

HARVARD
KENNEDY
SCHOOL

magazine

WINTER 2013



MARKET VALUES
INNOVATIONS IN
GOVERNMENT
THINKING BIG
MAKING BETTER DECISIONS

ONLINE



EXTRAORDINARY



FROM SUNUP TO LIGHTS OUT
AT THE KENNEDY SCHOOL

TODAY

7:32AM

10:39AM

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On the cover: The many faces of Harvard Kennedy School, taken September 27, 2012
Photography: Martha Stewart

LEFT TO RIGHT: MARTHA STEWART, ALISON FRISKEY, HENRIE HAWORTH, MARTHA STEWART

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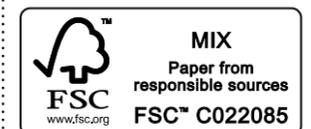
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Dear Reader,

From its earliest days, the Kennedy School has had a strong connection to the world outside academia—its research and learning always focused on solving real-world problems. Many on our faculty spend some part of their careers working in government or in the private sector. Still others come to the school after years spent in the public arena. Our students prepare for careers through a variety of experiential learning opportunities—from hands-on courses that take place outside the classroom to collaborative student-faculty initiatives.

This dynamic culture of real-world experience, hands-on learning, and collaboration among faculty members, students, and practitioners in the public and private sectors provides a rich environment for finding creative solutions to society’s problems—from climate change to nuclear proliferation to human rights abuse.

Examples of the school’s unique ability to solve some of society’s most difficult challenges are featured in this issue. In the following pages, you will read about social impact bonds, a new type of financial instrument developed to create better outcomes for government prevention initiatives. Together, private investors, social service providers, faculty, students, and alumni are working to find new ways to mitigate some of society’s most intractable problems, including youth recidivism, transitional employment, and homelessness. This collaboration is sparking creative ideas that have resulted in projects around the world.

Another project featured in this issue also demonstrates the school’s cross-disciplinary approach to solving problems. The Behavioral Insights Group—composed of economists and behavioral and political scientists working in research centers throughout the Kennedy School and across Harvard—is applying its research findings on decision making to help individuals make better choices about their lives. The policy applications of this work have the potential to improve health care, education, personal finance, gender discrimination, national security, and the practice of democracy.

The complex problems facing us today desperately require new and innovative solutions. Both initiatives featured in this issue—social impact bonds and the Behavioral Insights Group—along with many others at the Kennedy School, demonstrate the school’s unique capacity for making a difference in the world. Our commitment to identifying and finding ways to tackle difficult problems has never been stronger, and I am confident in our ability to lead in the coming years.

Dean David T. Ellwood
February 2013

UPDATE | TURBOVOTE

Less than a year after launching their nonprofit attempt at simplifying the democratic process, a trio of 2012 Kennedy School graduates are celebrating a milestone. Former MPP students Seth Flaxman, Katy Peters, and Amanda Cassel Kraft, the cofounders of TurboVote—a free service that helps users register to vote and acquire

“In a way, there are towns that are stuck in the 18TH century when it comes to their voting process.”

∴ Seth Flaxman

absentee ballots—signed up their 100,000TH user early last fall.

At press time they were up to nearly 200,000 users.

“This was all part of the plan,” Flaxman jokingly says of the trio’s early success. “But this is only the beginning.”

By the time it hit its 100,000TH user, TurboVote had partnered with 57 colleges. In fact, in the two-week period leading up to that milestone, roughly 25,000 members were signed up. According to Flaxman, TurboVote plans to continue expanding its college partnerships. This year, Flaxman and company hope to partner with 200 colleges.

Flaxman also says that one of TurboVote’s next steps is to partner with counties. The plan is to offer a back end to TurboVote that is built specifically for local election administrators. By November 2014, TurboVote will be going “full speed” to sell its service on a local level, he says.

“In a way, there are towns that are stuck in the 18TH century when it comes to their voting process and they don’t have the resources to build things like what we offer,” says Flaxman. “The private sector isn’t building great technology for local government either because there isn’t a lot of money to be made. We plan to solve that market failure as a nonprofit tech startup.”

In recent months, TurboVote has been making quite a splash on the national scene.



Left to right: Amanda Cassel Kraft, Seth Flaxman, and Katy Peters

Its earned mentions from the *New York Times*, *MSNBC*, and the *Huffington Post*, among other news sources.

When asked why he thinks TurboVote has been so successful, Flaxman says the reason is simple: “People have been looking for a better way to vote.”

“Overall, the election process can be rather complex,” he says. “What we aimed to do is make it understandable and easy for people.”

ON THE WEB
turbovote.org
http://ken.sc/poll_vault

UPDATE | FIRST ON THE SCENE

New York City Fire Department’s Chief of Counterterrorism and Emergency Preparedness Joseph Pfeifer HKSEE 2006, MC/MPA 2008, was recently the subject of a National Public Radio story. Pfeifer, who was profiled in the summer 2008 issue of *HKS Magazine*, was both a first responder and a resident of a town hit hard by this past fall’s Hurricane Sandy. Reported by Nina Temple-Raston, the NPR story describes Pfeifer’s ties to Breezy Point, a neighborhood at the western end of New York’s Rockaway Peninsula. He and his family have been coming to Breezy Point for years and own weekend homes there. Pfeifer was the first chief on



Joe Pfeifer

the scene of a fast-moving blaze that, according to him, most likely began as an electrical fire and reduced six-square blocks of one- and two-story houses to a field of ashes that took five hours to bring under control and another four hours to extinguish. “I have seen fires like that moving quickly on 9/11... and an industrial fire in Greenpoint... but I never saw anything of this magnitude in residential buildings,” Pfeifer told NPR.

ON THE WEB
m.npr.org/story/164288404
<http://bit.ly/hks-joseph-pfeifer>

PUBLIC INTEREST



Weighing In

RESEARCH On November 6, 2012, more than 10,000 people from across the United States visited MyFairElection, a new crowdsourced election monitoring platform created by Kennedy School Professor **Archon Fung**. More than a

thousand visitors to the site reported on the quality of their voting experience on Election Day. Although the results are not statistically significant, the site notes, they capture important trends. With 5 stars the highest rating, 60 percent reported their voting experience as four or five stars, while 20

percent reported only one or two. The site showed average waiting times state by state for those reporting: in New York almost 90 minutes, Kansas more than 24 minutes, and Nevada less than three minutes.

ON THE WEB
myfairelection.com

Election Expert

FACULTY Alex Keyssar, professor of history and social policy at the Kennedy School, was recently named one of the country's leading experts in the area of democracy and elections by Top Wonks, a single-source directory of authorities actively involved in a range of public policy issues. The honor was bestowed on fewer than 80 scholars.

Alex Keyssar

Grammy Nominated

ALUMNI The audio book of *It Happened on the Way to War*, a memoir by **Rye Barcott** MPA 2009 about waging peace while fighting war, was nominated for a 2012 Grammy. Barcott is a former U.S. Marine and cofounder of Carolina for Kibera, a non-governmental

organization created to prevent violence and develop leaders in the largest slum in Nairobi, Kenya.

ON THE WEB
ithappenedonthe waytowar.com

Welcome Back

FACULTY Acclaimed academic, author, and former member of the Canadian Parliament **Michael Ignatieff** returned to the Kennedy School in January as a half-time professor of practice. It has been almost seven years since he won political office as a member of Parliament and leader of the Liberal Party.



Heinz Award

ALUMNI KC Golden MPP 1988, the policy director for Climate Solutions, a research and advocacy organization dedicated to finding solutions to global warming, was one of the honorees this past fall at the 18th annual Heinz Awards. The awards recognize five individuals for their significant achievements in the following categories: Arts and Humanities; the Environment; the Human Condition; Public Policy; and Technology, the Economy, and Employment.

ShoutAbout It!

STUDENT When he was a press officer for the American Red Cross, **Mat Morgan** MPP 2013 realized that readers are often inspired to take action by the stories they read, but are hard-pressed to know how. Morgan decided to help fill the gap between awareness and action by creating ShoutAbout—an engagement tool typically placed at the end of online news stories that gives readers a chance to assume a more active role. ShoutAbout was officially launched this past fall, although it had been tested prior to that on several websites. A *News Hour* story about the July 2012 mass shooting in Aurora, Colorado, for

“It’s a free opportunity for organizations to connect their programs with people who are reading at that moment about the importance of the issues they work on.”

example, contained a ShoutAbout icon with a link that let readers sign a petition urging Barack Obama and Mitt Romney to discuss gun control during the presidential

ON THE WEB
shoutabout.org

Juma in Africa’s Top 100

FACULTY Calestous Juma, professor of the practice of international development, has been named one of the 100 most influential Africans in 2012 by *New African* magazine. Juma is the director of the Science, Technology and Globalization Project at the Kennedy School and runs Harvard’s Bill and Melinda Gates Foundation-funded Agricultural Innovation in Africa Project.



Recovery Head

ALUMNI Following Hurricane Sandy, President Barack Obama assigned **Shaun Donovan** MPA 1995, U.S. Secretary of Housing and Urban Development and a former New York City housing official, to oversee the federal recovery effort in the New York area.

campaign. Organizations can create an account, receive email updates, and promote their resources on the site. “It’s a free opportunity for organizations to connect their programs with people who are reading at that moment about the importance of the issues they work on,” says Morgan, who was recently named to the *Forbes* “30 under 30” list of promising young leaders and is currently on leave from the Kennedy School to explore the potential of the new tool. Participating organizations so far include Oxfam America, Sunlight Foundation, and the University of Southern California. “Finally,” Morgan says, “there can be some follow-up that has been lacking in the past.”



HKS Community at Court House

COMMUNITY Kennedy School students, faculty, and staff gathered at the John Joseph Moakley U.S. Courthouse’s site overlooking Boston Harbor in November for the fall **all-school reception**. Averell Schmidt MPP 2014, Ryoh Yasue MPP 2014, Dante Perez MPP 2014, and David Garfunkel MPP 2014 and guests.

Back to Normal

TEACHING As someone who has lived in New Orleans, Doug Ahlers felt a special affinity for the city after it suffered the devastation of Hurricane Katrina in 2005. And as a senior fellow at the Belfer Center for Science and International Affairs and an adjunct lecturer at the Kennedy School with expertise in disaster recovery, he also knew that he and the school could do something to help.

“It was absolutely clear to me,” he says, “that the Kennedy School had to be involved in some way.” That clarity of purpose evolved into the Kennedy School Broadmoor Project, a collaboration between the school’s Belfer Center for Science and International Affairs and the hard-hit Broadmoor neighborhood, which the city at one time had planned to raze because of the extensive flood damage there. Broadmoor has now been revitalized, with a new charter school, library, and community center, thanks in part to an initiative between members of a prestigious university and residents of a struggling but resourceful community more than 1,000 miles away.

As the project winds down, Ahlers recalls its beginnings, its successes, and the bonds that formed from it. The effort to aid New Orleans started the January after Katrina hit, when Ahlers led a group of students from the Kennedy School and Harvard Business School to work with a city commission on an economic development plan. That plan recommended actions such as loans and tax credits, but Ahlers realized that, particularly in a city of neighborhoods like New Orleans, more focus was needed at the street level. He wanted to work with a neighborhood that mirrored the demographics of the city and he went to interview the residents of Broadmoor about the possibility of a collaboration. As it turned out, however, “they interviewed me,” he said recently. “They were particular about who they were partnering with. They were approaching the problem the right way.”

In part, the residents were concerned that a university would try to dictate what the neighborhood should do. That concern was alleviated, said Ahlers, by the fact that students working on the project lived in the community during school breaks and summers, interacting with the residents in both

a professional and a personal capacity. The students were there to learn, he said, not to impose an agenda.

“I think it was a transformative experience for most of the students,” Ahlers said. “In many ways, they came to understand that people who live in poverty aren’t just statistics or stereotypes but have a tremendous amount of dignity and pride.”

The students’ work on the project, which also involved Kennedy School faculty and staff members and students from other Harvard schools, included addressing needs in education, housing, public health, and legal services. The broad areas of knowledge of many Kennedy School students enhanced the effort, Ahlers noted. For example, one student with a legal background helped establish a new legal clinic in Broadmoor. Also, for the charter school, students with training in education policy worked with residents on applying for a charter and on operations and management issues.

According to Ahlers, the neighborhood today is about 90 percent recovered from the damage wrought by Katrina, with enhanced infrastructure, youth and recreational programming, and affordable housing options. For the vast majority of residents, life is back to normal. LaToya Cantrell, president of the Broadmoor Improvement Association, spoke about how the project contributed to the turnaround in a video produced for the Kennedy School during a student visit to the community in 2011.

“Broadmoor would not be where we are today if it wasn’t for the direct action with the Kennedy School. To know that we’re still continuing the great work together five years later is a testament to the commitment that we both have for one another, and also the commitment that we have for Broadmoor.”

In addition to the Broadmoor Project, Ahlers has worked on relief efforts for Chile and Japan in the aftermath of natural disasters. He spoke about the project shortly after Hurricane Sandy caused extensive damage in the Northeast, providing a stark reminder that the need for such collaborative efforts in disaster recovery will continue. ❖ LR

ON THE WEB

<http://ken.sc/back-to-normal>

video: www.youtube.com/watch?v=dW_U5hECyNk



Kennedy School students, with members of the Broadmoor community, helped to rebuild and revitalize the Wilson Charter School. Photos on left show the school in 2005, after Hurricane Katrina, and on right, the Wilson Charter School today.

PHOTOS: LEFT COLUMN PAT SEMANSKY; RIGHT COLUMN DOUG GAWEL

Air Quality Linked to Productivity

Q+A Rema Hanna

TEACHING Two years ago, Rema Hanna, associate professor of public policy, and Paulina Oliva of the University of California, Santa Barbara, began a study

looking at the relationship between air quality and worker absenteeism in Mexico City. The results of their study, Hanna believes, will help inform discussions around the world concerning air quality regulation. She talks about her research below.

Q What made you decide to look at this particular issue?

A large portion of what I do is thinking about how to provide public services to the poor. This is a study about how to regulate the environment to improve conditions for poor households. It's a topic I've cared about for a very long time. Environmental quality is one of the most important services that governments provide.

Q What made you choose Mexico City to conduct your research?

Mexico City has rich data. In the early 1990s, the city closed a refinery that produced roughly 35 percent of the city's oil. Officials estimated that this refinery was responsible for 2 percent of the city's pollution. We were able to collect labor market data from the labor force surveys that the Mexican government conducted and at the same time air pollution quality data from Mexico City.

Q What did you find?

The results showed that the refinery's closing had a pretty large effect on productivity. We found a 20 percent reduction in air pollution, and, during this same time period, people worked, on average, an hour more per week. This result is driven not just by the workers' health; there is suggestive evidence that it is driven in part by the health of their kids. If their kids stay home from school because they're sick, then they stay home too.

Q How do you hope these findings will be used?

Often, when we're thinking about environmental regulations in developing countries, there's a fear that if you impose regulations, you're going to hinder business development and growth. At the same time, however, there is the possibility that if workers are healthier, they might be less likely to be absent from work. When discussing environmental regulation, it's important to understand that you might achieve greater productivity gains from lower levels of pollution. The study provides contributing evidence that improving air quality is not trivial to work patterns. We find a pretty large effect, so hopefully it will encourage policymakers to do more to regulate environmental conditions. SA

ON THE WEB
<http://ken.sc/r-hanna>

MARTHA STEWART

BIG IDEAS

research samplings

“We cannot have globalization, democracy, and national sovereignty simultaneously. We must choose two among the three. If European leaders want to maintain democracy, they must **make a choice** between political union and economic disintegration.”

•• **Dani Rodrik**, “The Truth About Sovereignty,” *Social Europe Journal*

“Building New Agricultural Universities in Africa.” Training and education, Juma argues, are the keys to helping Africa out of its current situation, and he calls for the creation of academies dedicated to teaching agricultural techniques and entrepreneurship.

Physician Pay “Despite attention paid to higher earnings of physicians in the United States compared with other countries, physician earnings grew less than those of other health professionals in the last 15 years,” reported a study on doctors' salaries by **Amitabh Chandra**, professor of public policy, and two coauthors. “Possible explanations include managed care growth, Medicaid payment cuts, sluggish Medicare payment growth, or bargaining by insurance companies.”

Reality Vaccine In the 12 months beginning with April 2009, some 9,000 to 18,000 Americans died after being infected with the H1N1 virus, better known as the swine flu. As world and U.S. health bodies labeled the outbreak a global pandemic, the U.S. government urged citizens to be vaccinated. Yet surveys show that Democrats were 50 percent more inclined to get inoculated than Republicans. In his paper “Red State, Blue State,” **Matthew Baum**, Marvin Kalb Professor of Global Communications, points to a fractured media marketplace as one of the key reasons for this unsettling illustration of partisanship. With media consumers increasingly going to sources that cater to their political leanings, often with no attempt at objectivity, we are seeing the creation of what Baum calls “self-segregated information streams.” Conservative commentators such as Glenn Beck and Rush Limbaugh railed against inoculation, and some of their listeners heard little else on the subject.

Perishable Good Knowledge doesn't always travel well, or far. **Ricardo Hausmann** has pioneered the study of knowledge and technology within nations and how they figure into a nation's wealth. In “International Knowledge Diffusion and the Comparative Advantage of Nations,” Hausmann, and his coauthor, Cesar Hidalgo, look at how knowledge moves across borders. The answer, they found, is that knowledge and technology are best diffused over short distances and become slower the more complicated they are. “In a world in which knowledge diffuses preferentially at short ranges,” the authors write, “a country's economic structure, as well as its evolution, will be shaped by the tacit knowledge available in neighboring countries.”

Seeding Africa In sub-Saharan Africa, agriculture directly contributes to 34 percent of GDP and 64 percent of employment, and agricultural products compose about 20 percent of exports. Yet over the past three decades, agricultural yields have remained stagnant, writes **Calestous Juma** in

Employment Effect Women in China's workforce have significantly lower fertility rates than those who are not employed, according to a paper coauthored by **Richard Zeckhauser**, Ramsey Professor of Political Economy. The paper found that female employment reduces the preferred number of children by 0.35, on average, and the actual number of children by 0.50. “China is a particularly important place to study the relationship between women's employment and fertility, given its rapid pace of economic development, enormous population, and controversial family planning policies,” the authors write.

Climate Control To understand why geoengineering is so controversial, perhaps all one has to do is study its definition: planetary-scale environmental engineering, particularly aimed at countering the undesired effects of other human activities. It includes techniques ranging from afforestation (planting lots of trees) to fertilizing the sea with iron (to help feed microorganisms that capture carbon dioxide from the atmosphere) to increasing the reflectivity of the earth to prevent sunlight from reaching the atmosphere. As scary as these techniques may sound, it is important that their potential impacts be studied closely, argues **David Keith**, professor of public policy at Harvard Kennedy School and of physics at Harvard's School of Engineering and Applied Sciences. Geoengineering could be easy and cheap — compared with the costs of mitigation — and it could be undertaken by a country or an individual acting without international consent. In “A Simple Model to Account for Regional Inequalities in the Effectiveness of Solar Radiation Management,” Keith created a model that allowed him to analyze the trade-offs that would inevitably arise if geoengineering were ever considered as a policy.

“I look at politics as **dog years**; 2016 is four years away. If a dog year is seven years, the next presidential election is really 28 years from now.”

Steve Jarding



“So we may **flip the deck** here, and the Republican Party could be the face of the new, younger, energetic party come 2016.”

Mark McKinnon

ON THE WEB
<http://ken.sc/campaign-conversation>

CAMPAIGN CONVERSATION

TEACHING During the recent presidential campaign, two of the country’s leading political strategists, Steve Jarding (a longtime Democratic advisor and currently an HKS lecturer) and Mark McKinnon (a political advisor to numerous Republican presidential campaigns and IOP Fellow 2012), were, for the first time in many years, watching from the sidelines while in residence at the Kennedy School. The two strategists recently shared with *HKS Magazine* their observations about November’s election and what the political future may hold.



Q Some say the Obama team ran a 21st century campaign to Mitt Romney’s 20th century campaign. Any truth to this?

SJ To some extent there may be some validity to it, but I’m not certain of that. I’m not one who looks at the Romney campaign and says it was the campaign and organization that lost. Having said that, by most accounts the Obama campaign organization was stronger. It certainly seemed to turn votes out in targeted communities better than the Romney campaign did, but that’s not the fault of the campaign’s organization. You could perhaps fault other variables, starting with the candidate. In this case, a lot of the votes the Obama campaign was turning out were people that Romney frankly seemed to disavow during the course of the campaign. I wouldn’t say that one organization was so much fabulously better than the other.

MM I think there’s a tendency to ascribe all sorts of magical attributes to the campaign that wins. Certainly the Obama campaign took advantage and refined technological components of modern-day campaigning and took it to a new level, but all the technology in the world wouldn’t have helped if they hadn’t had a great candidate. To win a presidential campaign, it’s all got to come

together. You’ve got to have a great candidate, a good message, and you should be at the leading edge of whatever tools are available.

Q Much was made during the campaign about the impact of the superPAC in influencing the election. In the end, would you agree?

MM I think its impact is vastly overblown and overestimated. I think you can argue that some of the superPAC money gave Romney coverage early on when he was at a deficit coming out of his primary. I think at the end of the day, it was a ton of white noise that made very little difference.

SJ I don’t disagree in the sense that it is probably more white noise than not, but I do think that superPACs have the capacity to be impactful. Had this been an open seat, for instance, or had Romney been the incumbent and Obama the challenger, the superPAC money would have had more of an influence. I think the impact of superPACs won’t be felt entirely until the next cycle. We’ll have both a midterm cycle in 2014 for the superPAC money to feel its way into

the system and an unencumbered race where one candidate does not have the advantage of incumbency. If I were advising the superPACs—I hate to say this because I don’t like the superPACs in concept or in practice—but I would say, “Keep your powder dry,” because the real test for you guys is 2016.

Q Do you have any advice for the Republican Party?

