, Jr.
Greg Rosenbaum MPP/JD 1977
Joseph Roxe
David Rubenstein
Vincent Ryan
Mohammad Safadi
Paul Sagan
Ralph Schlosstein
Mark Schwartz
Douglas Shorestein
Steven Simmons
Gabriela Smith
Neil Smith
Rory Stear
Christen Sveaas
Tony Tamer
A.A. Taubman
John Taysom
Edward Tian
Sidney Topol
Samir Toubassy
Marvin Traub
Donald Tsang MPA 1982
Adair Turner
Agâh Uğur
Enzo Viscusi

Brooke Wade
Leslie Wexner
John Whitehead
Malcolm Wiener
J. McDonald Williams
Dorothy Zinberg

Women's Leadership Board

EXECUTIVE COMMITTEE

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

CORPORATE MEMBERS

Mary Bennett, Crowe Horwath LLP
Jan Babiak & Beth Brooke,
Ernst & Young
Michelle Gadsden-Williams,
Novartis
Patricia Harris & Simone Hoyle,
McDonald's Corporation
Dana Hagendorf, Audemars
Piguet, Inc.
Janice Bryant Howroyd,
Act-1 Personnel Services
Lorie Jackson MPA 1982 &
Suzanne McCarron, ExxonMobil
Seraina Maag, Zurich North America
Krys Moskal Amdurer & Angela
Schwers, Pearson Education
Mary Stoddart, Best Buy

MEMBERS

Carla Abourjaily
Maha Al-Juffali-Ghandour
Sharon Allen
Jennifer Allyn MPP 1994
Wendy Appelbaum
Elizabeth Arky
Jan Babiak
Barbara Beck
Clare Beckton MPA 2005
Stephanie Bell Rose MPA 1984
Nicoletta Bernardi
Carol Lavin Bernick
Donna Block
Cecelia Boone
Michèle Boutros-Ghali
Maria Efantis Brennan
Maxine Burton
Mary Carrington
Deborah Carstens
Joan Chrestay
Kathy Cloninger
Betty Cohen
Elizabeth Colton
Lizbeth Cooney
Laurie Cunningham
Darlene Dagget
Roxanne Decyk
Martha De Laurentiis
Cristina de Manuel Keenoy
Diane Dixon
Sandra Dockser
Julia Bailey Dulan

Lauren Embrey
Ivelisse Estrada
Haifa Fakhouri
Nina Fialkow
Anne Finucane
Stacy Fisher
Karen Frank
Carolee Friedlander
Carol Fulp
Denise Gatling
Sandra Gooch
Sarah Moores Walker Guthrie
Sheila Harrell
Kathy Harris
Linda Hart
Joan Helpern
Sara Hildebrand
Margaret Holzworth
Mary Ellen Iskenderian
Tamara Jacobs
Janis Jones
Laurie McDonald Jonsson
Dato Fawziyah Abdul Karim
Margaret Kavalaris
Sung Joo Kim
Patricia Kouba
Toni Holt Kramer
Roelfien Kuijpers
Dianne Laurance
Barbara Lee
Robin Leeds
Renee Brody Levow
Sheela Levy
Deborah Lindholm
Carol Locke
Ann Lovell
Maria Paola Luksic
Florine Mark
Bobbi McKenna
Ellen McLaughlin
Ellen Mignoni
Barbara Morrison
Marilyn Carlson Nelson
Anne Nobles
Julia Novy-Hildesley
Gun Nowak
Anna Oroumian
Aysen Ozyegin
Kristine Pearson
Maureen Peckman
Carol Penn
Joyce Reuben
Margaret Rose
Nancy Russell
Seraina Russo
Kim Samuel-Johnson
Holly Taylor Sargent
Hoda Sarofim-Sawiris
Cynthia Schwalm
Susan Silbermann
Pernille Spiers-Lopez
Lois Farfel Stark
Fredericka Stevenson
Mary Green Swig
Davia Temin
Linda Kaplan Thaler
Anisya Thomas
Emily Tong
Beatrice Trussardi
Kathleen Valenti
Damayanti Vasudevan
Herta Von Stiegel
Lauren Wachtler
Diedra Wager
Meredith Wagner
Claudia Walters
Anna Elise Walton
Leigh Wasson
Marie Wilson
Ellen Wingard

