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EXECUTIVE SUMMARY

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 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. Elwood

January 2010

THE END RESULTS

Letters

Having been honored by the 1976 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 cases in cases involving Guillain-Barré 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 1996/MPA 2007 spoke to 1976 Magazine (Spring 2008), the New York City Ballet dancer was anticipating his retirement from dancing and his future. The principal dancer’s final bow in June 2009 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 one of 23 new members named to the President’s Committee on the Arts and Humanities.

Small-Town Justice

John Fetterman MPP 1999 continues to generate news since his profile in the Summer 2009 1976 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, Fetterman has been an outspoken advocate for revitalizing Braddock by attracting eco-friendly industries. Of his selection, The Atlantic wrote: “It’s an utterly idealistic experiment in extreme urban renewal…”

“Brave Urban Renewal”

Fetterman continues to operate the city with next to zero financial backing—one that could totally fail, or perhaps serve as a model for other devastated industrial towns.”

1976 Magazine.

The end results.

End results.
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 nks philosophy and public policy professor Frances Kamm is one of 15 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.

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 Tennesse, a recruitment program for high-caliber principals in Chicago, and the creative use of technology to map agricultural water usage are just a few of the projects that have been honored by the Hauser Center for Nonprofit Organizations.

Keeping Boston Safe

AWARDS nks 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 partnership.” The group included members of the Boston Police Department, the Suffolk County District Attorney’s Office, and the Boston Ten Point Coalition.

The Real Thing

STUDENTS In the same arena where a host of real-life presidential contenders have appeared over the years, students in veteran political strategist Steve Jarding’s “Making of a Politician” class staged a mock presidential debate last fall. Held in the John F. Kennedy Jr. Forum, the mock debate included candidates, press secretaries, journalists, and bloggers. The six “candidates” fielded questions on the environment, health care, and national security from a panel of “journalists” pictured at left.

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 the Institute of Politics, honors Americans under the age of 40 who have made special contributions through their public service.

Campaign Success

STUDENTS Weekly elected Cambridge City Council member Leland Cheung ’08 MBA-MIT 2011 became the first Asian-American council member to serve on the council in Cambridge’s history. An avid social networker, the 35-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 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 fundraising or sign-holding.”

Neustadt and Schelling Awards

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 Varum, 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.

Meeting of MPP Minds

STUDENTS MPP 2010 students who participated in the 2009 Spring Exercise, which focused on global hunger, met with alumni and World Bank President Robert Zoellick May 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 Mathias Suelds.

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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. —RD
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 stop-watch—which 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 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.

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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 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?”

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 leadership.”

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. "Do...
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. But it would be consistent with the idea of reducing the average size of a suburban lot to one-eighth or one-quarter of an acre would help.

The Cost of Trust
Levels of trust are lower in the Persian Gulf countries 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 capitalist 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.”

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 aggregate data 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 intercon- nections 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 product in- puts it produces) and, in many cases, to map the most efficient path to greater development.

Nonprofit News
The nonprofit model is seen as a possible alternative to 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 non-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 clear reading of current laws and IRS guidelines shows that those changes 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.

“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.

CENTRAL FLORIDA
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.

A year after a 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 represents 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.

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 localized, integrated, and efficient system that’s tailored to the needs of each individual,” she says. “This approach allows for 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 secretory in the Treasury’s Office of Financial Education,” she says. “The office exists, but the job doesn’t.” Forward-looking and goal-oriented at that sounds, Booth is also refocusing 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.”

HARVARD KENNEDY SCHOOL 11

STUDENTS There’s a lightness to Lalita Booth’s demeanor now, 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 shut- ting 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 sepa- rated 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.”

Bright Future

Lalita Booth

“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

www.hks.harvard.edu/ research-publications
**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 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 MP 1986, whose $8 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,” said 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 officers’ perspectives on civilian casualties. At the anniversary celebration Stewart said, “Human rights activism... can be sitting in a room with generals, figuring out a way to minimize human casualties.”

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**Intersections 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.”

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 intersession 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.”

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**FROM THE CHARLES | WINTER 2010 | www.hs.harvard.edu**
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 2007 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 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.”

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.”

The Right Fight

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 religious 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. ← RDD

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“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
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.

It’s clean, renewable, and has the potential to transform our future, says Paul Rich MC/MPA 1998.
We’re not just talking about permitting a wind farm. We’re trying to launch just sitting some other industry.