SJ The first thing I would do—and this may sound a little strange perhaps—but I wouldn’t overreact. They came very close to winning, so you don’t want to throw the proverbial baby out with the bathwater. You have to look and say they were able to accomplish a fair amount. But having said that, I do think there’s no question, they have to get their arms around the role of the Tea Party. There’s some legitimate estimate that there were about five U.S. Senate races over the last two cycles where, had they not nominated the more Tea Party-type candidate, Republicans could have picked up seats. I think they need to figure out how as a party they have to reach groups that they’re not reaching.

MM I do think it bears remembering that the Republicans still won the House of Representatives. It was not a tidal wave election. I think the smart strategist will take a sober view of this. I hear a lot of Democrats pounding their chests and talking about Democratic hegemony for the next 10 or 20 years, and that’s exactly what I heard in 2004 about the Republicans. It’s important that the party be more diverse, that it be more tolerant, that it evolve on issues like immigration and gay marriage, all of which are accordant with actual Republican philosophies. George W. Bush redefined the party with compassionate conservatism. Ronald Reagan redefined the party. It’s a time when we need bold new leadership and new vision. And the good news is that there’s a lot of that out there. Sometimes you’ve got to lose a couple of elections to burn out a lot of the deadwood, and I think that’s what we’re doing.

Q How does the field look for 2016?

MM There are a lot of terrific candidates: Marco Rubio, Paul Ryan, Bobby Jindhal, Chris Christie, Jeb Bush. There’s new blood, new ideas. I think we’re going to see a lot more of the ice from the Stone Age breaking in terms of our policy and thinking. I’m excited about the Republican prospects because there seem to be a lot of new faces. Whereas I look at the Democratic side of the fence and the people they’re talking about are Hillary Clinton and Joe Biden and a lot of folks who’ve been around a long, long time. So we may flip the deck here, and the Republican Party could be the face of the new, younger, energetic party come 2016.

SJ I tend to agree that, at least on the surface, it appears the Republicans have a pretty deep bench. They have a lot of interesting individuals out there, including all the names that Mark mentioned. For the Democrats, the difference is that they have to let the next four years play out. Because Obama is in the White House, the Democratic prospects in 2016 are more tied to his success or failure. If the Democrats are successful, they’re in a much better position. And the Democrats have a bench. Look at Andrew Cuomo in New York, or Martin O’Malley in Maryland, or Mark Warner in Virginia. I look at politics as dog years; 2016 is four years away. If a dog year is seven years, the next presidential election is really 28 years from now. The point is a lot could happen in the next four years.

MM One of the interesting things is there’s not only the possibility—I’d say there’s the probability—that this race could be Clinton versus Bush in 2016. If they decide to run, they’re the odds-on favorites for the nomination. That said, the fascinating thing about American politics is how often we throw conventional wisdom out the window. While they could be the formidable favorites, this is a very unhappy country right now. People are not happy with the status quo. They’re looking for unconventional routes. I think anything could happen. Anything will happen, which makes American politics an exciting thing to watch and be part of. SA

ILLUSTRATIONS BY PABLO

Still Truly Disadvantaged

“On a normal curve, there are always going to be some people who make it by **chance alone**. I just happen to be one of those lucky people.”

William Julius Wilson



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

RESEARCH In the run-up to the November election, the plight of middle-class Americans was such a popular campaign topic that it was easy to forget just how bad the poorest Americans had it.

But the sociologist and University Professor William Julius Wilson has not forgotten. A new edition of his 1987 classic *The Truly Disadvantaged* ensures that others won't either. With his clear-eyed, data-driven assessment of a new "ghetto underclass," Wilson stirred controversy, and confounded both liberals and conservatives, by arguing that shifting economic and demographic factors played a larger role than racial issues in causing the steep rise in urban poverty that occurred during the 1970s. Along with the disappearance of well-paying low-skilled jobs, the book pointed to the migration of higher-income and middle-income blacks away from the inner cities, leaving behind only the poorest.

Twenty-five years later, *The Truly Disadvantaged* remains sadly relevant. "The problems that I wrote about are still with us today, and some are even worse, if you consider the declining economy and high rates of joblessness," Wilson observed. "In that sense, the publication of a second edition is very timely indeed, because it reminds us that so many people are still suffering."

Since its publication, the book has been cited or discussed in some 3,500 scholarly articles. In the new edition, Wilson takes the opportunity to look back at the impact it had among scholars and on popular understanding of the problem.

But the book also focused on policy solutions to the problems of the urban underclass, and those are still very much on Wilson's mind. Speaking two days after Barack Obama's election to a

second term, Wilson expressed hope that the president will focus on pushing through some of the programs languishing in Congress that aim to create job opportunities in areas with high rates of unemployment.

"Obama risked his presidency by passing the health care bill, which has been viewed as antipoverty legislation because it disproportionately helps lower-income blacks and Hispanics," he said. "The stimulus package included \$80 billion for lower-income individuals, and he extended the reduction of the payroll tax. I maintain that he's done more for lower-income families than any president since LBJ. My complaint is that his administration has not done an effective job of highlighting his accomplishments, although that did start to change during the campaign."

Wilson has also had time to reflect on the forces that have affected his own life and the lessons to be taken from them. The oldest of six children, he grew up in rural Pennsylvania. His father, a coal miner who also worked in the steel mills, died of lung disease at the age of 39, when Wilson was just 12 years old.

"When I think about my background and where I am today—I had to overcome some overwhelming odds," Wilson said. "The problem with my story is that people would say, 'Well, you pulled yourself up by your bootstraps.' But on a normal curve, there are always going to be some people who make it by chance alone. I just happen to be one of those lucky people."

"At issue is not why a few people make it, but why so many do not. That is the more important question." ❖ JH

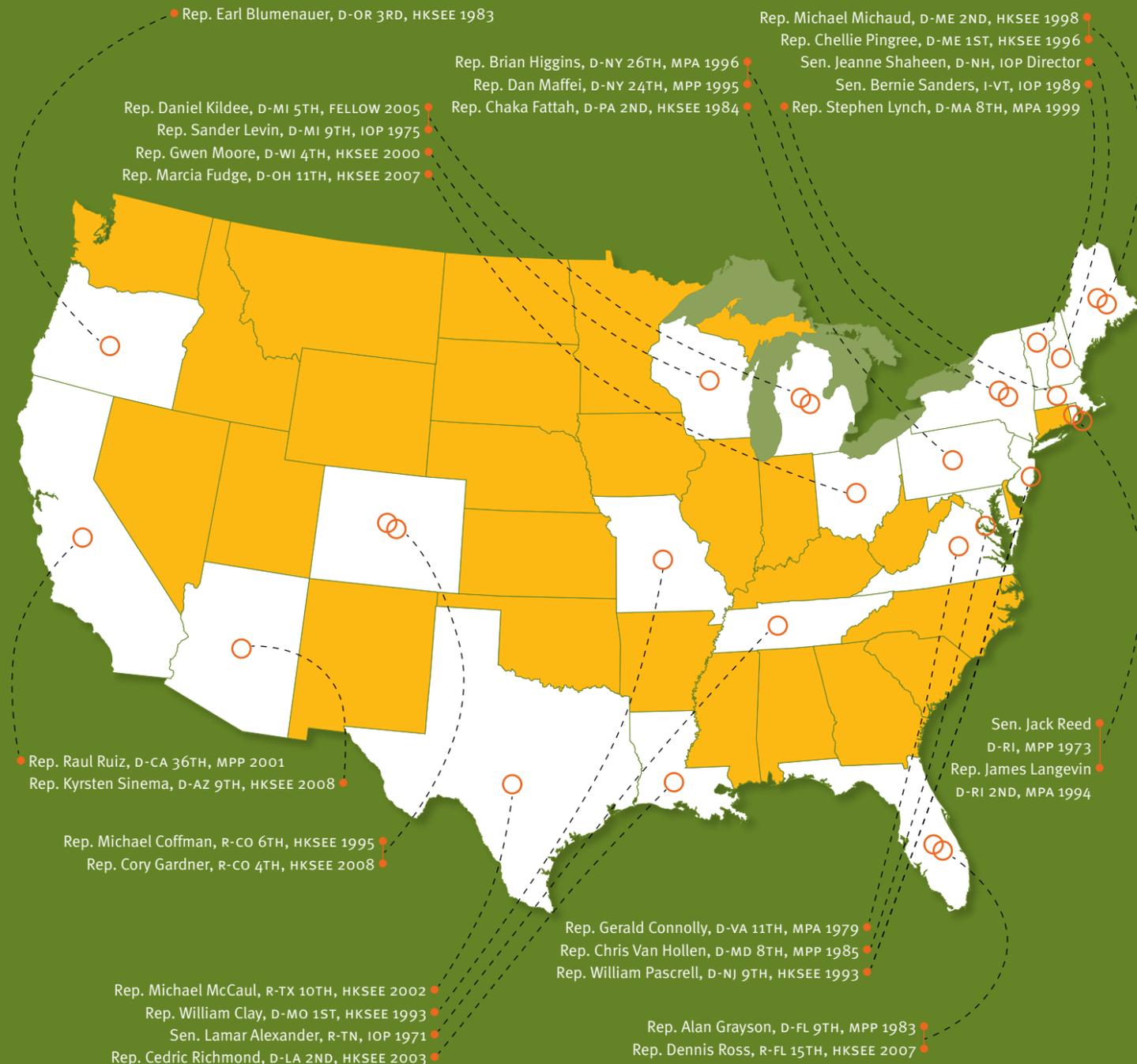
MARTHA STEWART

HKS in Congress

Members of the Harvard Kennedy School community sit on local school boards and city councils in towns and cities across the country; work at the state level as representatives and senators; and, in greater numbers than for any other school at Harvard, serve at the federal level in the Congress.

Currently, 62 members of the Harvard community are serving in Congress. Of that number, 28, to the best of our knowledge, are from the Kennedy School—from degree program alumni to executive education participants to IOP fellows. As the illustration below shows, they represent states across the country, from California to Florida to Maine—and many states in between.

Footprint

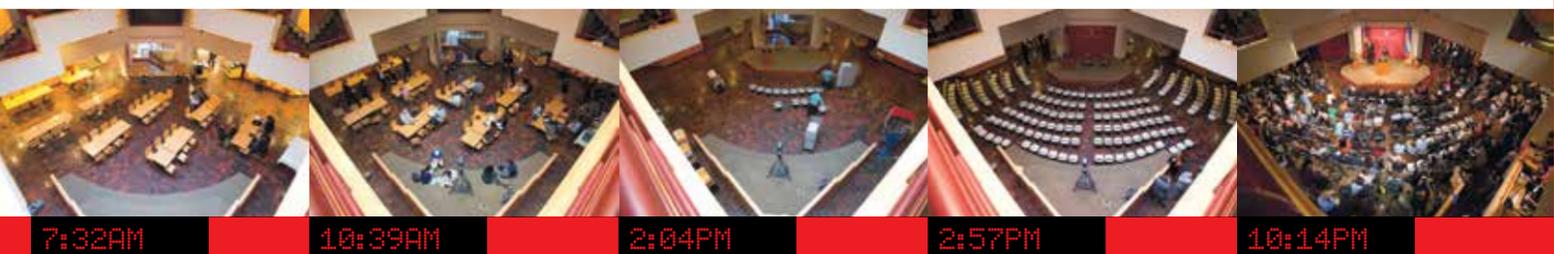




9:11AM

DAY IN THE LIFE

PHOTOGRAPHY BY MARTHA STEWART



7:32AM

10:39AM

2:04PM

2:57PM

10:14PM



7:07AM

9:19AM



7:23AM



9.27.12

It's not quite fair to say this was a typical day. Two visiting heads of state, one Nobel Peace Prize Winner, and two packed Forums in one evening are not the norm. But 54 classes and seminars and half a dozen brown bags, workshops, and special lectures is not unusual. Nor are limousines, Secret Service agents, camera crews and live feeds from the television studio, a flood of spectators and the bullhorns of protesters, or the quiet efficiency with which staff members make it all possible.

THE SCHOOL WAKES UP

7:07AM As the sun begins to hit the Harvard cupolas and their modern equivalents across John F. Kennedy Street on the Kennedy School campus, the procession begins.

7:23AM Before most students, faculty members, or staff arrive, the school gets its morning makeover for the day ahead.

7:32AM The Forum was built to be versatile. Transforming from cafeteria to study hall to internationally renowned speaker's venue is all in a day's work.

9:11AM The Cambridge to Washington shuttle is hardly ever idle. Robert Stavins, Pratt Professor of Business and Government, leaves for DC, where he received an award from the environmental think tank Resources for the Future for his years of service.

9:19AM As useful as a battery of guards, the red velvet ropes that help keep order in the Forum are brought in before each event.

ONLINE FEATURES

- ◆ SLIDESHOW: [HTTP://KEN.SC/DAY-IN-LIFE](http://ken.sc/day-in-life)
- ◆ CHECK OUR WEBSITE FOR THE DAY IN THE LIFE VIDEO COMING THIS SPRING.



9:42AM



10:21AM



PRIME TIME Steve Walt, Belfer Professor of International Affairs, does the environmentally friendly thing and bikes to campus. Hours later he is being interviewed by CNN on the crisis in the Middle East—one of two interviews broadcast from the Kennedy School TV studio that morning.



10:41AM



11:23AM

FULL SPEED AHEAD

9:42AM Students take advantage of the weather to prepare for a class outside.

10:21AM Professor Hannah Riley Bowles teaches “Strategy, Structure, and Leadership in Public Service Organizations” with assistant Rashmi Pillai MPP 2014. On this day the class breaks out into groups for “three-party organizational conflict simulation.”

10:41AM Marlysa Thomas MPP 2014 listens intently during a negotiation simulation.

11:23AM The Taubman Center stands apart from the other buildings on campus, both physically and architecturally. The student carrels arranged along its characteristic winding stairs are highly sought after. Tram Le (left) and Alvin Oo take advantage.

1:07PM When classes break at 1:00PM, the entire school seems to spill out into the Forum. The architecture of the school is specifically intended to make this area a focal point of daily interaction.

1:07PM





3:37PM



FORUM PREP By the Institute of Politics' count, the Forum has hosted more than a thousand events and 750,000 people since it started, in 1978. Millions more have joined in via television and web. So its preparation, from Secret Service sweeps to coordinating with presidential entourages to setting up television coverage, is an intricate but well-rehearsed routine.



7:14PM



5:30PM

THE BEAT GOES ON

3:37PM Bulgarian President Rosen Plevneliev and Dean David Ellwood exchange ideas before Plevneliev delivers a lecture on development.

5:30PM Nobel Peace Prize winner and leader of the Burmese opposition Aung San Suu Kyi resisted idolatry. She told the audience she was a hardworking politician, not "an icon."

7:14PM As frenzied preparations are made for the evening's second major event, from outside the impression is one of calm.

8:22PM Many high-profile Forums attract protestors.

9:36PM Argentinian President Cristina Fernandez de Kirchner spoke to a packed room. Audience members could follow her speech, given in Spanish, through an instantaneous translation transmitted through headsets made available to everyone.

10:09PM The rules of the Forum ensure that speakers are listened to politely, but also that audience members have a chance to question. Students line up at the microphones for a raucous Q+A.



8:22PM



10:09PM



9:36PM



MARKET VALUES

IN TACKLING VEXING social

problems like homelessness, chronic unemployment, and juvenile delinquency, on which progress may take years to achieve, one encounters common difficulties: Many state and local governments lack the funds needed to invest in innovative new programs—especially at times when existing programs are being cut. And when it comes to prevention efforts in public health and other areas, the costs must be borne in advance, whereas the benefits may not come until much later.

A new approach to financing preventive investments, called “social impact bonds,” can potentially overcome these and other barriers, offering the prospect of swifter progress in ameliorating social ills. The Kennedy School is at the forefront of the effort to bring social impact bonds into greater use, with Professor Jeffrey Liebman and a team of current and former students affiliated with his Social Impact Bond Technical Assistance Lab (SIB Lab) leading the way.

The SIB model, Liebman explains, overturns the normal formula for funding social programs in two ways. First, government pays for results achieved rather than for services provided. Second, because private investors, rather than the government, “provide the up-front capital and

BY STEVE NADIS

PHOTO ILLUSTRATION BY ALISON FRISKEY

absorb most of the risk,” he says, it becomes possible for cash-strapped governments to make investments in preventive services.

Here’s how the idea works: A government enters into a contract with a private sector intermediary that specifies a schedule of payments the government will make if outcome targets—such as reduced recidivism or higher third-grade reading scores—are achieved. The intermediary recruits service providers to achieve the outcomes and raises funds from a combination of commercial and philanthropic investors to finance the service providers’ operating costs. If the outcomes are achieved, investors get repaid their capital plus a return.

This arrangement could be advantageous in several ways. First, there’s the prospect of improved performance, because all partners in the project will be focused on achieving the target outcomes. The model can also spur the adoption of novel solutions,

says Liebman, “because the risk of wasting taxpayer dollars if the new strategy fails is transferred to the private sector.” Financing through social impact bonds can encourage greater investment in preventive services, an area that’s often underfunded owing to constraints on government budgets. Although funding through individual government agencies has often led to the compartmentalization of problems, the SIB model—with its focus on results—can promote greater cooperation among disparate agencies and organizations, all working toward a common goal. Finally, notes Liebman, “the model will lead to more rapid learning about what works,” because thorough, ongoing program evaluations are automatically built into the process.

While it’s easy to understand the government’s interest in arrangements that shield it from risk, it’s harder to see the upside for investors. In the short run, says Liebman, “there seems to be sufficient enthusiasm about this model from philanthropic foundations and

ON THE WEB
<http://ken.sc/market-values>

socially minded investors”—organizations and individuals who are not necessarily seeking the maximum financial return but are instead willing to put their money to work to advance a cause. “People accustomed to making grants without having rigorous assessments of their investments find the performance-based focus of this approach appealing,” he adds. “And they like being in a partnership with government that can allow successful interventions to scale rapidly.” Commercial investors are also starting to show interest, in part because they see a potential market in providing growth capital to successful nonprofits.

Despite its many potential benefits, it is unclear how well the idea will work in practice. But some early indications may be available soon: The first social impact bond programs are now under way in the United Kingdom and New York City. The UK project was launched in 2010, when Social Finance

DESPITE LIEBMAN’S CURRENT ENTHUSIASM about social impact bonds, he was skeptical of the idea when he first heard about it in 2010. But after some reflection and digging, he realized that it was interesting enough to be worth further analysis. He spent six months studying the model and writing a paper, published in 2011, that discussed the promise and limitations of this approach while spelling out the practical details that would have to be addressed before it could be implemented. One of his concerns was that state governments wouldn’t be able to take on projects of this sort because of the complex performance-based contracts that would need to be worked out and because their staffing was too thin to dedicate time to something so experimental. “I felt that if we couldn’t find a way to solve the government capacity problem, it wouldn’t happen,” Liebman says. “So I decided to provide pro bono help to any state that wanted it and got lucky because Massachusetts was the first state that was interested.”

In 2011, he met with the Massachusetts secretary of administration and finance, Jay Gonzalez, to discuss how the state could take advantage of this innovative funding mechanism. As he walked out of Secretary Gonzalez’s office, Liebman bumped into a former student, Greg Mennis MC/MPA 2007, who serves as one of Gonzalez’s top deputies. Together, Mennis and Liebman arranged for Danielle Cerny, a Rappaport Fellow and MPP student, to spend the summer in Gonzalez’s department, helping to move “social innovation financing” (Massachusetts’s term for SIBs) closer to reality.

The Commonwealth decided to move forward, and issued a “request for information” to solicit ideas related to social impact bonds. “We received three dozen responses and eventually narrowed them down to two programs—on youth recidivism and homelessness—because those are top priorities for the governor as well as areas where investing in prevention has the potential to produce real budget savings down the road,” Cerny says, who is pursuing a law degree from Georgetown along with her MPP. “Plus, Massachusetts has some really innovative service providers in these policy areas.”

The youth program will focus on the more than 750 young people who “age out” of the juvenile justice system each year as well as other high-risk youth coming off probation, providing education and employment opportunities to help them make “successful transitions to adulthood.” The homelessness program will attempt to find stable housing for several hundred chronically homeless people throughout the state.

When Cerny headed off to law school, in the fall of 2011, Liebman and Mennis recruited two more students, Michael Belinsky MPP 2012 and Angela Wyse MPP 2012, to keep the process going. Belinsky and Wyse’s work became the basis for their MPP thesis, or “policy analysis exercise.”

With funding from the Rockefeller Foundation, Liebman established the SIB Lab at the Kennedy School to conduct research on how governments can foster social innovation and

instiglio

Michael Belinsky MPP 2012, Michael Eddy MPA/ID 2012, and Avnish Gungadurdoss MPA/ID 2012 founded Instiglio, a company whose mission is to take the social impact bond model to developing countries. Instiglio has embarked on a partnership with the Colombian state of Antioquia, conducting feasibility studies of programs to reduce the number of school dropouts and prevent unwanted pregnancies.

In December 2012, the U.S. Agency for International Development (USAID) informed Instiglio of its “intent to award” the company a grant for its Colombian efforts through an agency program that “aims to find and support breakthrough solutions to the world’s most important development challenges.” If the grant is finalized in early 2013, as expected, Instiglio will receive \$100,000 from USAID to establish its “proof of concept” and could potentially receive millions of dollars to implement the founders’ ideas in Colombia and elsewhere in the world.

get better results from their social spending. The thinking behind the lab is that the best way to gain insights into the barriers that governments face and the solutions that can overcome those barriers is through the hands-on involvement that comes from providing pro bono assistance to state and local governments. By engaging current students and recent graduates in this effort, the SIB Lab can provide experiential learning as well.

The lab has recently placed full-time “government innovation fellows” in state offices in Massachusetts and New York to help those states staff their SIB policy work. A competition is under way to select four more state or local governments to assist. Ryan Gillette MPP 2012, the government innovation fellow working in the Massachusetts budget office, reports, “The mix of complex analytic modeling and cross-sector team building has made this the ideal first job after the Kennedy School.”