Dust off your backpack

It may have been a while since you were last at Harvard Kennedy School, but it's likely you haven't forgotten the value of your experience here. Many of your colleagues from the MPA or MPP programs have already come back to participate in our Executive Education programs. We offer the finest in executive skill development opportunities for professionals in the public, private, and nonprofit sectors – all in a timeframe you can manage.

Visit the Executive Education website at www.hks.harvard.edu/ee for detailed program information, or call our Admissions office at 617-496-0484 to request our general brochure.

HARVARD Kennedy School
Executive Education

Omar Yanar MPP 2010, the Scott and Isabelle Black Fellow, with Scott Black



Supporting the Future of Public Service



Socrates and Eleni Kokkalis. The Kokkalis Program has sponsored 42 fellows since its inception.

WHEN OMAR YANAR MPP 2010 thinks about making a difference in the world, he thinks local. Believing that the most important function of a democratic government is to educate its citizens, he hopes to use his Kennedy School degree to improve education in his hometown of El Paso, Texas. Yanar's conviction about the power of education stems from his mother, a Mexican immigrant who was the first and only university graduate in her family. "My mother and I were both empowered by education and it is through education that we have empowered others," says Yanar.

Yanar has also been empowered by the Scott and Isabelle Black Fellowship, which helped make his Harvard Kennedy School experience possible. "I would not have the potential to pursue these avenues of change if I were graduating with a ludicrous amount of debt," he says. "Mr. and Mrs. Black's contribution has given me an incredible amount of freedom. I'm now in a position to take some large risks, which are necessary if I want to have an impact on education."

President of Delphi Management, Inc., a Boston-based firm he founded in 1981, Scott Black knows firsthand the impact fellowships can have on an individual's life and career. Indeed, he attributes his success in business to attending Harvard Business School, which at

that time, he could do only with financial assistance. Black says that providing a fellowship gives him and his wife great personal satisfaction, while helping the Kennedy School remain a competitive choice for applicants.

"I'm well aware that Princeton offers a full ride to students at the Woodrow Wilson School, and that many other good schools of government extend comprehensive financial aid for students," he says. "To be competitive, we have to afford students in need the means to pursue their dreams in public service."

Yanar came to the Kennedy School after five years of teaching and community involvement with Hispanic populations in Texas. Describing his fall classes as "life-changing," he's integrating his interests in both public policy and education by also taking a class at Harvard's School of Education. When he returns to El Paso, Yanar will set about achieving his goal to build a charter school together with his mother, who's currently a director at Upward Bound, a program that assists low-income students in the college application process.

While some students choose a career path on the local level, other HKS fellowship recipients hope to work on an international stage. Before applying to the Kennedy School, lawyer Iulia Cojocar MPA 2011 had the opportunity to work for a government agency in her native country of Romania. Frustrated by the widespread corruption she encountered on the job, Cojocar decided to pursue

a master's degree so that she could learn how to effect change in Romania through international channels. She applied for a prestigious Kokkalis Fellowship and was accepted. During her initial months at the school, she says, the Kokkalis Program and its staff welcomed her with open arms, providing her with much-

"To be competitive, we have to afford students in need the means to pursue their dreams in public service."

needed assistance as she adjusted to a new country. "For me, the Kokkalis Program was everything—they made my hopes and dreams come true," she says. "Without the Kokkalis Fellowship I would not have been able to study in the United States. For students from southeastern Europe, it's one of the few options we have."

In addition to supporting students, the Kokkalis Program serves as a hub for education, research, and outreach activities related to southeastern Europe and neighboring regions. The program was founded in 1977 by Socrates Kokkalis, who serves as the chairman of Athens, Greece-based Intracom Holdings, one of the largest multinational groups in southeastern Europe.