It’s like trying to move an enormous rock uphill.

The engineer in Rich comes out as he explains to a visitor how 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 230 feet and a single unit weighing 300 tons.

He notes that Europe is at least a decade ahead of the United States in implementing the technology, having established a foundation and an environmentally conscious statement of what the future will be.

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

For example, he would not be excited about trying to build a conventional power plant.

Deepwater plans to launch the first wind farm off Block Island, Rhode Island, and later a larger installation of approximately 100 more turbines. The company, which has invested $500 million, has an opportunity in Rhode Island Sound. Providing the same amount of power as a conventional power plant, the wind farm 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 bureaucratic 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.

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 investment. That model addresses a common objection from beachfront residents—that wind turbines mar the natural beauty of the coastline—by placing the structures 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 lattice structure that looks like an oil derrick, which will allow turbines to be placed in water up to 100 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.

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."
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.
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 this period, 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.

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 passage while they had earlier done quite well in a much more advanced English reading comprehension passage in their test 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, while 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 “true response” format, to describe the shapes’ similarities, and differences. 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 overloading children’s subject matter, it also results in them forgetting the important skill of decoding instruction,” the authors write.

The researchers found that parents were relatively aware, regardless of whether they were educating the ones they saw as “less intelligent.” And they found that parents made decisions on schooling. They thought carefully about which children should receive the largest educational investments and reduced the money they spent on exams overstating children’s 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 certification and qualification, and a focus on learning rather than subject mastery, it also results in more than four times as great as that for boys. 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 primary school increased by 20 percent, because many of those educated girls went on to become private school teachers.
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.

**Josh Archambault**

Josh Archambault BPS 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 above having 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 understand 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 wasn’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.”

**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 Roadmoor 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.”

Hummel went into federal service in January. She took the presidential Management Fellows exam in January. However, he, like many of his generation, is a little confused 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.”

“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. “I feel 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 Fellows 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 new 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’ve challenged myself 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.”

**David Agnew**

As White House deputy director of intergovernmental affairs, David Agnew MPP 1995 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 cleared 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.)

He then worked with another Kennedy School faculty member, Jack Donahue, who was Reich’s counselor. In his book The Waring 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 who want to help and who want 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’ve ever been 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.”
“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.”

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 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.

“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.”

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.

“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 Shoemaker 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.

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

Paul Volcker was 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.
FORUM | Cause for Hope

Marking 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?”

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.

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.

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.”

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 gentleman’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 former 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.”

Traditional journalism — the guts of the news business — 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 invariably 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 closely 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 news product 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 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.

传统新闻——新闻业务的核心——已经与民主交织在一起，并塑造了社会变革。从民权到环境。然而，当记者报道这些争议性问题时，偏见的指控总会跟上。琼斯认为，新闻中的偏见不是新闻行业危机的原因，但确实批评了客观新闻在推动倡导性新闻时的作用。事实上，他认为，客观新闻远比有线电视节目或博客更能够改变人们的思想，因为这些节目往往只吸引那些已经同意其观点的读者。然而，很多消费者，尤其是年轻人，似乎对客观新闻感到无聊，甚至不那么可信，比一个密切倡导的立场还少。琼斯承认，在新闻行业内部，琼斯也提出了一些对未来的希望。他相信，尽管新闻消费者迁移到网络上，高质量的报纸新闻产品仍然可以生存，通过其地方特色和特色，反映了它的城镇和地区，并为其读者量身定做，而无需妥协。与此同时，报纸可以提供单独的在线内容，这将整合工具和网络文化。在最终，琼斯恳求新闻机构继续生产铁核新闻。这可能会导致利润的减少，但失去展示我们社会基础的新闻价格会太高。
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 sees it differently, 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 18 years, eventually becoming director of organizing. Offering a firsthand perspective on the California farm workers.

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-

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. Protestors 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."
Teresa Lobers aka resigning from the Indiana State Senate after 12 years of service to accept the position of assistant Director for the Rep. Max Premier Selections in Potsmac Maryland. She was recently welcomed to the Re/Max Executive Club in recognition of her outstanding sales performance and achievements in the real estate profession. After spending more than 16 years in administrative/manage- ment positions in the federal government, she is now classified in higher education, JoAnn reports that she is thoroughly captivated by the ‘new’ discipline of marketing and sales industry. JoAnn also has become the proud grandmother of two wonderful grandchildren.