MEANWHILE, MASSACHUSETTS has selected the nonprofit organization Third Sector Capital Partners to serve as the intermediary for the juvenile recidivism project. Third Sector will be responsible for raising the necessary funds from investors, lining up the organizations that will work with the target populations, and making sure the program yields the intended outcomes. Roca Inc., a Massachusetts-based nonprofit that has worked extensively with young men leaving the juvenile detention system, will be the lead service provider. The Massachusetts Housing and Shelter Alliance (MHSA) has been selected as the intermediary for the homelessness project.

The state is presently engaged in contract negotiations with Third Sector and MHSA, striving to get both programs off the ground in 2013. The process is difficult, Gillette admits, “because contracts of this sort haven’t been done before. But once we write the first one, we’ll have that as a base, so future contracts should go much faster.”

Massachusetts is already considering expanding social innovation financing to other areas. “There’s a lot of interest in

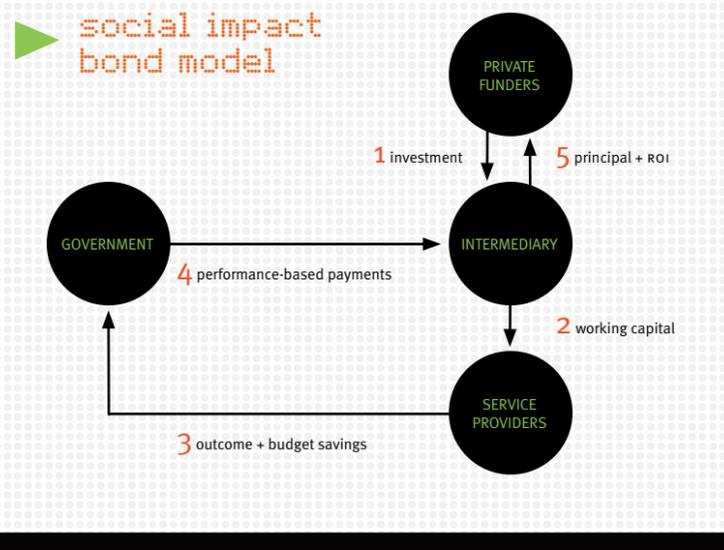
doing something in education,” says Gillette. In fact, another Kennedy School student, Katherine Klem MPP 2013, is writing her policy analysis exercise for the state’s Executive Office of Education on this very subject. “We know that investing in education can provide states with significant savings down the road, while offering considerable social value,” she says. “The challenge is that the savings aren’t immediate or direct.”

While Liebman and his SIB Lab team are working on the state government end of things, another Kennedy School graduate, Leo Quigley MPP 1992, is playing a key role in the private sector as a director of Social Finance, Inc., a U.S. nonprofit organization whose mission is to mobilize investment capital to drive social change. Social Finance is the sister organization of Social Finance UK.

Efforts in this area are not confined to the United States or the United Kingdom. Another student, Thomas Dermine MPP 2013, is working to establish SIBs in continental Europe—as his policy analysis exercise.

IN CONTEMPLATING THE FUTURE of social impact bonds, Katherine Klem believes that the Kennedy School is uniquely positioned to advance this idea. “There’s this incredible network of students and recent graduates who are working right now—in government, social service agencies, and the finance industry—trying to get social impact bonds up and running,” she says. Klem is eager to graduate so that she can start applying social impact bonds in health care, an area in which she sees tremendous opportunities. She’s particularly interested in what these bonds could do for smoking prevention—the field she worked in for six years prior to coming to Harvard. “I think this model is only beginning to take off,” she says.

Steve Nadis is a Cambridge-based journalist.



UK raised \$7.9 million from investors—both individuals and charities—for a program designed to reduce reoffending by providing intervention services for 3,000 male prisoners exiting Peterborough Prison in England during a six-year period. If the recidivism rate drops by at least 7.5 percent compared with rates at similar prisons, the government will in turn pay the contracted sum to Social Finance, which will pay its investors. In New York City, the Bloomberg administration has created the first U.S. SIB—an initiative that is providing services to 16-to-18-year-olds who are jailed at Rikers Island with the aim of reducing recidivism and related budgetary and social costs.

thinking big in small ways



the importance of how we make decisions

By Robert O'Neill
Illustration by
Hennie Haworth



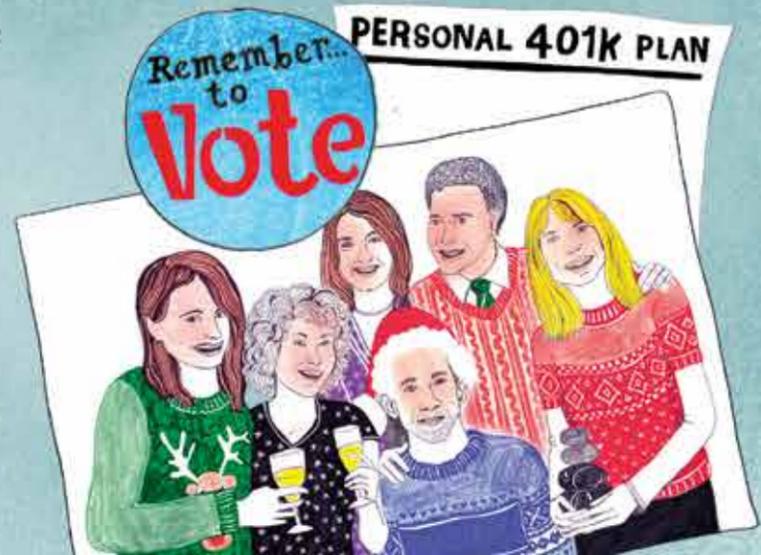
Don't forget!
Doctor appointment
with Dr. WILLIAMS
on 4th APRIL 2013



Greeting
FLORIDA
water



To Do List:
• 401K ENROLLMENT!
• Doctor appointment 4th
• shopping
• DRY CLEANING FRIDAY 5th



Forgetfulness is a killer.

Literally.

So is procrastination.

And that's not just a bumper sticker slogan.

Here's a real example:

Colon cancer is the second deadliest cancer in the United States, killing approximately 50,000 people a year. Government scientists estimate that if everyone who was advised to get a screening—a colonoscopy—actually did so, nearly 19,000 of those deaths could be avoided.

But the fact is that people put things off, they forget, they try to ignore what they're afraid of—and a colonoscopy is something most anyone would dread. How do you change that very human behavior?

Professor Brigitte Madrian found that sometimes a sticky note helps. Madrian, Aetna Professor of Public Policy and Corporate Management, and a group of researchers were able to persuade four companies working with a health care communications provider to test new ways of motivating people to receive treatment. Nearly 12,000 mailers of two kinds were sent out to company employees who were due for a colonoscopy. Both kinds included a sticky note and an explanation of how it could be used to remember. One group received a blank sticky note. The other received a sticky note that read: "Don't forget! Colonoscopy appointment" and had two lines below the message. The first had the word "With" and a blank space for the doctor's name; the second had the word "On" and a space for the date and time. (All the mailers included the same information on insurance coverage and, where applicable, the name of a doctor the recipient could contact.)

Those small, low-cost reminders had a large impact: People who received the sticky note with the message on it were 16 percent more likely to undergo a colonoscopy.

The experiment worked in several ways: cognitively, by associating a future cue (the appointment date) with a plan of action (the visit to the doctor); logistically, by encouraging recipients to generate a solution (making the appointment and the arrangements for the visit) to a practical problem; and mechanically, by creating a visual reminder that would probably be kept (a blank sticky note is more likely to end up in the trash than one with information on it).

The sticky note, in other words, helped people battle forgetfulness and procrastination and perhaps helped some of them receive life-changing medical treatment.

In academia, that sticky note is known by the more formal name of an implementation intention, and it resides in the rapidly expanding field of behavioral economics and decision science research. Increasingly, in fields including economics, psychology, political science, law, and business, academics are trying to understand the limits of human rationality, how we really behave, and how that behavior can be affected.

"How we decide," explains Iris Bohnet, professor of public policy and academic dean at Harvard Kennedy School, "often determines *what* we decide."

Last fall, Harvard Kennedy School created the Behavioral Insights Group (BIG), an initiative that will bring together Harvard's unique collection of scholars working in these fields. Co-chaired by Bohnet and Max Bazerman, Jesse Isidor Strauss Professor of Business Administration at Harvard Business School, and undertaken in collaboration with Harvard Business School and Harvard University's Foundations of Human Behavior Initiative, BIG will help connect scholars and practitioners with the ambitious goal of helping people make better decisions.

The potential policy applications are limitless, in areas including health care, education, personal finance, gender discrimination, national security, sustainable development, and the practice of democracy.

Madrian's work on implementation intentions, for example, builds on behavioral insights similar to those in the work of Todd Rogers, assistant professor of public policy at Harvard Kennedy School, and Bazerman on procrastination and the distraction of instant gratification. Rogers examined the power of implementation intentions in the context of election participation when he looked at whether voters would be more likely to vote if they were encouraged to make a plan. Last year, Rogers' work was incorporated into electoral strategy at the national level.

Bohnet, also working with Bazerman, examined the role stereotypes played in decision making and found that when

evaluators compared job candidates with one another, they were more likely to choose on the basis of an individual's merit and performance rather than his or her demographic characteristics. That approach is now being considered by the British government as a way of combating gender discrimination.

"Our vision," Bohnet explains in a document outlining BIG's scope, "is that the core lever we have to improve the world is to improve the quality of decisions that we make."

Limits of Rationality

Behavioral economics and decision science research (and their close relatives in other fields, such as behavioral finance, behavioral law, and behavioral marketing) grew out of a recognition of the limits of rationality. Those limits had long held sway in the field of economics, where the idea of a hyper-rational person ruled. But two intellectual developments in particular helped launch scholars in a new direction.

In the 1950s, Herbert Simon, a political scientist, developed the concept of bounded rationality—the idea that although people attempt to be rational, they often fail, because of cognitive or other limitations, such as time constraints. In the 1970s, Daniel Kahneman and Amos Tversky, both psychologists, developed the systematic and predictable ways we deviate from rationality.

Harvard Kennedy School founding fathers Howard Raiffa and Tom Schelling, who explored the power of decisions through their work in decision analysis and game theory, also directly influenced scholars like

"How we decide often determines what we decide."

Bazerman and another BIG member, Richard Zeckhauser, Ramsey Professor of Political Economics at Harvard Kennedy School.

Although Simon, Kahneman, and Schelling would go on to win Nobel Prizes in economics, their theories took time to penetrate the world of economics and policy, where they were viewed with suspicion.

"At that time," Madrian recalls of her first forays into behavioral economics, in the late 1990s, they were "still an ugly stepchild."

Her work on savings helped change that.

"I was trained as a 'bread and butter' economist," Madrian says, "and I was working on a project looking at the savings choices individuals were making in their

BIG will concentrate its efforts in specific areas.

leadership Understanding the behavioral regularities of how our minds work helps leaders avoid decision traps and create environments that make it easier for themselves and others to make good decisions. For example, irrational exuberance produced a bubble, whose explosion led to the financial meltdown in 2008. Most sophisticated leaders and institutions, both private and public, suffered from such exuberance. It was fed by strong herd instincts and complemented by the reluctance to blow the whistle. Leaders must be equipped to better deal with such risks, and conditions must be created for them to “act in time.”

democracy BIG scholars involved in the workshops have been at the frontier of prescriptive research on how to strengthen the democratic process. For example, the vast majority of people report intending to vote, yet only a fraction of those people actually do cast a ballot. While some of these people are just telling interviewers what they believe the interviewer wants them to say, many genuinely do intend to vote, but simply fail to. Conceptualizing why people fail to vote as partly a logistical problem, rather than purely a motivational problem, has proven surprisingly potent. Simply asking voters to make a ‘voting plan’ for when they will vote, where they will be coming from, and how they will get to the polls has been shown to more than double the impact of get-out-the-vote contacts. Other work has yielded experimentally validated behavioral interventions such as emphasizing high turnout rather than low turnout and emphasizing the identity that ‘you are a voter’ rather than ‘you can vote.’ It is estimated that this and similar work has doubled or tripled the impact per dollar spent on voter mobilization.

health Individual behavior plays a central role in the disease burden faced by society. Most major health problems are exacerbated by unhealthy behaviors, many of which are modifiable. Behavioral decision science is emerging as a key discipline in modifying behaviors that are harmful to health because it acknowledges that people make mistakes. This field has identified a variety of biases in individual decision-making, which in turn can be used to help people help themselves. For example, BIG researchers have designed effective weight loss interventions that leverage biases such as loss aversion by having people put their own money at risk, which they lose if they fail to lose weight.

household finance Much of the economy is directly tied to the spending and savings decisions of individuals and households. BIG researchers are now working to understand how behavioral insights inform the decisions that older individuals make about consuming their wealth in retirement. They are also working to understand how behavioral insights can inform the design of public sector pensions.

ethics Recent research has focused on behavioral ethics: studying the actual decisions that people make, and identifying surprising patterns about their behavior. BIG scholars are core to the emerging field of behavioral ethics. This research includes the development of the topic of bounded ethicality, or the study of the systematic and predictable ways in which even good people act unethically without their own awareness. The basic idea is that people often engage in unethical actions that they themselves would not endorse with greater reflection. The goal of this research is to nudge people to act as they would if they more fully understood the implications of their actions.

education Education is a ripe area for behavioral science inspired innovations since success often depends on the decisions and motivation of individuals and the social systems in which they live. In one example, an online university is collaborating to develop ways to turn students’ social networks into support systems for achieving college success. When students enroll at the online university they provide the names of friends or family members with whom they communicate regularly, and whom the students would like to enlist as supporters and encouragers during challenging times in the academic cycle (e.g., before exams, if student grades are declining, etc.). Students pre-write messages to their ‘study supporters,’ who will receive these messages at critical moments through email, text, and/or Facebook. The messages are designed to induce the ‘study supporters’ to reach out to the students and offer whatever support they can.

discrimination Organizations’ widespread adoption of policies prohibiting sex discrimination and so-called “family-friendly” practices, while opening many doors to women, has failed to close the gender gap at more senior levels. Given that people cannot help but be influenced by stereotypes when evaluating others, making gender-biased discrimination in hiring, promotion, and job assignments difficult to overcome, we have to change environments—organizational practices, how we hire, promote, and evaluate—to make it easy for our biased selves to base decisions on individual performance rather than stereotypes.

societal risk Many of the most significant risks individuals face arise at the societal level. Salient recent examples include the financial meltdown of 2007–08, which has ushered in a period of world-wide economic difficulties, the 9/11 attack, and the developing problem of climate change. Behavioral factors underlie each of these problems.

employers’ sponsored savings plans. It was clear that traditional factors that economists looked at mattered, but that there was a lot of behavior you couldn’t explain with a traditional economic model but you could explain if you incorporated some psychology.”

Madrian’s insight was that although people weren’t taking advantage of employers’ generous savings offers, if they were automatically enrolled in a plan, as opposed to being asked to “opt in,” savings rates almost doubled. Those findings were incorporated into U.S. pension legislation in 2006 and have since influenced similar changes in other countries.

The increasing maturity of scholarly work in the behavioral sciences has also coincided with the popularity of books such as *Nudge*, by Cass Sunstein, of Harvard Law School, and Richard Thaler, and *Thinking Fast and Slow*, by Kahneman, boosting widespread interest in the field. Media attention has also focused on the use of behavioral insights in politics. Rogers’s work in that area was adopted widely by President Obama’s winning reelection campaign.

Many behavioral economics fixes are extremely cost-effective—an important consideration for cash-strapped governments. From the voter turnout techniques developed by Rogers to the sticky-note prompts studied by Madrian, the techniques are virtually costless.

The Behavioral Insights Group was born from the realization that at the Kennedy School in particular and

Harvard University in general there is now a critical mass of people eager to organize something around the research themes that tie them all together.

The initiative, which is still being developed, is headed by Bohnet, and Harvard Kennedy School professors Madrian, Rogers, and Zeckhauser. Bazerman and three other Harvard Business School professors, Francesca Gino, Leslie John, and Michael Norton, and Harvard University economics professor David Laibson (a coauthor with Madrian on the colonoscopy and savings studies) complete the team.

Aiming to use behavioral economics and decision science to develop socially beneficial solutions to important problems, the group will collaborate with practitioners to design new ideas.

People from government or the corporate world will be invited to workshops that address specific questions using behavioral and decision science. Ideas will then be tested, either by implementing them in the organization involved or by studying them in the laboratory (using the Harvard Decision Science Laboratory and the HBS Computer Lab for Experimental Research), where researchers can determine the scalability of ideas.

The first workshops are tentatively planned for fall 2013. But with the field moving so quickly, the researchers are also likely to find their ideas being adopted faster than they could have imagined.

David Halpern, director of the Behavioral Insights Team for British Prime Minister David Cameron, is helping seed government in the United Kingdom with behavioral economics nudges.

A former academic, Halpern visited Harvard in October to study developments in the field. He believes the value of institutions that can bring academia and practitioners together should not be underestimated.

“Bridge institutions are clearly important,” he said of Harvard and other places where solutions are being developed.

Britain has adopted the automatic enrollment savings plans suggested by Madrian’s work, and Halpern is also now looking at Bohnet and Bazerman’s work on hiring to help increase the representation of women at higher levels of government and business. That work arose from a combination of interests: Bazerman’s in the role of joint decision-making in making more-ethical decisions, and Bohnet’s in decision-making and gender equality.

Influenced by Sunstein and Thaler’s nudge concept, Bohnet and Bazerman began approaching gender discrimination as they would any other decision-making shortcut (or heuristic). Providing decision-makers with the right “choice architecture,” a concept pioneered by Sunstein and Thaler, they looked at ways to provide employers with a hiring process that could minimize gender stereotypes.

Their research, which culminated in an experiment at the Harvard Decision Science Laboratory, showed that when evaluators were presented with a single candidate, they were much more likely to resort to stereotyping—for example, choosing a male for math tasks and a female for verbal tasks, regardless of individual performance in those areas. But when employers were given several candidates to compare, stereotypes hardly mattered at all.

While many of the behavioral scientists deal with decisions taken at the individual level—a single person deciding to vote, or a single employee opting into a savings plan—they have large aggregate results.

Zeckhauser looks forward to focusing on how collective, societal decisions are made.

“I would like to worry about lots of things, apart from nudges, where we see society making systematic errors,” he says.

Why does society find it so hard to do something about global warming? Why were there so many regulatory failures on the road to the financial crash in 2008?

“We’re thinking about these issues, many of which involve low-probability, high-consequence events,” Zeckhauser says. “Societies are very bad at dealing with them—in part politically, but in part because of things that afflict individuals and organizations when they try to make decisions.” ❖

Challenges of Freedom

FORUM | Receiving an enthusiastic welcome at the Forum last fall, the Burmese pro-democracy activist **Aung San Suu Kyi** said she wished to be seen not as an icon but as a hard worker. Icons, she said, “just sit there.” The 1991 Nobel laureate, who spent 15 years under house arrest for challenging her homeland’s dictatorship, said every day in detention meant hard work as she prepared for the time when she would be free.

Recently elected to her country’s Parliament, Suu Kyi emphasized the challenges to Burma’s emerging democracy. Her country’s people, she said, have never been treated as responsible, capable adults. “How do we prepare a people to become responsible citizens in a free society?” she said. For so many years, the people of Burma were told what to do, so to make their own decisions is “very new and difficult.” As free citizens they must take care of their own community and be urged to use their vote. “We had to teach our people how to vote,” she said, “that their votes will be valued.”

Less than two years after her release, and two decades after being awarded the Peace Prize, the founder of the National League for Democracy delivered her Nobel acceptance speech in Oslo last spring.

Noting that her country has “come to the democratic scene late,” Suu Kyi said Burma’s people will need help in making the changes that will improve their lives. “We want our people to be responsible and free. Freedom and responsibility are different sides of the same coin.”

KENNEDY SCHOOL OF GOVERNMENT INSTITUTE OF POLITICS



THE BUZZ

“There’s no black-and-white, and ‘Don’t be evil’ is **harder and harder** to measure there.”

∴ **Steven Levy**, senior writer at *Wired* magazine, discussing Google and the evolution of its famous corporate values, at a Shorenstein Center event.



Stuart Stevens

“We spent all the money that we had. They had a lot more money.”

∴ **Stuart Stevens**, top strategist for Mitt Romney’s 2012 presidential campaign, speaking at the 2012 IOP post-election conference, on the campaign’s ability to respond to Democratic ads characterizing Romney’s record.

“We have been studying single mothers at the same time in which **single mothers** have been rapidly disappearing.”

∴ **Kathryn Edin**, professor of public policy and management, speaking about the rapidly shifting shape of the American family, at a conference dedicated to celebrating the 25th anniversary of the publication of William Julius Wilson’s *The Truly Disadvantaged*.



Kathryn Edin

“People typically say, ‘Yeah, **whatever**, I’ll stick with it.’”

∴ **Cass Sunstein**, Felix Frankfurter Professor at Harvard Law School and former administrator of the White House Office of Information and Regulatory Affairs, speaking about the unlikely power of default choices, at a Regulatory Policy Program seminar.



Cass Sunstein

“Your **patriotism** is called into question.”

∴ **Dana Priest**, national security reporter for *The Washington Post*, alluding to the difficulty reporters face in covering activities within the intelligence community post-9/11, at a Shorenstein brown bag.

“We took them by **surprise**.”

∴ **Wafa Bugaighis**, cofounder and chair of the Committee to Support Women’s Participation in Decision-Making, referring to Facebook’s prediction during the Arab Spring that Libyans would take to the streets on February 17. Instead, the Arab Spring in Libya began two days earlier, on February 15.



Wafa Bugaighis

“The job of the president is to lead you to the **Promised Land**.”

∴ **Alex Castellanos**, Republican media consultant and former IOP fellow, while criticizing the Obama and Romney organizations for running “small” campaigns, at a Shorenstein Center event.