"It is very fulfilling to see bright young people meet their dreams and become able to help their countries and the region," says Kokkalis. "We want to train those who can take on leadership initiatives and improve the lives of thousands or perhaps millions of others by promoting peace and cooperation, efficient and transparent governance, and market economy values." Since the program began, it has sponsored 42 fellows and has trained nearly 250 public sector and nonprofit leaders from the region through Executive Education programs.

ANOTHER KOKKALIS FELLOW, George Saravelos MPA/ID 2010, has the distinct honor of having maintained the highest GPA of all first-year MPA/ID students at the Kennedy School. For him, the Kokkalis Fellowship has provided a solid education that is not only grounded in rigorous economic studies, but also steeped in practical public policy applications. The greatest benefit of being a Kokkalis Fellow, he says, has been being part of a cohesive group and community, while also

engaging with prominent speakers, government officials, and heads of state.

"It's been wonderful to be so close to public figures," he says. "I've also received so much support from the program. I'm always invited to the center to learn about career opportunities, have policy discussions, and be involved

in the process of inviting speakers."

Contributing to the diversity of the student body, the Kokkalis Program draws from a region of Europe that is often underrepresented at the Kennedy School. In fact, since the program began, there's been a dramatic rise in the number of students from southeastern Europe. The students, return to their region or work on regional issues on an international level. "The vast majority of our fellows with a precious Harvard degree choose to go back to their countries and become part of the government or other public service institutions," says Kokkalis. "That is what I find the most inspiring experience in the past 13 years since our program came to life, and I think this is where the Kennedy School is doing a wonderful job."

In addition to offering two fellowships and a named professorship (the Scott M. Black Professor of Political Economy, held by Dean David T. Ellwood), the Blacks have contributed to the Dean's Council Challenge Fund for Graduate Financial Aid. A new matching gift opportunity, the Challenge Fund provides a 1:2 match on all financial aid commitments of \$100,000 or more. The ultimate goal of the fund is to raise \$15 million above what the Kennedy School already offers students in financial aid by June 2010. (To learn more about this challenge, please read the accompanying sidebar.)

"During this recession, my own business was hit, but I knew that the Kennedy School had introduced the Dean's Challenge Fund, which required a minimum six-figure commitment," says Scott Black. "Since I've been successful in life, I feel I have an obligation to repay Harvard, which accounts for my personal success. The Kennedy School is one of the few places we have that train the best and brightest to ameliorate society." ❖

Rising to the Dean's Challenge

To help ensure that promising future leaders can pursue careers in public service without having to shoulder onerous levels of debt, Harvard Kennedy School has created the Dean's Council Challenge Fund for Graduate Financial Aid, thanks to a \$5 million gift from members of the Dean's Council. Those are Chair Peter L. Malkin; Vice Chair Gianna Angelopolous-Daskalaki along with her husband, Theodore Angelopoulos; Mary Boies; and Christen Sveaas.

"Students are often forced to make a choice between pursuing their passion and paying the bills," Malkin says of the need for increased financial aid. "It is much more difficult to fight poverty, for example, if you are bumping up against the poverty line yourself."

School administrators hope that by using the gift to underwrite a 1:2 match supporting any new financial aid donation of \$100,000 or higher, they can raise a total of \$15 million to help provide graduate-level scholarship and/or loan support for outstanding HKS degree program students with the highest need. A gift of \$500,000, for example, will be matched with \$250,000, leveraging a total gift of \$750,000. And a gift of \$250,000 will establish an endowed financial aid fund.

"I'm deeply grateful to this group of friends who have stepped forward to launch the Dean's Council Challenge," says Dean David T. Ellwood. "Their purpose is an inspiring one—to provide critical support for generations of young people committed to public service and to help them achieve their dreams of making a positive difference in the world."