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

Jessica McBride aka joined Magazine Associates, Inc., a research-based consulting firm serving educational institutions and consortia, as assistant vice president. McBride 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 and was responsible for designing their leadership, strategy, and brand development initiatives.

Keith Rowley aka his wife, Katherine, recently celebrated their 10th wed- ding anniversary. Last fall, Keith was elected to the American Law Institute and invested as a William S. Boyd Pro- fessor of Law at the University of Nevada Las Vegas, where he has been teaching since 2003. In January, he was elected chair of the Pre-Parliamentary Law Schools Section on Commercial and Related Consumer Law and the ALA Section on Contracts. He also serves in leadership capacities in the American Bar Association Section of Business Law and the Ameni- cian Bankruptcy Institute.

Adam Diamant aka has been employed since 2002 at the interna- tionally recognized nonprofit Electric Power Research Institute (EPRI) in Palo Alto, California, where he is manager of the electric utility’s innovative technology development and assessment efforts. He manages EPRI’s national renewable energy research programs, including renewable energy technologies and the emerging electric grid. His team is dedicated to improving performance and reliability of the electric grid, and to helping utilities and their customers to manage the transition to a sustainable future.

As the youngest of eight children born to herders in western Mongolia, Elbegdorj came from humble begin- nings. After working in a copper mine as a repairman, he was drafted into the People’s Army of Mongolia when he and some other young men formed a group to protect 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 international and domestic greenhouse gas emissions trading programs, green- house gas emissions offset programs, and methods of evaluating and managing climate change risks in the U.S. electric sector. He also has been a frequent speaker at interna- tional climate change workshops and conferences. Previously, he was a project coordinator for the Global Environment Facility, where he managed ecological asset management projects. He now has an 18-year-old daughter and has been happily married to Melissa Eizen- berg since 1993.

Alexandre Flores aka and Prime Aracabo aka aka had a celebration reunion in Manila in February 2009. Alex Flores was a member of the Kennedy School who was the recipient of the 2002-2004 American Accreditation. He was awarded as Best Alumnus for the “Academia Militar,” an award given to the best student of the “Academia Militar” founded in Manila at the turn of the 20th century by the Philippine Revolu- tionary Government, and later become the Philippine Constabulary Academy under the American regime. Alex was graduated from the academy in 1972.

Aaron Gershenson aka recently completed his 17th year as Silicon Valley’s premier consultant and direct equity funds investing in venture and growth equity. He recently visited with Koko Kato aka in Tokyo.
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 Trade System Trading Steve Charnovitz mpp 1993, Gary Hufbauer, Susan 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 encourage “policy space” for countries to limit emissions while maintaining a competitive advantage and to preserve an open trading system.

Hidden Truths: Discovering Value Nonprofit’s Culture and Its Impact on Performance Paige Hull Teegarden, Dennis D. Reilly, Michael J. Splitun mpp/mca 1983

Although an organization’s culture helps shape how decisions are made,few organizations really understand what is valued and how it affects business performance. This book provides guidelines for managing those decisions to improve performance.

In the River They Swim: Essays From Around the World on Enterprise and Poverty Edited by Marcela Escobar-Esquivel mpa 2000, Malak Fal Mpa 1999, Michael Fairbanks, Elizabeth Hooper

The book contains essays about the economic development, the environment, and the social institutions that make up a particular country. Some chapters contain advice for entrepreneurs on how to succeed, while others describe the challenges that thwart independent and third-party candidates.


“Society counts on parents to keep their children well and safe, but when parents can’t or won’t do it, public child welfare agencies temporarily take on that responsibility,” writes Golden, a former blogger at the Child Welfare League of America, who wrote this book while working for the National Child Welfare Association. The book offers advice for reforming child welfare systems and improving outcomes for children.


Brown shares his experience building community organizations and guides readers on how to create effective groups that can solve problems and address social issues.


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The Voter's Choice: A Two-Party Tyranny Theresa Amato and Ralph Nader

During the 2004 presidential campaign, Ralph Nader had to fight for 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.

America’s once again face today, and they create a nautical politics that could do something different,” says Golden, who has written the National Child Welfare Association. She says that the book offers advice for reforming child welfare systems and improving outcomes for children.