ON THE WEB

<http://ken.sc/bp-winter-2013>

Tsakhiaigiin Elbegdorj



FORUM | People Power President of Mongolia **Tsakhiaigiin Elbegdorj** MC/MPA 2002 spoke this past fall of his commitment to eliminating corruption and bringing greater voice to the Mongolian people. Twice the prime minister of Mongolia, Elbegdorj was elected president in 2009, the first candidate elected from the Democratic Party after 90 years of communist rule. The journey, however, is not finished, Elbegdorj said. “Even if we’ve made our democratic revolution, it’s still men in high office holding power. We need to transfer that power to our people. Our people living in small towns and in small provinces — they have to make the decisions: how high should they tax, how can they elect their people. They should have that power.”

Anne-Marie Slaughter



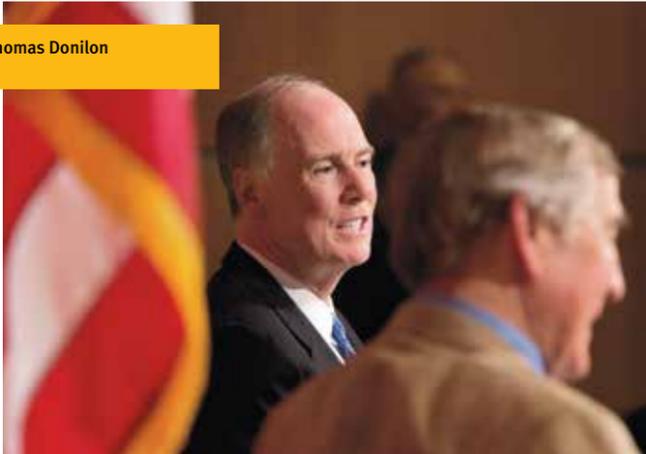
FORUM | Usable Information In remarks focusing on the challenges and importance of transparent governance, **Anne-Marie Slaughter**, the former director of policy planning in the U.S. Department of State, said transparency in governments is “much more than pulling away the curtain on a government... you have to make it easy for your critics to access.” Slaughter, professor of politics and international affairs at Princeton University and former dean of Princeton’s Woodrow Wilson School of Public Policy and International Affairs, said transparency means providing “usable information.” She delivered the fifth annual Richard Salant Lecture on Freedom of the Press.

David Brooks



FORUM | Social Transition Delivering the annual Theodore H. White Lecture, *New York Times* columnist **David Brooks** reflected on the changing nature of the American political landscape. “The big takeaway from the election was that it marks a social transition,” Brooks said. “The 2012 election was a shift from one demographic picture of America to another.” He noted the significant levels of support that President Obama and the Democrats received from young people and ethnic minorities. For their party to improve its standing, Brooks said, Republicans must begin nominating stronger candidates, speak to Latino voters, arrive at consensus on immigration policy, and better frame the argument around economic values.

Thomas Donilon



FORUM | American Character In a conversation with former Kennedy School Dean and Belfer Center Director Graham Allison, U.S. National Security Advisor **Thomas E. Donilon** predicted that the United States will continue to be a major player in the world. The United States, he said, is in a far better position in terms of fundamentals: its innovation, its colleges and universities, its military power, and its energy potential. But he noted that America has an instinct to ask, “How are we doing, are we in decline, how are we moving forward?... It’s in the American character, and it is one of the great attributes in terms of preventing us from going in decline.”



The Moral Target



Aiming at Right Conduct in War and Other Conflicts F. M. Kamm

When is it permissible to strategically bomb a nation? Is it ever justified to collaborate with an enemy? Can an act of terrorism ever be considered moral—and would the answer change if the Nazis had taken over the United States?

These are some of the momentous questions that Kamm, Littauer Professor of Philosophy and Public Policy addresses in her new book. This companion volume to her previous book, *Ethics for Enemies: Terror, Torture, and War*, features a collection of essays she has written over the past 15 years covering the decision to go to war, conduct during and after wartime, and acts of violence outside war.

The first essay considers just war theory and its implication that war is often not justifiable as a means of achieving greater justice. Kamm also argues for a distinction between the circumstances that should end a war and those that should prevent one. Subsequent essays examine the morality of killing in war, including the difficult issue of when it may be justifiable to kill noncombatants. For example, in a scenario involving blowing up a munitions factory, she considers the relation between the possible killing of bystanders and the potential for the factory to be rebuilt. One justification for the action, she contends, would be that a sufficient number of people protected by the destruction of the factory would remain unthreatened. As she notes, these issues raise basic questions about why it may be morally preferable to save a greater number of people in a group rather than a smaller number of other people.

These considerations are relevant when considering the actions of those who collaborated with the Nazis in order to save people who

otherwise might have died. Kamm cites scenarios in which such collaboration may be morally acceptable, such as giving work passes to some people non-randomly. She adds that while it may be permissible to redirect Nazis to a smaller number of people whom they may harm, such action would become more difficult to justify if it was unclear who else would have been targeted.

Kamm analyzes the effects of possible postwar conduct, such as helping the vanquished rebuild and even improve the economic infrastructure. Although planning for reconstruction does not justify destruction, she writes, “when there is an independent just goal (such as ending aggression), it seems to me that the reconstruction (as well as certain other good effects) may weigh against the destruction that would otherwise stand in the way of pursuing the goal.”

Beyond wartime acts, Kamm examines distinctions that may be relevant to the morality of terrorism, some of which account for its “prima facie wrongness.” She also describes scenarios in which terrorism might be permissible (including in an imagined Nazi-occupied United States), concluding that we can’t say whether such acts should not be committed until we know what harm might come from other possible acts. Further essays cover varying responses to evil and injustice, ranging from self-defense to mere resistance to even a form of suicide bombing. A final essay examines the morality of nuclear deterrence, which is based on the overwhelming harm that would come from the use of nuclear weapons.

As a whole, the essays lean heavily on hypothetical cases. Though some of the cases may seem unrealistic, Kamm says, examining them from a philosophical perspective can help determine a course of action in real-life situations. ❖ LR

MARTHA STEWART

TANIT SAKAKINI



The Limits of Institutional Reform in Development

Changing Rules for Realistic Solutions

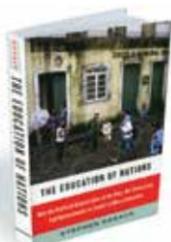
Matt Andrews

Institutional reform has been introduced in many developing countries in order to make government work better. These efforts may last for years and cost many millions or even billions of dollars. Unfortunately, they often don't work, argues Andrews, an associate professor and fellow at the Center for International Development. He explores why and presents ways in which reforms can be better structured to achieve intended goals.

Andrews cites Afghanistan — where reforms were supposed to create a stable, centralized state, but government is still marked by corruption and inefficiency and the country of Georgia, which experienced rapid economic growth in the 2000s because of foreign investment in private assets but whose government did not generate employment.

Although reforms have been attempted in many divergent countries, the author pinpoints three similar motivations: to foster market-friendly governments; to create disciplined governments; and to modernize and formalize government processes. These reforms are limited, he writes, when governments adopt them in order to garner short-term support.

Andrews proposes a new approach, called Problem Driven Iterative Adaptation, which encourages local solutions; creates environments that encourage experimentation with greater accountability; promotes experiential learning with feedback based on evidence; and enlists participation across sectors to ensure that the reforms are viable. "This approach emphasizes the importance of problems as entry points for change and the reality of iterative process as the means by which change typically transpires," he writes.



The Education of Nations

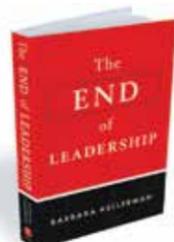
How the Political Organization of the Poor, Not Democracy, Led Governments to Invest in Mass Education

Stephen Kosack

When do governments invest in mass education? Analyzing education policy in three fundamentally different countries, Kosack finds a common bond: advances in mass education that were driven by mass organization aided by political leadership. And surprisingly, that leadership did not need to emanate from a democratic system. What mattered was not whether leaders were elected but whether citizens were organized.

The book focuses on Taiwan, Ghana, and Brazil, all of which saw expansion and improvement in mass education in some periods and more elite-oriented education in others. Kosack points to two main factors that drive governments to invest in mass education. First is a labor market where wages are flexible, skilled labor is scarce, and businesses cannot hire foreign skilled labor. Second and more important is "political entrepreneurship of the poor," wherein political leaders organize the masses so that they can rely on their

support. Presenting analyses backed by years of field research, Kosack, an assistant professor of public policy, takes the reader inside the politics of a half-century of education policymaking in Taiwan, Ghana, and Brazil, showing that when one of these two factors was present, the resulting political logic drove policymakers — who were mostly attempting to do their best with limited educational resources — to invest in mass education. When neither was present, they were driven to invest in elite-oriented education. According to Kosack, the histories of these disparate countries shed light on why governments make the education policies they do, and on the political changes necessary to achieve more-inclusive education policies — changes that make poor citizens more organized, whether they live under democracy or dictatorship.



The End of Leadership

Barbara Kellerman

Kellerman casts a critical eye on how leadership and followership have changed over the course of human history and on what she calls the "leadership industry." (That's her term for the "now countless" institutions and individuals who claim to teach people how to lead.) She examines the reasons for change and proposes some alternatives to existing models of leadership education and development.

Kellerman contends the counterintuitive: that the relatively recent burgeoning of the leadership industry has actually coincided with a decline in the performance of leaders themselves. "While the leadership industry has been thriving — growing and prospering beyond anyone's earliest imagining — leaders by and large are performing poorly, worse in many ways than before," she writes.

Kellerman acknowledges the surprise that such a message should come from her. The founding executive director of the Kennedy School's Center for Public Leadership, she has written and edited many books on the subject. Yet her uneasiness about the state of leadership in the 21st century compelled her to "bite the hand that feeds me," as she put it.

In the book, Kellerman offers a brief history of leadership, from the founders of religions to modern-day icons such as Mahatma Gandhi and Martin Luther King, Jr. She goes on to describe how relations between leaders and followers have changed over time — for example, during the Enlightenment; as a consequence of the American and French revolutions and, later, anti-colonialism; and during the 1960s and 1970s, as a result of the various "rights revolutions." In the past couple of decades this growing loss of faith in leaders, both political and corporate, has actually accelerated, owing to changes in culture and technology. The author describes various domestic phenomena that demonstrate the decline of leaders and the rise of followers.

Turning to the leadership industry, Kellerman notes that the training it offers is "where the money is." But, she writes, "there is scant evidence, objective evidence, to confirm that this massive, expensive, thirty-plus-year effort has paid off." She calls for the industry to end its "leader-centrism," subject itself to critical analysis, and change to reflect the changing times. ❖ LR

36
classnotes

43, 50
from the field

38, 44, 49, 55, 58
books



MARTHA STEWART

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

1950

Eric Hanson MA writes, “Retired from Federal Railroad Administration for 22 years. No recent contact with any classmates. Most probably have passed on. I’m one of those running up cost of Medicare.”

1963

Michael Kirst MPA is president of the California State Board of Education for the second time. He was appointed to this position by Governor Brown in 1977 and 2010. Michael is a member of the National and International Academies of Education.

1964

Richard Nuttall MPA retired from his medical practice in 2008, but continues as medical director of two long-term-care facilities in Victoria, British Columbia. “Also working with our local health authority on several committees, and with our new medical school, both of which test my cognitive agility.”

1965

Gerald Wright MPA is visiting professor of Canadian Studies at Kwansei Gakuin University in Nishinomiya, Japan, for the 2012–2013 academic year.

1966

Larry Pressler MPA, former U.S. senator from South Dakota, recently completed a tour in Turkey on behalf of former House and Senate members in which he worked with young farmers to introduce them to modern farming as well as financial and other innovative ideas.

1967

Douglas Johnston MC/MPA received the 2011 Book of the Year Award for his latest book, *Religion, Terror, and Error: U.S. Foreign Policy and the Challenge of Spiritual Engagement*, placing first in the political science category and third in religion.

Kent Watkins MC/MPA writes, “Recent highlights: laudatory *New York Times*

article on forthcoming book; State Department delegation to UN World Urban Forum, Naples, Italy; first in ranking, USTA Senior tennis singles, Maryland; chairman, National Academy of Housing and Sustainable Communities; consultant to national housing commission; trip to Cuba via Rockefeller Fund; meetings in Paris, London, Lima, Istanbul, Shanghai, Beijing, on transit-oriented development; initiated MOOCs discussions with my Oxford University diploma college; work out and dine frequently at the Harvard Club NYC; brown bag lunches with friends at the Kent Watkins Seminar Room; love to hear from classmates and other like-minded!”

1969

Jack Underhill MC/MPA presented a paper in March at the annual convention of the American Society of Public Administration in Las Vegas titled “Public/Private Partnerships in Strengthening Low-income and Minority Families.” He offered a course on the same subject at the Osher Life Long Learning Institute at George Mason University last fall.

1970

James Spady MC/MPA writes, “Penn’s Fels Institute of Government at its recent 75th anniversary convocation named both a graduate student scholarship and its main seminar classroom (with oil portrait) for me, the institute’s director emeritus. After a post-MPA Harvard PhD and the chairmanship of urban planning at the University of Iowa, I spent 21 years at Penn.”

Charlie Stevenson PHD has written *America’s Foreign Policy Toolkit: Key Institutions and Processes*, published by CQ Press. He continues to teach at Johns Hopkins’s Nitze School of Advanced International Studies.

1971

Fredrick Bonkovsky PHD continues teaching biomedical research policy at UCSD. In June, Ohio’s Muskingum University gave him the Distinguished Service Award in recognition of his public service, higher education, and international and policy ethics leadership. Two granddaughters joined the family’s three grandsons.

1972

Edward Atkeson HKSEE attended both Harvard Business School’s

Advanced Management Program (1972) and the university program for fellows at the Center for International Affairs (1974). “These experiences prepared me for work as director of the U.S. Army Concepts Analysis Agency and deputy chief of staff for intelligence for the U.S. Army Europe. They also contributed to my preparation for membership on the National Intelligence Council, CIA.”

Ira McCown MC/MPA, along with several other non-HKS alums, started Greatswag Partners, LLC, a business dedicated to helping nonprofits raise funds through the sale of branded merchandise and upgrading their websites to make them mobile device user-friendly. If you are in touch with a nonprofit that could use some additional funding, please put them in touch with me at 646-592-1821 and I’ll be happy to try to help them.

1974

Robert Pastor MPA, PHD 1977 writes, “My 17th book, *The North American Idea: A Vision of a Continental Future*, was published by Oxford University Press and in Spanish by Miguel Porrúa. After working in the National Security Council and at The Carter Center, where I founded programs on Latin America, democracy, and Chinese elections, I am now professor at American University. Most important, on September 30, I became a grandfather.

1975

Jennifer Bremer MPP was elected vice president of a new professional association dedicated to strengthening governance in the Middle East, the Association for Middle Eastern Public Policy and Administration. “We have nearly 400 members, mostly from the region, but also the U.S., E.U., etc. I also chaired our first global conference, held at Al-Akhawayn University in Ifrane, Morocco, in November. The American University in Cairo’s MPP (the first and so far the only one in the region) is now starting its third year and has more than 50 students enrolled.”

Xavier Suarez MPP writes, “After 14 years of political wilderness (to paraphrase Churchill) I was elected to the Miami Dade County Commission. My son Francis Xavier is the chairman of the Miami City Commission. I also published a book patterned after Tocqueville’s called *Democracy in America 2010* (AuthorHouse, 2011). It is partly biographical and partly analytical.”

1976

Susan Sears MPA writes, “No, I haven’t written a book or sailed an ocean, but I have started an online store: *QuelObjet.com*. After retiring from the public sector some years ago, I started importing from France: deck chairs, linens, pottery, espadrilles, gourmet foods, soaps, children’s toys, and more—lots of things you can’t find anywhere else in the U.S. So come take a look—especially before the holidays when you need some fresh ideas. Cheers HKS, Susan.”

1977

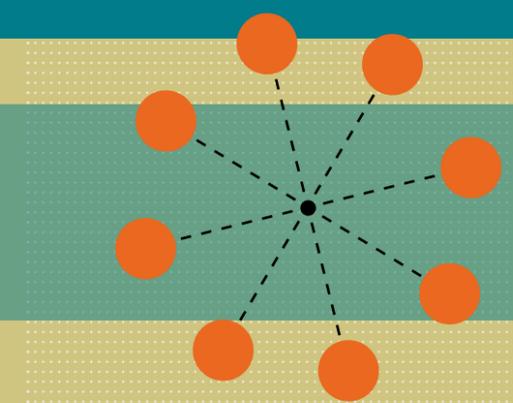
Mark Kleiman MPP is teaching the first course in policy analysis for the first class of undergraduate public policy majors at the University of Virginia, and using Stokey and Zeckhauser as the text. Two new books out in Oxford’s “What Everyone Needs to Know” series: one on drugs and drug policy and one on marijuana legalization (“I’m a firm ‘maybe’”). Mark also wrote an essay on controlling Mexican drug violence for *Foreign Affairs*. “I’m still in close touch with Phil Heymann, Francis Bator, and Tom Schelling, who did the commentary for a marijuana-legalization presentation at Brookings.”

1978 | 35th reunion

Frances Cook MC/MPA was elected chairman of Lonrho Plc, a main board London Stock Exchange company, in September 2012. Lonrho is a 100-plus-year-old conglomerate that invests broadly across Africa in four sectors critical for Africa’s economic success: agriculture, infrastructure, hotel, and support services.

Bob Culver MC/MPA just transferred from seven years as CEO/president of the Massachusetts Development Finance Agency to managing director of Sasaki Associates, Inc. in Waltham.

Christopher Edley MPP writes, “Still drawing on my MPP experience every day. Dean at Berkeley Law since 2004, after 23 years at Harvard Law and tours of duty on Carter White House Domestic Policy Staff (welfare reform, Social Security), issues director in the Dukakis campaign, and Clinton OMB. Lately, a lot of focus on education policy, sitting on various commissions, etc. Third (and final!), wife, Maria Echaveste, is immersed in Latino politics plus several policy areas, domestic and interna-



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tional. (We met in the Clinton White House.) She’s an amazing partner professionally, and in every other way. So proud of how HKS has evolved, and its leaders.”

Christine Kennedy MCRP is owner of Professional Homestaging and Design in Raleigh, North Carolina. “We are franchising nationally and have a company store in South Carolina as well as our first franchise in New Jersey.”

Armando Lopez-Fernandez MC/MPA sends news of his family: “My son **Armando Lopez-Cardenas MPA 2007** and his wife, Monica Maccise Duayhe, are the proud parents of Armando Lopez-Cardenas Maccise, born September 6, 2012, who is also the nephew of **Alexandro Lopez-Cardenas MPA 2010**.”

John Lundeen MPP writes, “I ran for office (first selectman) last November (2011), signing up as the fiscally responsible Democrat, trying to restore governmental openness to what is described as the most Republican town in Connecticut. I lost, but proudly, and now sit as a minority member of the board. Good training for something.”

Ilene Rudman MC/MPA has a private career counseling, coaching, and psychotherapy practice, Career Vision Associates. After KSG, Ilene earned a master’s in counseling psychology. Her work builds on her background in workplace issues pursued at KSG and focuses on helping people identify and find soul-satisfying work, even in a tough economy. She lives in Maynard, Massachusetts, and is a published poet, a passionate fiber artist, committed

meditator, and new grandmother of Holden Michael Paul.

Adam Thomson MPP, since January 2010, has been the British ambassador (aka high commissioner) in Pakistan, running the British government’s largest overseas post in a fascinating country. “Never a dull moment. The best job I have ever had in my life.”

Alice Wolf MC/MPA writes, “I am participating this academic year in the Community Action Partners (CAP) program that brings together Kennedy School and, mostly, Business School alums in teams to consult to nonprofits that have submitted proposals. I am working on the team consulting to Associated Care and Education. That organization provides early education and care to preschoolers in the Boston area. I have time for this because I am not running for reelection this year to represent Cambridge in the Massachusetts House of Representatives.”

1979

Richard Anderson MCRP has been elected to the Nevada County (California) Board of Supervisors after having served eight years on the town council of Truckee, California, including two years as mayor.

Karen de Bartolome MPA formed a new nonprofit organization, WorldDenver, whose mission is to connect Coloradans to the world through education, exchange, and public diplomacy. “An entrepreneurial challenge in this economy, to be sure, but six months in we have 500 members and are growing.

My KSG lessons in leadership and our terrific network are a godsend.”

Carlos Goya-Escobedo MCRP participated as technical coordinator of a study on the effects on Mexico’s urban development of the recent financial policies for the production of low-income housing. The study was published under the title “Estudio de la integración urbana y social en la expansión reciente de la ciudades en México,” edited by Miguel Ángel Porrúa, July 2009. “I also recently had the satisfaction of becoming a grandfather for the first time; my grandson and his parents live in Vancouver.”

Kenneth Juster MPP, who is a partner and managing director at the global private equity firm Warburg Pincus, has recently been elected to membership in the Trilateral Commission and the American Academy of Diplomacy.

M. Elizabeth (Betty) Swope MC/MPA writes, “See some of my HKS classmates fairly regularly at lunches. I continue to flunk retirement (I retired from the senior Foreign Service) and work as a part-time civil servant at the Department of State. Husband, Patrick Kennedy, continues into his fifth year as under secretary of state for management. I serve on the Advisory Board of Visitors at my alma mater and as chair of the Homeowners’ Association Grounds Committee. Whenever possible, we sneak away to our Cumberland County, Virginia, farm (a land grant from King George II), continuously occupied by my mother’s family.”

Benjamin Tyree MC/MPA has moved up at the Pentagon’s Defense Acquisi-

tion University into the managing editorship of *Defense AT&L* magazine and is now also senior editor of the DAU Press.

1980

William Collins MCRP writes, “Semi-retired now, I enjoy lecturing about ancient history and archaeology on cruise ships. Once a teacher/professor, always.”

Louis Evangelista MC/MPA, after working 17 years in federal government and 23 years in NATO stationed in Luxembourg, has retired to Chevy Chase, Maryland, to pursue family, personal, and volunteer activities.