To learn more about this challenge opportunity, contact Beth Kramer, assistant dean of development, at 617-384-5323 or beth_kramer@harvard.edu.



Down to Business

PUBLIC SERVICE *isn't really an abstract principle at the Kennedy School. Students, staff, and faculty live it daily. That's why when Harvard University celebrated Public Service Week last fall, the Kennedy School took center stage.*

Highlights included a Forum address by Massachusetts Governor Deval Patrick (“Service stirs us,” Patrick said. “It brings meaning and purpose to our lives”) and a roundtable discussion hosted by the Hauser Center for Nonprofit Organizations (“The key is to put your public interest ahead of your personal interest,” said panel member George Soros).

Things got a little more elemental on Public Service Day, when dozens of members of the Kennedy School community, organized by the Student Public Service Collaborative, headed out to work in neighborhood parks, including Smith Park in Brighton, above. “Spreading out the mulch is sometimes just as good as doing analysis,” joked Dean David Ellwood, knee-deep in wood chips.



FINAL SAY

Ray Jefferson

Assistant Secretary for Veterans' Employment and Training, U.S. Department of Labor

Ray Jefferson MC/MPA 1998 likes to joke that it was an act of service that first brought him to Harvard Kennedy School: he was in Cambridge looking at graduate schools when a very lost-looking student asked him for help finding the place. But the reason Jefferson came to the Kennedy School was no laughing matter. His career in the Army as a Special Forces officer ended in 1995 when he held on to a defective hand grenade detonating prematurely in order to protect his men, leaving him badly injured. Being in the armed services had been his ambition since he was a young boy. The Kennedy School helped him develop a new vision for his life. Today he is assistant secretary for veterans' employment and training at the Labor Department.

What set you on the path to public service?

When I was in junior high, I saw a West Point catalogue and I thought it would be exciting and meaningful to serve. I really enjoyed being an officer and doing something honorable and noble for the country.

How did the accident change that path?

It really strengthened my commitment to helping others and my empathy for what it means to be someone in need. As I was in the hospital room, I asked myself, “What am I going to do with my life? How can my

life have value?” And part of the answer was helping other people who are in similar situations to overcome challenges, to overcome setbacks.

How did Harvard Kennedy School help you achieve that?

For me the school was a transformational experience. It exposed me to ideas, concepts, and principles that related to my aspiration of being a leader who can have national impact. The relationships with classmates and professors helped me to broaden my vision of what I thought my life could be about and how I could serve. And it just felt like home. I wanted to have that experience and be part of the HKS community, not just as a student, but for life.

With your current work, you seem to have come full circle.

When I got the call from the Obama administration, it felt like the ideal opportunity for service. It allows me to tap into all of my experiences, skills, and passions — everything I've learned — and bring it all together to help a community that I'm a part of and care deeply about. I love it.

ON THE WEB

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

617-496-7073
617-496-4511 fax



HARVARD Kennedy School

JOHN F. KENNEDY SCHOOL OF GOVERNMENT

79 John F. Kennedy Street
Cambridge, MA 02138 USA
617-495-1100

www.hks.harvard.edu

NONPROFIT
U.S. POSTAGE
PAID
BOSTON, MA
PERMIT NO. 56689



Reunion Weekend

May 14–15, 2010

Degree program alumni from the classes of 1985, 1990, 1995, 2000, and 2005, mark your calendars and return to Cambridge to celebrate! Make sure you cross everything off your to-do list!

For more information visit www.hks.harvard.edu/about/alumni/reunions, e-mail hksreunions@hks.harvard.edu, or call the Reunion help line at 617-496-9959.

REUNION TO-DO LIST

- CALL your friends and make sure they are planning to attend Reunion Weekend
- CHECK OUT your class page on the Kennedy School Web site for class-specific events:
www.hks.harvard.edu/about/alumni/reunions
- MAKE your travel plans: book a hotel or reserve a friend's couch and purchase tickets
- REGISTER for Reunion at
www.hks.harvard.edu/about/alumni/reunions