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The Myth of Voter Choice: A Two-Party Tyranny Theresa Amato and Ralph Nader

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BAY AREA Roberto Achtenberg opened her home to members of the Bay Area Alumni Network for a mixer and briefing on the L侨 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 who appointed 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 what he can do to combat negative attitudes with messages that change hearts and minds.

Premiere

NEW YORK Alumni in the New York City area received a special invitation from the Asia Society and saw a pre-screening of the documentary film Firex. The Taking of Apartment 323 is a feature documentary that tells the story of the kidnapping of a young Afghan journalist working as a “fixer” (translator, coordinator, all-purpose assistant) for the U.S. government, and the support and management advisory firm that works exclusively with health care organizations. Julie and Bob are working 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.

Rights Briefing

INDIA Alumni and friends gathered for a dinner hosted by Pradeep Singh in New Delhi on August 12. The feature documentary tells the story of the kidnapping of a young Afghan journalist working as a “fixer” (translator, coordinator, all-purpose assistant) for the U.S. government, and the support and management advisory firm that works exclusively with health care organizations. Julie and Bob are working 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.

Cocktails and Politics

NEW ENGLAND The Harvard Kennedy School New England Alumni Association has established a very successful and well-received series of political cocktail parties, 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 MP 1999, executive director of MassVOTE; Sam Yoon MP 1993, Boston city councilor and mayoral candidate; and former Massachusetts governor and Democratic presidential nominee Michael Dukakis.

Close Relations

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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. Looking out over the construction of the Pittsburgh Penguins’ shining new steel arena, David Morehouse M’99/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.

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2008
Jorge Luis (Pepa) Romo Cruz went 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 2003. In March 2008, this program was named a special advisor to Daniel Karam (MPA’02), who was appointed by President Felipe Calderon (MPA’83) as the new Coordinator of Social Security as one of only 24 participants selected by the Center for a New American Security as part of the 2009 Next Generation Security Leadership program and an assistant professor of homeland security.

Catherine Martines Mortensen (MPA’01) was in the middle of her second year on Capitol Hill. She is communications director for U.S. Rep. Doug Lamborn of Colorado Springs (R-CO). “Professor Kading advised me to ‘punch my ticket on the Hill,’ as she would do a career of her master’s degree with policy,” she writes. “This 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 Bibb went as a special election on April 9, 2009, Ryan Buckley was launched as the winner of the New Hampshire presidential primary, a lead in the overall presidential election process. At the Kennedy School, his master’s degree in public administration was a key component of his political and organizational goals that went to connect online. Since launching in early 2009, it has engaged five large clients in the Bay Area.

In Memoriam
Wilson Henderson MPA 1974

Board of Directors of the HKI Alumni Association

EXECUTIVE COMMITTEE
Body Buckhout Chair 2000, Erin Sweeney Vice Chair
Joseph W. Mower, John H. Weeks, Charles Hauck, John M. O’Dwyer, Samuel V. Davis, and Jane M. McVickar.

In 2009 Suzanne Anthony (MPA) has been appointed to fellowship at the Harvard Medical School. At the Microbiome Institute, 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.

Jose Negron was elected to the Florida Senate in a special election with 75.6 percent of the vote on Aug. 4, 2009.

On December 31, 2008, Donald Tsang was appointed to a second term as Chief Executive of the Hong Kong Special Administrative Region by the President of the People’s Republic of China.
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 fellowship grants is giving 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 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 will set about achieving his goal to build a charter school 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 15 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 $50,000 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 Angelopoulos-Daskalaki along with her husband, Theodore Angelopoulos; Mary Boies; and Christen Sveaas.

“Students are 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 write a 1:2 match supporting any new financial aid donation of $50,000 or higher, they can raise a total of $15 million to help provide graduate-level scholarship and/or loan support for outstanding MPP and MFA students with the highest need. A gift of $50,000, for example, will be matched with $250,000, leveraging a total gift of $300,000. 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@hks.harvard.edu.

Ways and Means

Supporting the Future of Public Service

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

Scott and Socrates Kokkalis. The Kokkalis Program has trained nearly 250 fellows and has trained nearly 250 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 fellowship grants is giving 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.”

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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.


down to business

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
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617-496-7073
617-496-4511 fax
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