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www.hks.harvard.edu/jack
More than 5,000 alumni and current students log on to the HKS job bank every week.



Grace Flores-Hughes MC/MPA published her memoir, *A Tale of Survival*, and is a weekly contributor to *voxxi.com*.

Amy Porges MPP opened her own law practice in 2009 (porgeslaw.com), focused on using WTO law, trade agreements, and trade and investment rules to solve market access problems. She also teaches WTO law at the Nitze School of Advanced International Studies in Washington. Earlier, Amy spent 16 years as a trade lawyer, litigator, and litigation manager at U.S.T.R.; four years as a



Twentieth Century Limited

Jan David Blais HKS 1962

Overcoming disabling injuries, Vietnam vet Paul Bernard becomes an award-winning journalist and television newsman. Long critical of the radical right, after 9/11 Bernard attacks the Bush administration for Osama bin Laden's escape and for leading the nation into a disastrous war. On assignment in Iraq, he is killed under suspicious circumstances. Interwoven with the account of Bernard's life is an interview with his mentor, Professor Augustus F.X. Flynn, by a magazine writer profiling him. Frustrated by Washington's inaction, the two set out to discover who is behind the killing.

Religion, Terror, and Error: U.S. Foreign Policy and the Challenge of Spiritual Engagement

Douglas Johnston MC/MPA 1967

How should the United States deal with the jihadist challenge and other religious imperatives that permeate today's geopolitical landscape? Johnston argues that what's required is a longer-term strategy of cultural engagement, backed by a deeper understanding of how others view the world and what is important to them. The work realizes three important tasks: It shows how the United States can reposition itself to deal more effectively with the causal factors that underlie religious extremism; offers a successor to the rational-actor model of decision-making that has heretofore excluded "irrational" factors like religion; and suggests a new paradigm for U.S. leadership in anticipation of tomorrow's multipolar world.

Gender Stereotyping: Transnational Legal Perspectives

Rebecca Cook MPA 1973

Simone Cusack

Drawing on domestic and international law, as well as on judgments given by courts and human rights treaty bodies, *Gender Stereotyping* offers perspectives on ways gender stereotypes might be eliminated through the transnational legal process in order to ensure women's equality and the full exercise of their human rights. Applying the Convention on the Elimination of All Forms of Discrimination against Women as the primary framework for analysis, this book provides essential strategies for eradicating gender stereotyping. Its proposed methodology requires naming operative gender stereotypes, identifying how they violate the human rights of women, and articulating states' obligations to eliminate and remedy these violations.

Marijuana Legalization: What Everyone Needs to Know

Mark Kleiman MPP 1974,

Beau Kilmer PHD 2007,

Jonathan P. Caulkins, Angela Hawken

This volume will provide readers with a nonpartisan primer that covers everything from the risks and benefits of using marijuana to current laws around the drug in the United States and abroad. The authors discuss the likely costs and benefits of legalization at the state and national levels and walk readers through the "middle ground" of policy options between prohibition and commercialized production. They also consider how marijuana legalization could personally impact parents, heavy users, medical users, drug traffickers, and employers.

Democracy in America 2010

Xavier Suarez MPP 1975

Since Alexis de Tocqueville's seminal work on American democracy, no one has attempted to diagnose the current state of democracy in the United States. This book is a modest attempt to produce such an update, based on both democratic theory and the author's actual practice in governing one city (Miami) for three terms. Like Tocqueville, Suarez reports from his perspective as an immigrant, but also from the perspective of a trial lawyer, college professor, and politician with half a century of being fully immersed in the American experience.

Handbook of Environmental Engineering Assessment Strategy, Planning, and Management

Ravi Jain MPA 1980

This is one of the most comprehensive books on the complex subjects of environmental engineering assessment and planning. Addressing these issues requires an understanding of technical, economic, and policy perspectives; based upon the extensive research and practical experience of the author, these perspectives are thoughtfully and clearly presented. Covered in this book are subjects related to environmental engineering and planning which include environmental laws and regulations, international perspectives on environmental analysis engineering and planning, economic and social impact analysis, public participation, and energy and environmental implications of major public works and private projects. Contemporary issues ranging from climate change to eco-risk and sustainability are covered in a special section as well.

senior legal officer in the GATT Secretariat; and nine years in private practice at major international law firms. She is married to **Dave Schutz** MPP 1981 and has three children.

Roger Sharpe MC/MPA was invited to address the 125th Anniversary Conference of the Association of Public and Land-Grant Universities (APLU), November 12, 2012, in Denver, on the topic of U.S. Senator Justin Smith Morrill of Vermont, "a statesman unwilling to give up to party what was intended for humankind." Because Morrill in the 19th century fought for higher education opportunities for poor and working families — legislation signed by President Abraham Lincoln — Roger places Morrill in the company of our great Americans for all times.

Patti White MPP continues to serve on several not-for-profit boards and has just been elected president of the American Friends of English National Opera; chair of the Friends of the National Museum of Women in the Arts, UK; and president-elect of the Vanderbilt Alumni Association board.

1981

George Atta MCRP was inducted last year as a member of the American Institute of Certified Planners' College of Fellows. "Attended the International Gathering of Okinawans in Naha last year and reconnected to ancestral roots. Hoping my daughter will call me that there will be grandchildren."

Robert Frisbee MC/MPA writes, "Greetings, classmates. After 30 years as a serial entrepreneur, starting and running companies mostly in the electronics space, I have switched to the nonprofit space. I am the CEO (a stretch of a title for an organization with ten people) for the Green Electronics Council. It is a great cause, has global impact, and I am loving it. My wife, Denise, and I continue to ski and whitewater canoe; our two kids have grown up but stay in touch. We love to hear from classmates."

Kathryn Haslanger MCRP was appointed in November by the Jewish Association Serving the Aging to serve as its CEO. She brings a wealth of knowledge and dedication in the field of aging to the leading nonprofit in New York, serving more than 54,000 older adults.

Russell Lopez MCRP writes, "I've had two books published this year, a textbook: *The Built Environment and Public Health*; and a history book: *Building*

American Public Health: Urban Planning, Architecture, and the Quest for Better Health in the United States.

Dick Sheffield MPA has completed his debut novel, *Lasso the Moon*, which is available in an eBook format through *Amazon.com* as well as directly from the publisher. Information can be found on his website, *dicksheffield.com*. Dick, a journalist with ABC News in New York, plans to complete his second novel, *Cables From a Restless Heart*, in 2013.

1982

James Brenner MPP writes, "I am living and working in Monrovia, Liberia, as founder/CEO of EcohomesLiberia, a developer of sustainable middle-income housing estates backed by social venture investors including the Soros Economic Development Fund and OPIC."

Joseph Buonaiuto MC/MPA is living in one of those southern California gated, golf-course, over-55 lunatic asylums. He has just published a nonfiction memoir, *Mr. McLuhan & Me*, available on Amazon Kindle.

Ahmad M.R. Chowdhury MC/MPA writes, "To classmates all over the world, after finishing my term with the government, I am now in the world of business. I advise a group of industries involved in textile/apparel manufacturing. Would love to receive emails from HKS classmates/Mason Fellows. Best wishes."

Lou DeBour MPA writes, "Over the years I lost contact with most of the students who graduated with me. I continue to support the HKS, however I have often had difficulty getting online. I tried to register last year for the 1982 reunion and couldn't seem to get through. Looking forward to keeping in more contact with my alumni and the school itself. Thanks."

Mohan Guruswamy MC/MPA is now distinguished fellow at the Observer Research Foundation, New Delhi. Recent books are: *Chasing the Dragon: Will India Catch-up with China?*; *The India China Border Issue*; *The Looming Crisis in India's Agriculture*; and *India's World: A Collection of Essays on India's Perceptions of the World Around It*. Mohan is part of Track II discussions with Pakistan on nuclear, CBMS, and with China on outstanding issues. He is a frequent commentator on current issues in Indian and international media, and travels all over the world.

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Milton Mora MC/MPA says, "Now I am living in Chicago, after 30 years working in Colombia. Maria Clara says hello to all your wives. Email: miltonmora@hotmail.com."

Rod Rolett MCRP writes, "My work continues to focus on raising capital for not-for-profit senior living communities. Our son lives in California and enjoys his software engineer work. Our daughter is building a career in art education and painting. Ann and I enjoyed a four-day hike through the Hoh River Valley in Olympic National Park last month. We hiked up to the Blue Glacier and saw many flowers in the alpine meadow."

Elizabeth Santillanez MPA says, "Hi fellow alums. I continue to live in beautiful San Diego. I'm happy to be working with both UC San Diego and San Diego State University managing a partnership program that addresses cancer as it affects ethnic and underserved communities, funded by the n.c.i. I'm in the midst of working with both academic and community partners, and enjoying the chance to be connected to two great universities. Personally, I have a son who is now 13. He is doing great, and I'm super thankful for that. Keep in touch!"

1983 | 30th reunion

Ferdous Begum MC/MPA recently established an NGO called Active Ageing in Dhaka, Bangladesh. "We will be working for the ageing population, specially older women and widows of all ages. We need international support."

Barry Freedman MC/MPA has a new job with Ranken Jordan — a pediatric specialty hospital in St. Louis that provides a continuum of care for medically complicated children and their families. "We are one of only a handful of hospitals in the country that provide rehabilitation and sub-acute care for children,

regardless of their ability to pay. These children have suffered life-altering illnesses or injuries, and our goal is to treat them and their families so that they can return home rather than be institutionalized. Who says an old guy can't find a good job at a great place in this economy?"

Kay Collett Goss HKS has just written a biography of the late congressman Wilbur Mills, called *Mr. Chairman: The Life and Legacy of Wilbur D. Mills*, which was published in November by Parkhurst Brothers, Inc., Publishers, Little Rock. Kay recently launched her own consulting firm, World Disaster Management, LLC, in Washington, DC.

Ken Hughes MPA was honored to be elected to the Legislature of Alberta, Canada, in April 2012 and subsequently appointed minister of energy. Alberta is essentially debt-free, and is a global energy superpower with the world's third largest oil reserves, including the oil sands. "On a personal note, I was joined by my 16-year-old son, Aidan, last year as we climbed to the top of Mount Kilimanjaro with 35 other Albertans to raise \$1 million for orthopedic services."

Isabel Liu MPP has been in London for 11 years, where she is an investment director at EISER, a €1 billion fund investing equity in Western European infrastructure. Isabel moved to London to become chief financial officer of a global airports JV. Previously she was in Hong Kong for 11 years, where she ran Asia Pacific investment for John Laing. Earlier she was a director starting up the \$1 billion AIG Asian Infrastructure Fund, investing in power plants and toll roads in China and Southeast Asia. Isabel married a Chinese man, and as a result is now fluent in Mandarin.

Denise Madigan MPP recently was recognized as Los Angeles' first Mediation Lawyer of the Year by Best Lawyers, a national peer-rating organization. She mediates litigated and public disputes

through ADR Services in Los Angeles, and this spring was appointed director of the Public Disputes Project at Pepperdine Law School's #1-ranked Straus Institute for Dispute Resolution. She also has been teaching mediation at Hong Kong and mainland China law schools for the past several years.

Bart Mitchell MPP in January became CEO of The Community Builders (TCB), which is America's largest nonprofit developer and owner of urban mixed-income housing. TCB has developed over 25,000 units of housing and owns and manages 8,500 housing units in 14 states and DC.

employee. Dick was recognized for a career of leadership and technical contributions that have improved the fire safety of the United States and the world at large. His efforts have been central to saving the lives of hundreds of Americans every year.

Steve Greenwood MC/MPA writes, "Since 2010 I have served as deputy director for the National Policy Consensus Center at Portland State University, specializing in helping the civic, government, and business sectors to collaborate. In my spare time, I write and perform American roots music with my group, Sit Back and Relax."

Lester Miller MC/MPA writes, "This past April 1, Amy Clifford and I were married in the rotunda of the historic, beautiful Indiana State House in Indianapolis. My sister, Terry Mumford, officiated. All my family and many friends, including several elected officials, attended because they wanted to see with their own eyes if this miracle really took place."

1985

Maria Nuria De Cesaris MC/MPA is involved in politics, "trying to change things in my country... Meanwhile, cooking for my little company Cocina Urbana: bologna and napoli pasta sauces, antipasto, peperonatta, and many other delicious things."

Anne Gray MPA is launching Clarity At The Crossroads, a program for midlife professionals who are struggling with the "Is that all there is?" syndrome. "As a midlife alchemist, I help them create new 'retirement' jobs for greater freedom and prosperity—and that unleashes their inner brilliance!"

Charles Huettner MC/MPA, HKSEE 1983 is the executive director of the Aerospace States Association (ASA), an association of state lieutenant governors. ASA's focus is on economic development through expanding aviation and space activities in the states, U.S. competitiveness, and STEM education initiatives, as you can see at aerostates.org. In addition, Charles has recently published a book, *The Word & The Spirit: How God Speaks to You*. This book ties together the Bible, scholarly research, and the Spirit's work in our lives. You can see more at thewordandthespirit.com.

Brian Knapp MPP was recently elected board chairman for the Northern Virginia Regional Park Authority. He is also serv-

ing a three-year term on the National Recreation and Park Association.

Bill Seymour MC/MPA continues leading Connecticut's nationally recognized teen safe driving program as assistant to the commissioner of the Motor Vehicles Department and shortly will be starting Connecticut's educational outreach to older drivers. He built a collaborative policy and outreach program with safety advocates including the National Highway Traffic Safety Administration, Connecticut Children's Hospital, Yale School of Medicine, and the Governor's Highway Safety Office. He also continues teaching at the University of Hartford, where he has led student efforts on promoting an end to gun violence in Hartford and other social policy issues.

Lester Wright HKSEE, after more than 15 years as deputy commissioner/chief medical officer for the New York State Department of Correctional Services, emigrated to Australia and is semi-retired. "I am now associate professor (adjunct) at the University of Adelaide with emphases in health policy, correctional health, and international health."

1986

Hamidon Ali MC/MPA writes, "After almost six years as Malaysia's permanent representative to the United Nations in New York, I am officially retired. However, I am still serving the Malaysian government as chairman of the National Authority for the Chemical Weapons Convention, which is based in the Ministry of Foreign Affairs in Putrajaya. The National Authority oversees the implementation of the Convention in Malaysia."

James Doane MC/MPA recently moved to a new home next to the ninth tee at Kings Creek Country Club in Rehoboth Beach, Delaware. He is enjoying retirement from the Foreign Service.

James Faier MPP writes, "Greetings from Chicago—with our teachers' strike we are on the front line of the public pay/public debt debate. We need more public debate on these issues. How can public executives provide defined benefit plans when the private sector has determined we cannot? How can the U.S. spend \$771 billion on defense, which is more than the other top 15 defense spenders together? We concentrate more wealth at the top. Our leaders refuse to limit the mission of government to save money. I have three sons

and I am scared of the public balance sheet they will inherit."

Wanda Fleming MPA, after years of policy writing and consulting, in 2000, launched River Girls Soap & Bath, a vegetarian soap and bath company in Washington, DC. "Loving the business marriage of creativity and chemistry! Always looking for new retail, custom and wholesale customers, and to connect with other business and artisan driven KSGers! Also married 21 years and have two beautiful children: Phillip, who is a junior in the Early Medical School program at the University of Pittsburgh, and Lily, a junior at Georgetown Day School in DC. Visit or write us at rivergirlssoopandbath.com."

James Junke MC/MPA is director of human rights, governance, and indigenous affairs policy at the Department of Foreign Affairs and International Trade, Government of Canada. He's vice president, for Harvard Kennedy School, on the executive committee of the Harvard University Club of Ottawa.

Thomas Keane MC/MPA retired as assistant majority leader and member of the finance committee of the New Hampshire House of Representatives and moved to their home in Florida with his wife, Mary Anne McGinn.

Richard Kiy MPA writes, "I have completed my 11th year serving as the president and CEO of the San Diego area-based International Community Foundation (ICF), which is focused on assisting U.S. donors to expand their charitable giving to Mexico and Latin America. Over the past year I have been integrally involved in partnering with one of my grantees, Pronatura Noroeste, to secure the long-term conservation of over 207,000 acres of coastal lands in Laguna San Ignacio, located on Mexico's Baja California peninsula. Laguna San Ignacio is a UNESCO World Heritage Site and one of the primary breeding grounds for the California grey whale."

Kevin Meder MC/MPA has been named CEO of MC Biopharma, an international biotech consulting firm with offices in Brussels and Boston.

Brad Minnick MC/MPA is now professor of practice and director of communications and community affairs for the Africa Center for Strategic Studies at the National Defense University in Washington, DC.

Deborah Rigling Gallagher MPP, associate professor at Duke University's

Nicholas School of the Environment, has just published a book, *Environmental Leadership: A Reference Handbook*. Deb and her husband, John, live in an emptied nest in Carrboro, North Carolina, but get up north often to visit children Laird, 23, a squash coach at Vassar, and Siobhan, 21, a junior at Skidmore.

Barry Smitherman MC/MPA, after serving as chairman of the Texas Public Utility Commission, is now the Republican nominee for election to the Texas Railroad Commission. Founded in 1896, the RRC governs the Texas oil, natural gas, coal, and pipeline industries.

Bill Toby MC/MPA was appointed to New York Governor Cuomo's Medicaid Redesign Work Group and is a member of a select team of five who recently completed a groundbreaking four-month initiative of evaluating the strengths and weaknesses of the hospital system in Brooklyn, New York. The report recommended a strategy designed to strengthen primary care, improve coordination and chronic care management, and reduce wasteful health care utilization and provider inefficiency.

1987

Vicki Arroyo MPA writes, "Hi friends! So sorry to miss you at the reunion. Still at the Georgetown Climate Center and teaching at Georgetown Law and had the opportunity to give a TED talk on adaptation in June. Please check it out if you can, and keep in touch!"

Meg Bowman-Hicks MPP writes, "My husband, **Frank Hicks** MPP, and I are still living in Costa Rica after 13 years. I am sorry we missed the big reunion as so many of you rallied for the event. We were lucky enough to catch up with **Wendy Hopfenberg** MPP and **Mike Occhiolini** MPP in Palo Alto recently, and to receive a visit from **Kim Flores** MPP and her daughter Isa. We'll try to make it for the next reunion. Saludos."

Michael Duffy MPP writes, "My day job is helping to launch new charter schools; in addition, I have been teaching a strategic management course to MPPs as an adjunct professor at NYU/Wagner. The last time I taught the course, after having reconnected at the 25th reunion, I had my Kennedy School classmate and old friend **Barbara Zadina** MPP come in and guest lecture on her career. I loved seeing her connect with the students, particularly the

young women in the class, about what is possible with an MPP degree."

Nadine Hack MC/MPA will remain in Switzerland, where she has served as the first woman executive-in-residence at IMD Business School while continuing as CEO of beCause Global Consulting.

Martha Harris MC/MPA says, "It was great to see so many fellow classmates during our 25th reunion in May! **Liz Bell** MC/MPA and I are catching up with each other at Fallingwater this month. Three years ago I founded Fizika Group, an education company that helps schools adopt active learning strategies by integrating movement into the learning process. Visit us at fizikagroup.com. Or like us on Facebook."

Beth Shields Dowdle MC/MPA is a consulting urban planner with the Norton Museum of Art, West Palm Beach, Florida.

Javier Trevino-Cantu MPP was elected member of the Mexican Congress, 2012–2015. "We have an enormous responsibility to propose and pass the structural reforms needed to get the Mexican economy moving faster again. As you know, I served for 13 years in the administration, including high-level positions such as Mexico's deputy foreign minister. I later joined the private sector for nine years as senior vice president for corporate communications and public affairs at CEMEX, the global building materials firm. I recently served as lieutenant governor of my state, Nuevo León. I've been lucky to see Mexican politics from all sides of the table."

1988 | 25th reunion

Rosario Chato Calderon MC/MPA writes, "Greetings from Hanoi! Now at USAID/Vietnam, I'm heading the climate change programs implementing mitigation using clean energy and mitigation/adaptation in forests and the Mekong and Red River deltas. Prior to Hanoi, my four years in Islamabad at USAID/Pakistan were challenging times to help the government of Pakistan in solving the 8–16 hours of electricity blackouts experienced by 120 million people connected to power lines. It was exciting to build multimillion-dollar dams, hydropower plants, and irrigation, and rehabilitate oil/gas power plants. In Islamabad, I helped organize the HKS Club of Pakistan. Now I hope to initiate the Vietnam HKS alumni organization."

Christopher Dorval MC/MPA in August 2011 accepted an appointment to work for Secretary of State Hillary Clinton at the State Department as senior advisor on the Global Health Initiative. "It was my first stint back in government since working at the White House for President Clinton during his first term. Between public service I ran my own consulting firm in Washington, with a range of foreign government, corporate, and not-for-profit clients."

Bob Levy MC/MPA writes, "I have been elected by my colleagues to be president pro tem of the Plantation (Florida) City Council. I've been in office seven years and will stand for reelection next March."

John Petrich MC/MPA and **Charlie O'Hara** MC/MPA, classmates, continue their long careers working with Native American communities. Both are currently working with the Swinomish Indian Tribe in La Conner, Washington. Charlie has been director of planning and community development for 13 years. He held a similar position with the White Mountain Apache Tribe in Arizona before working with Swinomish. John has been working the past 24 years as director of housing and utilities. Prior to attending HKS he worked with the Swinomish Tribe for 7 years. "Look us up if you're ever in the neighborhood!"

1989

Monika Aring MC/MPA writes, "I live in Seattle and am looking for anyone in my class who might be here. Working on fascinating stuff, check out my websites: skillnations.com and convergentlearningzone.com. Just finished a project on the border of Tajikistan and Afghanistan—hair-raising journey—and helped the IADB build a 10-year strategic set of private sector partnerships to train and employ 100 million youths in Latin America. I'd love to hear from you: monika.aring@gmail.com."

Addison Davis MC/MPA relocated to Fort Bragg, North Carolina. Currently serving as CEO, United States Reserve Command. Selected by General Electric's Ecomagination Team as one of 11 Sustainable Innovators nationwide for 2011.

Shari Davis MPP asks, "Aren't all politics local?" Shari ran for Santa Monica City Council, an at-large election on November 6. "Check out more info at ShariDavis2012.com. Thank you, Ken-

nedy School, for helping prepare me for this endeavor!"

Barbara deVries MC/MPA has been appointed by Governor Jerry Brown as an advisor to the Professional Fiduciaries Bureau of the Department of Consumer Affairs of the State of California. "This bureau was formed after I and my colleagues worked to get licensing for the new profession of professional fiduciary. I continue to run my business, Life Management Associates, in San Francisco, providing financial and care management services to the elderly and disabled. I split my week between San Francisco and Sebastopol, California, where I have homes. My grandson, Dylan, just started kindergarten and I enjoy spending time with him."

Elizabeth McAllister MC/MPA continues her consulting work, currently advising the UN Food and Agriculture Organization on strategy and results, evaluating FAO's support to investment and supporting the Global Environment Fund as one of three international advisors for its next institutional evaluation. She and Frank have fallen in love with Argentina and spend their spare time exploring its far reaches!

Kathleen Miller MC/MPA writes, "I've retired and have been living in Mexico for the past six years in the lovely community of San Miguel de Allende in the state of Guanajuato. In addition to lots of traveling, I have been fundraising for a nonprofit child-care center, Casa de los Angeles. Lots of volunteer opportunities with this facility. Check out their website: casadelosangeles.org."

Janice Saragoni MPA is still running Saragoni & Company, a Cambridge-based public affairs firm specializing in media relations. "I married journalist and author Ben Bradlee, Jr., in 1990 and we have two children, both in college. We've marked our empty-nester status by purchasing a house—a classic fixer-upper—on the Greek island of Hydra. We're hopeful that one day our building permit will be approved."

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

Noriyuki Shikata MPP writes, "In September, I moved from Tokyo to London, after 10 years of working for the Foreign Ministry and Prime Minister's Office (as

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Nearly 100 new positions are posted in the HKS job bank every week.



Roy Watson MC/MPA writes, "Many changes since graduation. My Venezuelan wife, Chela, and I have two children, Chely Jewel, 16, and Roy Hernan, 15. We went to Roatan, Honduras, last year, where the family joined my lifelong passion by certifying as SCUBA divers. I am still specializing in business immigration law."

1984

Pina Frazzica MC/MPA spent several years in sub-Saharan Africa working in maternal and child health after Harvard. "Subsequently, I worked five years at the National Health Institute in Rome as trainer/researcher in district health management in developing countries. In 1996, the Sicilian government nominated me director general to develop a regional school of public health. Despite the complex environment, I developed CEPFAS, now a well-known European institution. In July, after my last mandate, I accepted a temporary job on the staff of the mayor of Caltanissetta while planning my next move. I would love to return to America."

Richard Gann SEF, of the National Institute of Standards and Technology's Fire Research Division, was awarded the rank of Distinguished Senior Professional. This presidential award is the highest recognition afforded a federal

deputy cabinet secretary and director of global communications) in Tokyo. I assumed the post of political minister at the Embassy of Japan in the United Kingdom. I look forward to meeting with HKS graduates in London!”

1990

Merritt Helfferich MC/MPA writes, “We’ve been busy hiking and biking, etc. We hiked 190 miles of the Camino de Santiago in northwest Spain in 2010 and in 2011 bicycled in Poland. This year we bicycled approximately 550 miles from Prague to Vienna to Bratislava and ended in Budapest. We experienced lots of great music and interesting history on that trip. Went bareboat sailing with a Tasmanian friend in Alaska. I’m doing consulting with universities and an adult education organization, and advising on grant management with others. I’m volunteering on a land trust, with Big Brothers Big Sisters, and for a small New Mexico library.”

Maria Mossaides MC/MPA returned to Cambridge four years ago to become the executive director of Cambridge Family and Children’s Service, the first social service agency in Cambridge, founded in 1873. “I finally decided to return to my soul work, working with children in the child protective system. I am working harder than I could have imagined, but I know I’m in the right place. I think of Heifetz every day as I try to “hold steady” and lead during these very hard times for non-profits.”

Hollis Robbins MPP is chair of the department of humanities, Peabody Institute of the Johns Hopkins University. She also serves on the executive board of the Center for Africana Studies at Hopkins. In 2011 she was elected to the board of the Johns Hopkins Federal Credit Union.

Pierre Spaninks HKSEE is working on a book about leadership in inspectorates (in Dutch, focusing on the role of the inspector general).

Nien Tsai HKSEE, having retired to Palo Alto as a grandparent, wrote a biography of his life in Chinese. The book was released in October by the company that publishes the largest Chinese newspaper in the United States.

1991

Karen Albano Mair MPP started working this fall with Capital Prospects, a Stamford, Connecticut, –based fund-of-

funds manager specializing in emerging, women- and minority-owned investment managers. After an 11-year career with Merrill Lynch, she had been home for the past six years focused on raising her five children.

Julie Ames MC/MPA was appointed to the board of directors of the Mira Costa College Foundation. She also wrote a chapter in the recently published book *Dead Dad’s Club*. Her business, The Cambridge Group, celebrated its fifth anniversary. Last summer Julie also performed at California’s La Jolla Playhouse with Tan Dun.

Jean-Paul Faguet MPP just published two books last summer: *Decentralization and Popular Democracy: Governance from Below in Bolivia* and *Descentralización y Democratización en Bolivia: La Historia del Estado Débil, La Sociedad Rebelde y El Anhelado de Democracia*. A new website, Governance from Below, supporting both books and related research, is now live. It features original databases and all the research tools used during 15 years of research, for free download.

Paul Martin Frenzt MC/MPA is still living and working in Vienna, one of the entrepreneurship/start-up hot spots in Europe. He is building a new incubator-like organization matching SMEs and social entrepreneurs with international investors. Earlier this year he turned his “darker inner voices” into a crime novel (just published), and is now trying to find a film producer for this “opus magnum.”

Michael Jacoby Brown MC/MPA writes, “I am providing consulting, training, and coaching for community and labor organizations (especially those that want to move from advocacy and services for their members’ leadership and learning) and thinking of doing some marketing (beyond waiting for the phone to ring), including possibly a blog on building community organizations. (Help!) Still using much of what I learned at the K-School and HBS, especially Chris Argyris’s rigorous examination of our ‘theories in action.’ And then there is trying to be a good dad, husband, friend, and community member. (Where do they teach that?)”

Kathryn Montgomery HKSEE was nominated by the governor of Maryland to serve a four-year term on the Maryland Health Care Commission. The commission is a policy and regulatory body

in the state that is addressing health care reform initiatives and health care quality and growth.

Sally Peabody MC/MPA writes, “My ‘third’ career is focused on travel, leading intimately scaled group immersions in France, Andalucia, and Turkey. Each of these cultures is richly layered, fascinating, and very worth a ‘taste.’” See yourgreatdaysinparis.com or turkish-journeys.com.

Ahmad Rami Irani MC/MPA published his fifth book. “It’s a nonfiction one: a collection of articles about my travel, and almost all have medical or scientific underpinnings, reflecting my medical training and practice background. Now some of my books are on Amazon Kindle but sometimes it is not easy to find them if you are not in the Middle East.”

Barry Sloane MC/MPA has been elected chair of the Fisher Center for Alzheimer Research at The Rockefeller University.

Evelyn White MC/MPA writes, “Recently moved from Vancouver, British Columbia, to Halifax, Nova Scotia, where I’m working on various writing projects. Would love to meet with local HKS alumni.”

Gwen Young MPP is still living in Dakar, Senegal, as the country director for Senegal, Gambia, Guinea Bissau, Cape Verde, Guinea, and Cote d’Ivoire. Her main focus of work is helping small-holder farmers and their families build their incomes and livelihoods. She also continues to remain involved in conflict resolution, peace-building, gender, and human rights issues.

1992

Juliette Fay MPP reports that her latest novel, *The Shortest Way Home*, was released in October. Her first novel, *Shelter Me*, was chosen as a 2009 Book of the Year, by the Massachusetts Center for the Book, an affiliate of the Library of Congress (which makes it government-related, right?). Her second, *Deep Down True*, was short-listed for the Women’s Fiction Award by the American Library Association. She lives in Wayland, Massachusetts, with her husband and four children. (juliettefay.com)

Eric Jankel MC/MPA has returned to the U.S. after eight years in Dubai. Now based in Tampa, Florida, and still working for Hatch.

Jack Mills MC/MPA writes, “2012 has been exciting as director of National

Network of Sector Partners. We’ve built on random assignment proof that industry sector-based initiatives (‘sector initiatives’) produce 29 percent better earnings for people with low incomes to expand helpful policy. We also support sector initiatives’ work moving people into career paths and good jobs, improving job quality, assisting employers to create good jobs, and increasing employment equity. In addition, I’ve been appointed to advisory committees for Restaurant Opportunities Center United’s Bruce Herman Memorial Fellowship, which helps restaurant workers advance, and National Call to Action, which supports efforts to create good manufacturing jobs.”

Gail Murray MC/MPA is uncontested in her bid for a third term on the Board of Directors of the San Francisco Bay Area Rapid Transit District. She was first elected in November 2004. Gail enjoyed a trip to Ireland in May with three friends she has known since high school. They rented an SUV and traveled along the entire coast, south to north and back to Shannon Airport. In July, her daughter **Julie Murray** MPP 1993 and family from North Carolina visited Gail in California. A family photo, including the two granddaughters, commemorated the get-together.

1993 | 20th reunion

Joe Guirrerri HKSEE has been awarded a certificate of appreciation from the Department of Commerce/NIST in recognition of his seven years of dedicated service as a federally appointed member of the Information Security and Privacy Advisory Board. In that capacity he served as the only industry member of an OMB task force to develop Federal Information Security Management Act metrics as guidance to all federal departments and agencies. He also chaired the 80-person TechAmerica DHS Vision Conference Team for 2012. Joe is the director of technology for PE Systems Inc., headquartered in Fairfax, Virginia. (Joseph@Guirrerri.com)

Richard Hallion HKSEE has been appointed a member of the board of trustees of Florida Polytechnic University, Lakeland, Florida, a new STEM-dedication institution. He recently co-edited (with Roger Cliff and Phillip Saunders) *The Chinese Air Force: Evolving Concepts, Roles, and Capabilities* (Washington, D.C.: National Defense

Follow the Money

In the weeks leading up to the November elections, it seemed that every other TV commercial was about a politician running for office. But where do these ads come from? And what do we know about the people who put them out?



Jennifer Hollett

For Jennifer Hollett MC/MPA 2012, this wasn’t an issue that could simply be left alone. There needed to be a way to make the world of political advertising—particularly that coming from political action committees (PACs)—more transparent. For her, a solution existed.

People can hold up their phones to a radio and use an application to find out what song is playing. So they should be able to do the same with political ads, right?

Enter the Super PAC App.

“These Super PAC commercials can cause a lot of confusion, because when you see them on TV, you only get 30 seconds to digest them,” says Hollett. “On the surface, it’s just a lot of noise. But I thought, wouldn’t it be great if you could hold something up to the TV and find out more information about what’s going on? That’s where the idea came from.”

Hollett is one of the creators of the Super PAC App, a mobile phone application that is designed to bring transparency to the election process. Users of the app can hold up their phones to a TV and find out third-

party information about where the advertisement is actually coming from. A wealth of information is available to the user, from how much money was spent on the ad to whether or not the claims it makes are based on fact.

The idea for the app came when Hollett was working on a class project for a social television course she was taking at MIT. A Toronto native who once worked as a journalist for the CBC, Hollett says that the development of the app with her cofounder, Dan Siegel, took place on an expedited schedule. They hatched the idea for it in February and presented it in May. But by then, they were already planning to take things beyond the classroom. They knew they had a winner on their hands.

“By June, we started looking for funding for the app,” says Hollett. “The biggest challenge we were facing was our time line, because the election in November was fast approaching and we had no way of moving that.”



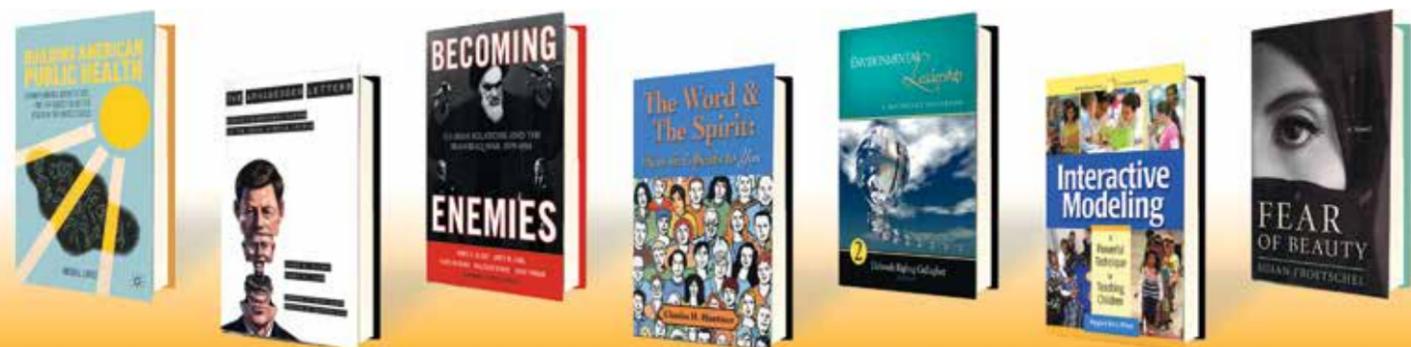
The Super PAC App lets your smartphone listen to campaign commercials (above) and tells you which groups are behind them (right).

The pair eventually received a grant from The Knight Foundation, a Miami-based organization that supports “transformational ideas” and believes in engaging and informing the people and the community. Hollett and Siegel will continue to develop the wildly successful app—it was the most popular free news app in the iTunes App Store and also made it into the top 100 free downloads—now that the election is over, though they haven’t yet decided what direction they’ll take.

For now, Hollett is just happy to help bring transparency to the election process.

“I think transparency is a must for a healthy democracy,” says Hollett, and adds that working on the app has become her full-time job.

“We hope this app gives users the opportunity to tune in to what’s going on. It gives people the chance to engage and to dig deeper.”



Building American Public Health: Urban Planning, Architecture, and the Quest for Better Health in the United States

Russell Lopez MCRP 1981
Have you ever wondered why American cities and metropolitan areas look the way they do? Were there any reasons to build single-family homes on large lots, high-rises made of glass and steel, or brick row houses with steep stairs? A new book explains the impacts of changing ideas about health and disease on housing design and community development, including how health concerns contributed to common features in the urban environment. The book demonstrates that long after medical science moved on to contagion models of disease, building and zoning codes continued to rely on outmoded theories of disease causation.

The Armageddon Letters: Kennedy/Khrushchev/Castro in the Cuban Missile Crisis

Janet Lang MPA 1982, Jim Blight MPA 1984
Organized around the letters exchanged between the leaders as the crisis developed, and augmented with personal details of the circumstances under which they were written, considered, and received, Lang and Blight’s book poignantly documents the rapidly shifting physical and psychological realities faced in Washington, Moscow, and Havana. The result is a revolving stage that allows the reader to experience the Cuban Missile Crisis as never before—through the eyes of each leader as he moves through the crisis. *The Armageddon Letters* transports the reader back to October 1962, telling a story as gripping as any fictional apocalyptic novel.

Becoming Enemies: U.S.–Iran Relations and the Iran–Iraq War, 1979–1988

Janet Lang MPA 1982, Jim Blight MPA 1984
Hussein Banai, Malcolm Byrne, John Tirman
Becoming Enemies brings the unique methods of critical oral history, developed to study flashpoints from the Cold War such as the Cuban Missile Crisis, to the understanding of U.S. and Iranian relations from the fall of the shah in 1978 through the Iranian hostage crisis and the Iran–Iraq war. Scholars and former officials involved with U.S. and UN policy take a fresh look at U.S.–Iranian relations during this time, with special emphasis on the U.S. role in the Iran–Iraq war.

The Word & The Spirit: How God Speaks to You

Charles Huettnner MC/MPA 1985, HKSEE 1983
If we cut through all that is said about God, religion, and the Bible, there is a central message that God has told eyewitnesses to tell us. This message sometimes gets overlooked in all the religious discussion. This book will provide you with a big-picture view that ties together the Bible, scholarly research, Christian belief, and the Spirit’s work in your life.

Environmental Leadership: A Reference Handbook

Deborah Rigling Gallagher MPP 1986
This two-volume set tackles issues relevant to leadership in the realm of the environment and sustainability. Volume 1 considers such topics as environmental thought leadership, political leadership,

governmental leadership, private sector leadership, nonprofit leadership, signaling events, and grassroots activism. Volume 2 covers the particular intractable characteristics of environmental problem solving.

Interactive Modeling: A Powerful Technique for Teaching Children

Margaret Berry Wilson MPP 1988
Unlike conventional modeling, interactive modeling gives children an active role, which helps them stay engaged and better remember what they learned. It uses a seven-step format that entails showing children exactly what to do, helping them notice key elements, and giving them practice while the teacher coaches. This format makes interactive modeling an efficient way to help children learn to carry out a procedure or routine correctly and remember it for next time.

Fear of Beauty

Susan Froetschel MC/MPA 1989
The battered body of an Afghan boy is found at the base of a cliff outside a remote village in Helmand Province, Afghanistan. Did he fall, as most of the villagers think? Or is this the work of American soldiers, as others want to believe? Not far from the village, the U.S. Army has set up a training outpost. Sofi, the boy’s illiterate young mother, is desperate to find the truth about her son’s death. But extremists move in and offer to roust the “infidels” from the region, adding new pressures and restrictions for the small village and its women. We hear two sides of this story. One is Sofi’s. The other is that of U.S. Army Special Ranger Joey Pearson, who is in this faraway place to escape a rough childhood and rigidly fundamentalist parents.

University Press in association with the Center for the Study of Chinese Military Affairs, Institute for National Strategic Studies, 2012).

Katia Hetter MPP writes, “After almost four years of freelancing and full-time parenting, I happily returned to work as a features writer/producer at CNN.com in Atlanta. I write about aviation, parenting, popular culture, and other fun stuff.” (*katia.hetter@turner.com*)

Andrew Romanoff MPP writes, “An elder statesman at 46; term-limited out of the state legislature after eight rewarding years. Now working for a Colorado-based NGO (*ideorg.org*), aiding farmers in Africa, Asia, and Latin America. Leading an effort (*dgonet-work.org*) to create the world’s first collaborative center for international development, a command post for 30 like-minded organizations. Glad to hear from classmates with similar interests or itineraries (Denver, Dakar, Delhi . . .)”

Stamen Tassev HKSEE writes, “Dear friends, the last eight years instead of writing a book or sailing the ocean I served in a non-governmental organization—Bulgarian business leaders forum—and was promoting a law to restrict the cash payments in my state. I succeeded, and the law was adopted by the parliament. Now I work for the family business of my sons, who run the National Battery Company. Hope to see you in May 2013 and to invite you personally to pay a visit to Bulgaria. With best regards, Stamen.”

Manar Zarroug MPP writes, “Hello classmates, I got married the same year we graduated, and we have four kids now. The oldest just started college. I’m living in Abu Dhabi, UAE, and am the founder/manager of a venture capital firm. I’m working mostly on African and Asian SME projects. Let me know if you want to catch up.” (*manar@omniaventures.com*)

••• 1994

Bob Durfey MC/MPA, just completing work in Singapore, is back in the Boston/New York City area facilitating roundtables and doing executive coaching with Halftime. Serving on boards for both Africa Inland Mission and New Tribes Mission, he is using his aviation safety background and leadership experience in the Coast Guard to serve these nonprofit organizations. He has been asked to host a group of business leaders to northern India for a

10-day trip, meeting with government and religious leaders. “Is anyone interested in joining them?”

Shaunti Feldhahn MPP writes, “It’s been an amazing few years. Unexpectedly, now using my HKS skills as a social researcher and best-selling author on relationships, uncovering the most important surprises about the people who are most important to us. My books, like *For Women Only: What You Need to Know About the Inner Lives of Men*, have hit a nerve, selling 2 million copies in 22 languages! I’m speaking at events in corporations, churches, and communities globally; seeing lots of ‘aha moments,’ lots of life change, marriages saved, careers transformed, etc. Amazing. Married to Jeff (HLS 1993) and have two great kids.”

Nasim Firdaus MC/MPA in 2002 became the first female career ambassador of Bangladesh and served as ambassador in Indonesia, Egypt, Cyprus, East Timor, and Papua New Guinea until 2007. “After retiring in 2008, established the Bangladesh Alliance for Women Leadership and the first ever Leadership Training Academy in Bangladesh to train women for leadership positions. Trained more than 500 women political leaders, including members of parliament, to date. Published the first ever *Who’s Who* directory of women achievers of Bangladesh in 2010, revised in 2011. Currently looking for funding and support to make the Leadership Training Academy sustainable.”

Jeffrey Franks PHD has recently taken over as IMF mission chief for Pakistan after seven years working in the IMF’s European Department, most recently as head of mission for Romania.

Clifford Garstang MC/MPA, of Staunton, Virginia, has published his second book, *What the Zhang Boys Know* (Press 53, 2012), a novel in stories set in Washington, DC. A returned Peace Corps volunteer and a former lawyer with the World Bank, Clifford often deals in his fiction with multicultural issues and the personal experiences that we all share and recognize. He is currently the editor of *Prime Number Magazine*.

Susan Hackley MC/MPA writes, “Enjoying my 11th year as managing director of the Program on Negotiation at Harvard Law School, where I get to think all day about how people deal with conflict. Am on the board of trustees for Alaska, an environmental law firm fighting global warming. Camped in the Arctic National Wildlife Refuge with my son last June—

a wonderful experience 12 miles from the Arctic Ocean. Everyone should visit Alaska someday . . .”

Lisa (Martin) Henrickson MPP, her husband, Roy, and two-year-old daughter, Madelynn, welcomed Ethan Colin Henrickson on September 17, 2012.

Jeffrey Jones HKSEE published his first novel, *Heat*, in November 2011. “It’s based on a true story of a doctor who goes into the lowlands of South Carolina in the 1960s to treat the indigent population for nutrition-based and parasitic diseases and conditions. There is an air of tragedy about the man and his wife, who are addicted to morphine.”

Edson Kondo PHD went back to the Catholic University of Brasilia at the end of 2007, and has been working as the director of the undergraduate management program since 2009. “My priority has been to implement an innovative curriculum geared toward sustainable business practices. Among recent achievements, the management program led the university to be one of only three universities accredited at the Rio+20, taking 90 students as delegates or participants. Three weeks ago, the management program was the only program from our university to be ranked among the top 30 out of 1,800+ management programs in Brazil. Cheers.”

Sergio Loya HKSEE is currently the project manager advising the U.S. Department of State on contract matters with global implications. “After I started our firm’s Pacific Island practice, I was successful in capturing our current long-term State Department contract—the largest for our firm in years. I’m ready for larger, more complex opportunities with an international component. The HKS executive program taught me how to think and focus on practical solutions to real-world problems. I have found success by failing many, many times. Neither success nor failure is final; the courage to continue is what is significant.”

Glenn Schmitt MPP recently completed another yearlong military deployment, this time to Afghanistan, where he was the advisor to the legal staff of the Afghan National Army’s 209th Corps. He was stationed at Camp Spann, near the historic city of Mazar-e Sharif in northern Afghanistan. Glenn is a lieutenant colonel in the U.S. Army Reserve and deployed to Iraq in 2005. He has now returned to his “real job” at the U.S. Sentencing Commission in Washington,

where he directs its 50-person Office of Research and Data.

••• 1995

Mueen Batlay MPP writes, “For the past two years I have been serving as a member of the Competition Commission of Pakistan, the country’s antitrust body, very busy breaking cartels, reviewing mergers, and cracking down on deceptive marketing. Before that, I started an investment banking firm, Capital Resource, focused on raising equity for medium-sized businesses. My wife, Mahvish, is with HSBC Bank, and our nine-year-old daughter, Adeera, just won a medal at a provincial-level swimming competition. We are also in the midst of forming an HKS Club in Pakistan, so once we get our act together, we hope to be more connected with HKS.”

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www.hks.harvard.edu/jack

More than 5,000 alumni and current students log on to the HKS job bank every week.



Ross Cornelius HKSEE assembles public and private resources to produce mixed-use community development projects. His firm partners with nonprofit organizations to develop intentional communities offering focused services, affordable housing, and historic redevelopment. He serves on two boards, and has helped develop a capital plan for a large downtown church. Ross recently piloted an oar raft down the Grand Canyon. He is married with one daughter, and lives in Portland, Oregon.

Gregg Fields MC/MPA is back at Harvard—but not as a student. “I was named a 2012–2013 research fellow at the Edmond J. Safra Center for Ethics, next door to the Kennedy School. For most of my journalism career at *The Miami Herald*, I covered banking, and my Safra work—using knowledge and tools I learned at HKS—is searching for factors that have weakened U.S. financial regulation, rendering it ineffective during the worst financial crisis since the Great Depression.”

Tami Kesselman MPA is in the final stages of prelaunch for the UN Wireless

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Initiative (UNWIRED Global), garnering thought leadership from around the world on programs leveraging mobile (social media, SMS, cloud computing, RFID) to solve some vexing global development challenges.

David Moran HKSEE was the Libertarian Party candidate for governor of West Virginia in 2012. “Will keep you posted on progress.”

1996

Monica Davila HKSEE writes, “Saludos para mis compañeros de MPA 1996. Ahora estoy trabajando como Profesora e Investigadora en la Escuela de Gobierno y Administración Pública (EGAP) en Ecuador. Me gustaría recibir información sobre maestrías en gestión pública en las universidades latinoamericanas.”

Jeremy Hunter MPP married graphic designer Tomo Ogino in Santa Barbara, California. He was also promoted to assistant professor of practice at the Drucker School of Management. His executive Mind and Practice of Self Management courses were recently featured on NPR’s *Morning Edition*. He also gave the keynote lecture at the Mindfulness in Business conference in Stockholm as well as participated in the first large-scale Academy of Management panel on mindfulness and management. After all that, he took a long nap.

Benjamin Kahn MPP returned to the United States from UN work in Indonesia and South Sudan to take up a position at the Federal Reserve Bank in its Kansas City economic research division.

Jeffrey Lee MC/MPA retired from 25 exciting years in the U.S. Coast Guard chasing drug smugglers from Alaska to South America, keeping critical frozen waterways open in the Great Lakes, and developing curricula and training Coast Guard and Navy personnel in anti-terrorism force protection immediately after the tragedy of 9/11. He worked as a

Department of Defense contractor in foreign military sales for two years at the Space and Naval Warfare Systems Command, and is now working as the Navy’s only maritime mining officer in advanced underwater warfare at the Naval Mine and Anti-Submarine Warfare Command in San Diego.

Patrick Mendis HKSEE was appointed by Secretary of State Hillary Clinton as a commissioner to the U.S. National Commission for UNESCO. He previously served as an American diplomat and a military professor during the Clinton and Bush administrations. He is a distinguished senior fellow in the School of Public Policy and an affiliate professor of public and international affairs, both at George Mason University.

Guy Swan NSF retired from active duty in the U.S. Army in February and joined the Association of the United States Army as vice president. He was recently appointed to the FEMA National Advisory Council.

Antonio Torres MC/MPA has been re-elected for a fourth term as an elected member of the Massachusetts Housing Finance Agency’s Employees Retirement System. “Also, I continue to serve on the LISC-Boston Advisory Board and as cochair of the Mel King Institute for Community Building.”

Rolando Vela HKSEE was recently selected to be chair of the Regional Small Cities Coalition (RSCC) in the Rio Grande Valley. This is a regional organization of cities under 20,000 under the umbrella of the Lower Rio Grande Valley Development Council. The purpose of the RSCC is for cities to work together and collaborate on regional projects. As the city manager of Laguna Vista, Texas, Rolando continues to be a strong advocate for regionalism, collaboration, and the importance of public/private partnerships.

Diego von Vacano MPP received tenure in Texas A&M University’s politi-

cal science department last year. “My new book, *The Color of Citizenship: Race, Modernity and Latin American Political Thought*, came out with Oxford University Press a few months ago. I was a fellow at the Institute for Advanced Study at Princeton and at Stanford before coming back to Texas A&M. I am now working on a book on immigrant identities.”

Azzie Young MPA is the president and CEO of Mattapan Community Health Center in Boston. The health center held its grand opening and ribbon cutting on September 10 for its new \$34M green and healthy building in Mattapan Square (the heart of a Boston neighborhood). The four-story building has retail space on the ground floor for Citizens Bank and cvs pharmacy, the first pharmacy in Mattapan Square in more than 30 years. In the new center, Mattapan CHC will be able to see more patients, provide more health services, and build a healthier community with its partners.

1997

Seung Choi MC/MPA has been working on nuclear energy projects prior to and also after HKS. “I am happy to work for developing a new-generation safer nuclear power technology at NuScale Power, LLC. You might think it is a bit out of track as an HKS career, but I’m pleased with my contribution to the energy arena. Have a wonderful life, whatever you do!”

Pablo de Lafuente MPA writes, “Last year, after living six years with my family in Brazil and Paraguay, I moved back to Argentina to work in soybeans, still with Monsanto.”

Yasukazu Fuse MC/MPA reports that his ninth book has just been published.

Mark Ghilarducci HKSEE was appointed in February 2012 by Governor Edmund Brown as secretary of the California Emergency Management Agency and homeland security advisor.

Rachel Gisselquist MPP writes, “My husband, Omar McDoom, and I welcomed our first baby, Zara Kiyoko McDoom, on April 26, 2012. I am currently a research fellow with the United Nations University’s World Institute for Development Economics Research in Helsinki.”

Leith Greenslade MPA was appointed cochair of child health at the MDG Health Alliance. The Alliance was launched in May 2012 to support Every

Woman, Every Child, an unprecedented global movement spearheaded by the UN secretary general to mobilize global action to improve the health of women and children. The Alliance works with many partners to accelerate achievement of the health-related Millennium Development Goals by 2015. See mdghealthalliance.org for more details.

Donald Gross HKSEE reports that his book on U.S.–China relations — *The China Fallacy: How the U.S. Can Benefit from China’s Rise and Avoid Another Cold War* — was published by Bloomsbury in October. The book argues that the best way to overcome the “China threat” and advance U.S. interests in East Asia is by achieving a stable peace with China through the resolution of outstanding security and economic conflicts between the two countries. “I hope it will be of particular interest to Kennedy School students, faculty, and alumni. For more information, please go to donaldgross.net.”

Fred Kacher MPP completed his tour as special assistant and lead speechwriter to the chairman of the Joint Chiefs of Staff. Promoted to the rank of captain last year, he has been selected to join the command team of the U.S. Navy’s first destroyer squadron in Singapore. Fred’s book on leadership for new officers, *The Newly Commissioned Naval Officer’s Guide*, has recently been selected for use in the Navy’s training program for new officers preparing to join their first ship.

Yekyu Chung Kim MPP, after serving as legislative management officer for House affairs under Secretary Clinton at the State Department since 2009, writes “I am taking a one-year break to spend time raising my two children, ages seven and 11. I had gone to the State Department after working in Senator Clinton’s NYC office for six years as deputy director of constituent affairs.” Yekyu is married to fellow HKS alumnus **Mark Kim** PHD 2002, and they reside in Washington, DC, and New York City.

Pol Klein MC/MPA writes, “It was fantastic to see everyone at our 15th reunion in May, and I’m sending light to those who were unable to attend. Presently, I’m designing visual communications as a multimedia designer and developer for international health policy on topics such as family planning and HIV/AIDS for governments around the world. I’m also teaching graphic & web design/development part-time at Boston University

Center for Digital Imaging Arts, Georgetown campus here in DC.”

Christopher LaMonica MPP writes, “After a five-year stay in New Zealand (where my wife, Nikki, landed the most amazing job in the world: park ranger!) I returned to New England to teach government courses at the U.S. Coast Guard Academy. Already very occupied with two beautiful girls, Olivia, three, and Lucy, two, we were blessed with the arrival of baby Leonardo on August 28, 2012.”

Alex Rodriguez MPP was appointed as director of the Southern Arizona Regional Offices of the Arizona Technology Council in August 2012 to help science and technology companies advance their goods and services to global markets. Visit aztechcouncil.org for information. Alex speaks to businesses, nonprofit organizations, and universities on business leadership and motivational topics. He is currently writing a book on the use of influence in leadership roles, called *Influential Power: How to Give Power Away and Earn More Influence*, scheduled for release in 2013. You can reach Alex directly at alexrodriguez@post.harvard.edu.

Carrie (Miller) Smith MPP writes, “My husband and I became foster parents nearly three years ago, and ever since then have been fighting a protracted legal battle to adopt our first placement of a sibling group of three kids. We hope to get everything straightened out and the adoption finalized before year-end. It’s been a long and painful road, but hopefully things will come together soon.”

1998 | 15th reunion

Sarah Boyce (Lum) Borzilleri MC/MPA is living out in the idyllic North Fork of Long Island (opposite the Hamptons) with her husband and two daughters, 10 and 11 years old. Pumpkins, wineries, and tourists dot the landscape. Recently left contract work and now venturing into dual interests of Russian exchange and K–12 enrichment. Would love to hear from classmates and others with an interest in the 2014 Olympics, 2018 World Cup in Sochi, Russian language, and/or innovative education modules in any subject. sboyceb@gmail.com

Stephen Gantz MPP recently completed a book titled *FISMA and the Risk Management Framework: The New Practice of Federal Cyber Security*, informed

by a long history of working to implement effective security management practices in federal government agencies. It provides a comprehensive assessment of legislative, regulatory, and policy requirements to provide security and privacy for federal agencies and their information systems.

Bryan Glascock MC/MPA was recently named commissioner of inspectional services for the City of Boston by Mayor Thomas Menino. ISD is responsible for building permits/inspections, housing and health inspections, code enforcement, and weights and measures. Bryan had previously served as commissioner of environment, responsible for sustainability/climate change programs, energy efficiency, air and noise pollution, wetlands protection, and historic preservation and archaeology. Bryan lives in Boston with his wife and three children.

Gustavo Martinez Pandiani MC/MPA has published a new book titled *Public Diplomacy and Mass Media*, Ediciones del Salvador, 2012.

John Moss HKSEE was elected to a nonpartisan at-large seat on the Virginia Beach, Virginia, city council.

Hector Soliman MC/MPA has recently relocated to Bangladesh to take up the post of project team leader for the Community Legal Services Project, funded by DFID and implemented by Maxwell Stamp (communitylegalservice.org).

Dinky Soliman MPA, his wife, is back in government as secretary for social welfare and development since June 2010 (dswd.gov.ph). “Check us out online.”

Susan Thornton MC/MPA was recently appointed director of engineering and technical management for Air Force Materiel Command. As such, she is the senior technical advisor to the commander in support of the command’s mission. She leads the development and implementation of engineering policies and practices spanning science and technology, research, development, test and evaluation, sustainment focused on achieving fleet operational safety, suitability, and effectiveness. She also directs development of new initiatives designed to improve the recruitment and career management of the command’s 12,000 military and civilian scientists and engineers.

1999

Amr Abdallah MC/MPA writes, “The year 2012 marked a change in my life. My second child was born in July, a baby

girl, and I named her Farah. Thus we became a family of four: Amr, Noura, Farida, and Farah. I also accepted a job in Washington, DC, with the International Foundation for Electoral Systems, and started a very interesting phase in my career, building on my Middle East and field experience. Life has changed in 2012 for me and my family, but for the better; change is good, but requires a lot of adaptation.”

Takao Aiba MPP writes, “After two years work in Brussels, I have come back to Japan. Still at Toyota, I am now in charge of the sustainable mobility project of the World Business Council for Sustainable Development.”

Hazel Edney MC/MPA is now president of her own communications firm, Trice Edney Communications, LLC, and editor in chief of her own newswire, *TriceEdneyWire.com*. “Blessed with numerous accomplishments and awards since 1999, including an American Political Science Association Congressional Fellowship in the office of Senator Ted Kennedy (1999–2000); became Washington correspondent, then editor in chief of NNPA News Service (2000–2010); graduated from HKS Women and Power Executive Leadership (2006); elected to the Virginia Communications Hall of Fame (2009); received New America Media Career Achievement Award (2011); named Black America Web’s “Living Legend” (2011); and slated to receive Truth Award from National Congress of Black Women (September 23, 2012).”

Sergy Kasyanov MC/MPA writes, “Hello fellow schoolmates, I am in Toronto, Canada, with the Council for Advancement in Professions and Engineering. The mission of our organization is to enhance global professional labor resource mobility and optimal allocation. We came up with a new online global talent optimization tool. It allows matching of the human resource demand and supply, expressed in the personal profiles in terms of competencies by chosen geographical areas, as well as performing a labor market analysis by selected professions in real time. It also calculates the skills/competencies gaps and allows developing training/study curricula to fill it. See it at capeinfo.ca, engineers360.net.”

Oramenta Newsome HKSEE is executive director of LISC Washington, DC. Published the book *Becoming What We Can Be: Stories of Community Development in Washington, DC* on September

24, 2012 (lisc.org/washingtondc). This book chronicles stories of community development in Washington, DC. It gives insight into a movement that dreamed big, weathered setbacks, and persevered, bringing unimagined rebirth to neighborhoods such as Columbia Heights, Shaw, and the H Street Corridor. A clear and compelling account, it is a must read for anyone interested in resident-led movements and neighborhood revitalization.

Amina Rasul-Bernardo MC/MPA was the keynote speaker on September 10, 2012, at the International Symposium on the Strategic Role of Religious Education in Peace Culture Development, organized by the Indonesian Ministry of Religious Affairs in Bogor, Indonesia. She asked, “What is the role of religious education in establishing the foundation for peace? For pluralism? For human rights? Accountability of leaders? Responsibilities of the governed? For democracy?”

Corina Santangelo MPA, after a brief “motherhood hiatus,” has started working at Intellego, a Mexican technology company, helping restructure its government practice. She is a board member of ChildFund Mexico, an NGO focused on underprivileged communities, and actively participates at Club de Harvard México, where she acts as treasurer. Married to **Esteban Levin-Balcells** MPP, has two kids, Martina, seven, and Tristán, five, and enjoys being home-room mother at the American School in Mexico City.

2000

Beatrix (Schmelzle) Austin MPA writes, “Two ‘babies’ were born within the past 14 months: our book, *Advancing Conflict Transformation: The Berghof Handbook II* (berghof-handbook.net), was published in July 2011; and — putting many things in perspective and changing life forever — our little Robin Isabella Rosa was born in July 2012.”

Ed Barker MPA dove deep into the local food movement, becoming the executive director of Land’s Sake last June, a community-based farm and conservation organization in Weston. “It’s a blast. We grow about 60 crops on 20 acres in suburban Boston, and we run programs to reintroduce kids and adults to food, their local farm, and sustainability. I have a new appreciation for weather, no two days are alike, and community-building skills are central to what we do. Stop by the farm

stand to pick up some fresh veggies when you're in town!"

Bill Chipman MC/MPA is releasing his second novel, *Last Seen in the Caribbean*, in October. His first, *Sucker's Dance*, is currently available. *Last Seen in the Caribbean* is a thriller/mystery. It will be available through Amazon.com, on all e-reader formats, and at independent bookstores in New England. More information is available at billchipman.com.

Matthew Clausen MPP continues to promote international volunteering at Partners of the Americas and now as the new chair of the Building Bridges Coalition, initially a project of the Brookings Institution's Initiative on International Volunteering and Service and now a consortium of leading organizations working collaboratively to promote the field of international volunteering. As part of the UN International Year of Volunteers +10 last year, Matt brought 900 youth volunteer leaders to Barranquilla, Colombia, for the 2nd World Summit for Youth Volunteering. He lives with his wife and two daughters in Washington, DC.

Aaron Goldzimer MPP writes, "After about 10 years doing international environmental, human rights, and development advocacy in Washington, DC, I decided to head back into academia. I was a fellow at Stanford's Graduate School of Business last year and am now just starting Yale Law School... would love to hear from classmates!"

Henry Gonzalez MPA writes, "After spending six years in New York, Gloriana and I moved to Paris in the summer of 2010 and decided to make it our home for the moment. Ignacio, our son, was born last year, and we are enjoying him greatly. After six years, I left Morgan Stanley last fall and embarked on a hybrid academic and professional path. I am a PhD candidate at La Sorbonne (Paris 1), and an entrepreneur-in-residence at the University of Oxford. On December 1, I took on a new professional role as head of research for responsibility Social Investments, based in their Paris office."

John Haederle MC/MPA was recently hired as deputy director for the Pew Environment Group, a 250-person unit of The Pew Charitable Trusts in Washington, DC. In his role, John oversees all operational aspects of Pew's domestic and international environmental programs.

Stephen Jacob MPP and his wife, Chin Chern Soen, welcomed Zoe Nathalie Jialing Jacob to the world on February 16, 2012. They relocated to Singapore from Chicago in 2010.

Karen Kalish MC/MPA in St. Louis has founded and runs HOMEWORKS! The Teacher Home Visit Program, which is training and paying teachers in low-income underperforming schools to make teacher home visits to get parents involved in their children's education. The data is exciting and promising. "If you're in or near St. Louis, please visit. **Jeff Katz** MC/MPA is coming in October to spend time and share his expertise with the Foster and Adoptive Care Coalition. **Alan Leifer** MC/MPA came in August to get his son settled at Washington University (**Fleming Duarte's** MC/MPA son Raul attends, too) and will come back for Parents Weekend."

Jason Kearns MPP was recently promoted to the position of chief international trade counsel (minority) to the Committee on Ways and Means in the U.S. House of Representatives. He lives in Washington with his wife, Lindy, and three children, Eleanore, nine, Keevan, seven, and Sander, four.

Kathleen MacKenzie HKSEE, after more than three years in Europe, is in Toronto managing public affairs for a renewable energy developer, Horizon Wind. "While Ontario has taken admirable measures to encourage renewable energy, cities and towns have been reluctant to accept this new industry. We're experimenting with community partnership models and other ways of winning local support."

Francesco Matteini MPA successfully closed the merger between two online brokers he helped to launch. The merger created the sixth largest online broker in the United States, with over half a million customers and \$2.5 billion in assets. Now that his bicoastal commuting is over, April, Philip, 11, and Ingrid, nine, are bracing for the prospect of spending more time with him in Miami.

Diana Topcic-Rosenberg MC/MPA less than two years ago founded ADOPTA, an association for and run by the adoptive community, dedicated to improving the legislation, procedure, and success of adoption in Croatia. From a small group of 10 members, ADOPTA today is a major force for change, shaping the public debate on adoption. Apart from providing services to adoptive families and working with the government on new

adoption legislation, ADOPTA, in cooperation with the Ministry for Social Policies, held the first adoption conference in Croatia in October, with the participation of over 100 centers for social welfare, children's homes, and family centers.

2001

Luis-Felipe Arizmendi HKSEE has been recently elected as chairman of the board of the Asociacion de Sociedades Agentes de Bolsa del Peru (ASAB) for the period 2012–2014. ASAB is the nationally recognized body by the Superintendencia del Mercado de Valores del Peru that gathers the vast majority of stockbrokers and securities dealers in the Republic of Peru.

Isaac Ashkenazi MC/MPA is a retired colonel of the Israeli Defense Forces, an international expert on crisis management and leadership at Ben Gurion University of the Negev, and director of urban terrorism preparedness at the National Preparedness Leadership Initiative at Harvard University.

Cristopher Ballinas Valdés HKSEE finished his doctorate in politics at the University of Oxford prior to being appointed senior advisor to the deputy minister for the interior in Mexico in 2010. He is currently deputy director general for planning and social participation at the Welfare Ministry. He also serves as associate assistant professor in public policy at the Instituto Tecnológico Autónomo de México. There he focuses on the effects of political institutions on policy outcomes. His latest book, *Political Struggles and the Forging of Autonomous Government Agencies* (Palgrave Macmillan), is out now.

Jean-Martin Bauer MPP, his spouse, and three children have moved to Rome after spending the past 11 years in Africa. Jean-Martin has taken up a new position as head of the food security monitoring team at the UN World Food Programme's headquarters.

Abs Bautista HKSEE is also the chairman of the board of newly established Absolutely Valuable Holdings Inc., a holding company involved in architectural design, pension reform, food services, handicrafts, commodities trading, collectible toys, collectible sports cars, construction, and education. Search "absolutely valuable holdings" in Facebook for more information.

Albert George MPP is the founder of the Georgia Green Economy Summit,

which is working to promote green economy growth in the State of Georgia. We held the third annual Georgia Green Economy Summit on September 27, hosted by the University of Georgia Terry College of Business Executive Education Center in Atlanta. The goal of this year's summit was to develop a strategic framework that could become the precursor to a Georgia Green Economy Strategic Plan. Sponsors of this year's 2012 Georgia Green Economy Summit included: Starbucks, Subway, Coke, and the Amazon Reforestation Project, Inc. Lance Wright was the moderator.

Gabriel Grant MPP writes, "I remain delighted to be living in Seattle with my spouse, Allegra Calder, and I am happy to report that I was recently appointed a Runstad Fellow. The yearlong travel and teaching fellowship is an initiative of the University of Washington's Runstad Center for Real Estate Studies. I continue my professional real estate work at HAL Real Estate Investments, where I am vice president, and try to spend as much time as possible outside on my bike or on cross-country skis."

Cynthia Hogle MC/MPA has returned from Afghanistan, where she served as an analyst with the U.S. Army. Her work resulted in what is respected as the seminal report regarding women in the southern region and the establishment of the Malalai Anaa Center for Women and School for Girls (which she continues to support). The report inspired additional research and initiatives by the Army to benefit Afghan women. Cynthia is currently working with Thom Steinbeck and HKS alum **Matt Collier** MC/MPA 1993 to establish a national nonprofit organization that will empower local communities to provide counseling and resources for veterans and their families who suffer from PTSD.

Finbarr Livesey MPP has recently been appointed as the acting director for the PHIL in technology policy at the University of Cambridge. "Thirty-five students turning up in a week, and lots to do before they get their teeth into the program."

Nick (Dominic) Lowery MC/MPA writes, "Miss my awesome MPA classmates! Please get in touch! In Phoenix now. Honored to be added to the Keppler Speakers Bureau top speakers team. Also doing diversity leadership training across the country for rising adults, from Dartmouth College to prison youth on the Pine Ridge Reservation — go to Loweryspeaks.com. We work to increase

ALUMNI PUBLICATIONS



Testifying Before Congress

William LaForge HKSEE 1990

As a practical guide to assist witnesses and their organizations in preparing and delivering congressional testimony, *Testifying Before Congress* is designed for use by anyone or any organization called upon to testify before a committee of the U.S. Congress, and for those who are providing assistance in preparing the testimony and the witness. This book can serve as a guide through the unique maze of the congressional hearings process for virtually any witness or organization.

The Shortest Way Home

Juliette Fay MPP 1992

Sean Doran has spent 20 years as a nurse in Third World war zones and natural disaster areas, fully embracing what he always felt was his life's mission. But when burnout sets in, Sean is reluctantly drawn home to Belham, Massachusetts. There he discovers that his steely aunt, dramatic sister, and quirky nephew are having a little natural disaster of their own...and that the bonds of love and loyalty might just rewrite what he once thought he knew about his purpose in life.

What the Zhang Boys Know

Clifford Garstang MC/MPA 1994

Set in a condominium building on the edge of Chinatown in Washington, DC, these stories present the practical and emotional struggles of Zhang Feng-qi, originally from Shanghai, to find a new mother for his sons following the death of his American wife. Along the way, the stories spotlight Zhang's neighbors as they seek to fill gaps in their own lives.

Leadership and Policy Innovation From Clinton to Bush:

Countering the Proliferation of Weapons of Mass Destruction

Joseph Cerami HKSEE 1995

Throughout the Cold War, there were long-standing efforts to control the spread of weapons of mass destruction through extensive arms control, deterrence, and defense programs. Since then counterproliferation efforts by the U.S. and international community have accelerated. Given the attention to counterproliferation in the past decade, how effective was the leadership of President Clinton and his secretaries of defense Aspin, Perry, and Cohen in providing innovative and effective policies for countering the proliferation of WMD?

Elihu Washburne: The Diary and Letters of America's Minister to France During the Siege and Commune of Paris

Michael Hill MC/MPA 1995

A confidant of Lincoln and Grant during the Civil War, Washburne was appointed minister to France in 1869, arriving in Europe shortly before the outbreak of the Franco-Prussian War. When Bismarck ordered the Prussian army to lay siege to Paris, Washburne — alone among major-power diplomats — remained at his post, determined to protect Americans and German nationals trapped in Paris. After the French capitulation, new horrors struck Paris. The government was toppled by a band of violent revolutionaries, known as the Commune, who embarked on a reign of terror that filled the streets with blood. Once

again, Washburne stepped forward to help wherever he could until the Commune collapsed and its bloody orgy ended.

The Color of Citizenship: Race, Modernity and Latin American Political Thought

Diego von Vacano MPP 1996

The role of race in politics, citizenship, and the state is one of the most perplexing puzzles of modernity. While American political thought has been slow to take up this puzzle, von Vacano suggests that the tradition of Latin American and Hispanic political thought, which has long considered the place of mixed-race peoples throughout the Americas, is uniquely wellpositioned to provide useful ways of thinking about the connections between race and citizenship.

The China Fallacy: How the U.S. Can Benefit from China's Rise and Avoid Another Cold War

Donald Gross HKSEE 1997

The United States is now at a historical crossroads in the Asia Pacific. It can either continue seeking to contain China while adopting more protectionist measures that restrict Chinese trade and investment. Or it can strive to achieve a new paradigm for improved U.S.–China relations, drawing on America's superior military, economic, and political power. Gross, a former White House and State Department official, argues that the best way to overcome the "China threat" and advance U.S. interests in the region is by achieving a stable peace with China through the resolution of outstanding security and economic conflicts between the two countries.

Under the Hood



Katharine Lusk



Boston's City Hall To Go truck brings City Hall to the neighborhoods. In January, the truck strayed across the river for a visit to the Harvard Kennedy School yard.



The name of the fellowship that brought Katharine Lusk MPP 2012 to Boston's City Hall last summer was prophetic. The Urban Mechanics program, which attracts top graduates to work in city government, bears Mayor Thomas Menino's nickname—one earned from his devotion to the gears and cogs that power government at the most local level, as well as his willingness to tinker with the machinery. So it was apt that straight after graduating from the Kennedy School last summer, Lusk was tasked with putting City Hall on wheels.

The City Hall To Go project was born out of brainstorming sessions held by Menino and his top staff in response to the Mayors Challenge (funded by the New York City Mayor Michael Bloomberg's philanthropic foundation in order to foster innovation in local government). It's a sort of good government food truck that aims to bring City Hall to the neighborhoods. And it's the sort of project that Lusk came to the Kennedy School to be involved with.

After a decade working in consulting and marketing she made a "course correction," steering her career back toward a long-held interest in public service. Though she could have

qualified for the mid-career master program, Lusk opted for the two-year MPP, wanting time to explore her interests. She landed a summer fellowship in City Hall after her first year and was hooked, returning under the Boston Urban Mechanics Program last summer.

"Government at this level exists for the people," Lusk says. "There are so many levers that exist at the city level. And the mayor has created a culture of innovation. He's really open to new ideas and trying new things."

Openness was a requirement for the City Hall To Go project. It began with not much more than an idea and an old police bomb squad van that was sitting idle in a parking lot.

The truck, spruced up and fitted with an office-like interior, is designed to serve those unlikely or unable to make the trek to Government Center for their city services, those who don't have access to computers or the web, or who find it difficult to travel.

Lusk, who took the project from concept to launch as program director and has also put in time at the service window during the project's pilot program, says that so far the truck has been well received, especially by the elderly and the disabled.

She recalls a moment of validation when a woman was able to pay her property taxes, fill out a voter registration form, and request a daughter's birth certificate, all in just 15 minutes. A trip to City Hall to do all that might have taken the woman two hours, Lusk says.

Lusk has now been tasked with implementing new initiatives to support working women, which were outlined by Menino at his State of the City address in January. They include pay equity for women, a new networking program for women-owned businesses, and improving access to child care.

The work is allowing Lusk to advocate for women and families—a passion she says was sparked by her Policy Analysis Exercise, examining the potential for state-run paid family leave in Massachusetts. For Lusk it's also a reminder that when she steered her life back to public service, she made the right decision.

"I love this job more than I've loved any other," Lusk says. RDO

cognition to build new levels of focus, aligned with God-given passions to create purpose that serves our highest calling. Last weekend, the Kansas City Chiefs honored me by adding my name to their Hall of Fame Wall of Honor at Arrowhead Stadium. Miss y'all!"

Ronald Mendoza MPA/ID concluded his stint as an economist with the UN and returned to the Philippines (after living and working in the United States for 15 years). He joined the Asian Institute of Management in Manila as associate professor of economics and the executive director of the AIM Policy Center. Ron will soon publish his first paper since he repatriated—a study analyzing political dynasties and poverty in the Philippines. Ron was also recently awarded the 2012 National Academy of Science and Technology's Ten Outstanding Young Scientists (OYS) Award, in recognition of his research on international economic development policy.

Rick Minor MC/MPA 2001 serves as chief of staff to Mayor John Marks in Tallahassee, Florida. In this role he is responsible for managing the mayor's office, coordinating various projects and press communications, and serving as the legislative and intergovernmental liaison. He and his wife, Jessica, recently bought a home in Tallahassee, and while most of their free time is now spent on home improvement, babies might be on the horizon...

Jerry Pradier HKSEE, author of the book *Financial Success: Ten Shortcuts to a Profitable Business*, was recently knighted by the Sovereign and Imperial Royal House of Ghassan.

Heather Rieman MPP and Thaddeus Ferber welcomed twin girls into the world. So much fun!

Jim Rooney MC/MPA is living in London where his wife, Tara Levine HBS 2001, is vice president of international services for Ocean Spray. Jim has founded a London- and Boston-based global affairs consultancy, Rooney Associates LLC, specializing in strategic partnerships, business development, and public affairs. He is also senior advisor for global partnerships at CEOs for Cities. rooneyassociates.us

2002

Earl Adams, Jr. MPA joined DLA Piper as of counsel in the government affairs and litigation practice groups. Governor Martin O'Malley of Maryland also recently appointed him to the boards

of directors of the Metropolitan Washington Airport Authority, which oversees both Reagan National and Dulles Airports, and the SEED School of Maryland. He and his wife, Tamara, College 1995, also celebrated in May the birth of their second son, Avery Hobson.

Bertrand Bainvel MC/MPA writes, "Hi everybody! Moving from Moscow after four exciting years to take my new post as UNICEF representative in Myanmar. No doubt the challenge will be commensurate to the excitement. Come and visit!"

Michael Chibba HKSEE writes, "Since 2002, I have served (for a five-year term) on the Inter-American Development Bank's Inspection Panel, worked in Africa for the Commonwealth Secretariat (London, U.K.), continue to serve as managing director of an NGO, and I have published widely on economics, international development, and business issues."

Hyung Du Choi MC/MPA was appointed deputy minister in the Prime Minister's Office in February 2012. The job is press secretary for the prime minister. "To take this job, I left the Korean paper with which I had worked for more than 20 years. This career move was mainly motivated by my education at HKS. Actually, HKS has been one of the most favorite destinations among those smart Koreans who want to be good public servants. Last April, I met Professor Graham Allison in Seoul. He was amazed that HKS grads are everywhere among high-rank posts in the Korean government."

Weidong Fu MPA writes, "Over the past 10 years, I left the public sector and became, first, chief editor of a national magazine in China, and then founded my own consulting company, providing solutions on public affairs, with a particular focus on government relations. I also served as the senior advisor on government affairs of a multinational company. My Harvard experience and knowledge helped me immensely in dealing with problems and challenges. I am extremely grateful for that. I am also indebted to many classmates of mine at HKS who are always ready to share friendship and generous help, which I'll treasure forever."

Marco Kamiya MPA/ID is regional principal executive at the Division of Public Policy and Competitiveness at CAF Development Bank of Latin America. Marco lives in Caracas with his family, leading major projects in the region.

Greg Kidd MC/MPA writes, "Been in the fight over who owns content in the public domain. Good practice for my Kennedy School public policy skills."

Mark Kim PHD was appointed deputy comptroller for economic development for the City of New York in April 2012 after serving as assistant comptroller for public finance. Mark manages the \$2.4 billion Economically Targeted Investment (ETI) program of the city's pension funds, which seeks to deliver risk-adjusted market rates of return for the funds while promoting economic development within NYC by investing in traditionally underserved areas or markets that suffer from a lack of access to capital. Mark is married to HKS alumna **Yekyu Chung Kim** MPP 1997. They have two children and reside in NYC and Washington, DC.

Joseph Kopser MPA was featured in the world's largest alumni magazine, *The Alcade*, for the turnaround efforts of Texas Army ROTC at UT-Austin.

Dal LaMagna MC/MPA writes, "Hey Everyone, I'm sure you know I wrote a book called *Raising Eyebrows: A Failed Entrepreneur Finally Gets It Right*. See it at raisingeyebrows.com. I made the mistake of volunteering to try to turn around *IceStoneUSA.com*—check it out. So I'm working full time in the Brooklyn Navy Yard. I'm now living on Central Park West and 104th Street. If you come to NYC, get in touch, 360-930-1732. I've been supporting the Occupy Wall Street Movement with Ben & Jerry and others, movementresourcegroup.org. Now we are working to get money out of politics. Living with my girlfriend, Jackie Wildau."

Marco Lazo de la Vega MPA has celebrated the first anniversary of his own law firm, Lazo de La Vega, Abogados S.C., a boutique law firm in La Paz, Bolivia (energy, U.S. immigration, and corporate law). In addition, Marco was nominated vice president of the Arbitration Commission of the Bolivian Chamber of Commerce for a third term. He lectures on corporate law at the Bolivian Catholic University and Univalle. He was also designated comptroller of CRECER IFD, the biggest microfinance entity in Bolivia. His hectic professional life is colored by his 10-year-old son, Diego (Dieguis), and his sweet fiancée, Nancy.

Bob Lesser MPP is working to bring educational equity to families of the South Bronx by founding Mott Hall Charter School, a new tuition-free public school. He invites anyone who would

like to learn more to get in touch with him or to come visit the school, which opened this past fall.

Francisco Marmolejo HKSEE is assuming a new job at the World Bank as tertiary education lead specialist and higher education coordinator. He served for 17 years as executive director of the Consortium for North American Higher Education Collaboration (CONAHEC) and more recently also as assistant vice president for Western Hemispheric Programs at the University of Arizona.

Natia Natsvlishvili MPP writes, "Can't believe it's been 10 years since graduation already. I spent this time mostly in my native country of Georgia. Looking back now, I can admit, this time has not passed in vain. We lived through the peaceful revolution in 2003 and started rebuilding my country since then. Georgia has since transformed from the failed state to the nation with prospects and opportunities. Proud, I've been, and still remain, a part of this process, although admittedly still a long way to go. Another major change: my son is turning five soon, and I'm having great fun with him."

R. Karl Rethemeyer PHD was appointed associate dean of the Rockefeller College of Public Affairs and Policy at the University at Albany, State University of New York. Karl continues as chair of the Department of Public Administration and Policy at the Rockefeller College, where he also codirects the Project on Violent Conflict.

Barbara Urban HKSEE writes, "Ten years have passed and I am returning to the Harvard campus for the Dartmouth/Harvard football game. What a nice reunion for me. My grandson is playing for Dartmouth, so hard to know when to cheer. Great weekend for a game."

2003 | 10th reunion

Jennifer Anastasoff MPP writes, "Last year, with excellent colleagues, I co-founded Fuse Corps, an organization that places entrepreneurial mid-career professionals in a 12-month, full-time fellowship to advise innovative mayors and governors nationwide (e.g. Mayor Kevin Johnson of Sacramento, Governor Jack Markell of Delaware). Think "White House Fellows program for the rest of the country." Fellows go through intensive leadership training and coaching, and are placed on a high-profile, high-impact project tackling a critical prob-

lem. Consider nominating an amazing someone or applying for the 2013 post-inaugural class. See fusecorps.org for more. Let's show them that K-school alums kick it out of the park!"

Emmanuel Arnaud MPP writes, "Hi everyone. A year ago I created *guest-toguest.com*, a website that reinvents home exchange by making it free, safe, and flexible. I've created an exclusive club for Harvard alumni, where you can exchange homes with fellow alumni."

Karen Diver MC/MPA was elected to her third term as chairwoman of the Fond du Lac Band of Lake Superior Chippewa, a federally recognized Native American tribe. This position serves as head of the Band's government operations and CEO of their corporate enterprises. In this role, Karen is responsible for a staff of over 2,200, the second largest employer in northern Minnesota, and assets over \$500 million.

is launching the new transport card for the integrated transport system of Bogotá. So if Colombia is ever in your travel plans, please reach out!"

Marty Martin MC/MPA currently serves on the IRS Advisory Committee for Tax Exempt and Government Entities (ACT) and related Exempt Organization Subcommittee. These committees provide advice on issues affecting the nonprofit sector to the IRS Tax Exempt and Government Entities leadership and in June issue an annual report directly to the IRS commissioner. "I write about nonprofits in my blog "The Nonprofit Mentor." Email me your suggestions for topics to be included. I will be inducted into the Leadership Raleigh Hall of Fame in November. See you at our 10th reunion in May!"

Albert Partee HKSEE was appointed in September 2012 by Tennessee Attorney General Robert Cooper to lead a new team that is assigned to handle all non-Medicaid investigations and cases under the state's False Claims Act. "I returned to the Attorney General's Office in October 2011 after serving four years as general counsel at the Tennessee Department of Health."

Tom Seamands NSF writes, "I have had the good fortune of being selected for major general and am now serving as the U.S. Army's director of military personnel management in the Pentagon. My time at HKS remains some of the most rich and rewarding in my life."

Shereen Shermak MC/MPA has recently started a new Boston-based software company called BuysideFX, backed by Atlas and Google Ventures. Shereen is also an LP in Techstars, a Boston-based start-up accelerator. She currently resides in Boston with her husband and daughter.

Aviva Sufian MPP recently moved to Washington, DC, to begin an appointment at the Administration for Community Living (ACL), where she now serves as the director of regional operations. The ACL is a new organization within the U.S. Department of Health and Human Services that includes the Administration on Aging, the Office on Disability, and the Administration on Intellectual and Developmental Disabilities in a single agency. The agency's focus is to increase access to community-based supports, which will enable older Americans and people with disabilities to continue to reside and participate in their communities.

Viet Dung Tran HKSEE completed the PHD program of the law faculty at National University of Singapore in 2008. He is now working as law professor and vice dean of the international law faculty at Ho Chi Minh City Law School in Vietnam. "I have published books and articles in the area of international trade law. My most recent publications include: "Anti-dumping Laws and Policy of Vietnam: A Critical Analysis from Integration and Competition Perspectives," LAP, 2011; "Vietnam: A Case Study for Sustainable Technology Transfer," in Lidgard, H., ed., "Sustainable Technology Transfer: A Guide to Global Aid and Trade Development," Kluwer Law International, 2011.

Dawn Marie Williams HKSEE writes, "I am currently living in the Washington, DC, area and work at the Corporation for National and Community Service. My husband, LTC Gregory Harris, retired from military service on July 1, 2012, after 30 years of service. Greg's retirement ceremony was held in Montgomery, Alabama, on June 15 at Maxwell Air Force Base. The celebration marked a return to where Greg began his military career, because he was commissioned at Auburn University."

2004

Manuel Almazan MPA has just been appointed general director of Liquid Petroleum Gas at the Mexican Energy Secretariat, regulating an industry that affects 80 percent of the Mexican population.

Ken Biberaj MPP writes, "Since announcing my candidacy for city council on the Upper West Side in NYC, the response has been remarkable. We raised over \$130,000 from nearly 900 donors in the first four months of the race. We continue to hit the streets and bring a different perspective to the race. Hope you can check in on our race from time to time at ken2013.com."

Gerald Culliton HKSEE, director of the VA Hudson Valley Healthcare System in New York, received the Presidential Rank Award (Meritorious) at a ceremony in Washington, DC. Gerald was recognized by the president and the secretary of the Department of Veterans Affairs for a sustained career of accomplishments in the Senior Executive Service. This award is presented to a small percentage of senior executives. Gerald is among a cadre of elite leaders in the federal sector, noted for his

efforts to improve care and services to veterans in NY/NJ and nationally.

Daniel Delk, Jr. MPP recently moved to Beijing with his wife and twin two-year-old daughters to begin an assignment as the human rights officer at the U.S. Embassy.

Edward Omotoso HKSEE is a senior special advisor in the newly renamed United Nations Office for South-South Cooperation at UNDP, which facilitates and promotes collaboration among developing countries, especially the newly developed and emerging economies.

Eloise Pasachoff MPA is an associate professor at the Georgetown University Law Center, where she teaches classes in education law and the regulatory state. She is the 2012 recipient of the Education Law Association's Goldberg Award for Distinguished Scholarship in Education Law. She lives with her husband and two children in Capitol Hill.

Julien Serre MPA/ID just published a piece on the use of official development assistance in the fight against terrorism over the past decade, "Politique Etrangere," Institut Francais des Relations Internationales, fall 2012, and another on the possible use of a solidarity levy on financial transactions for development, *Revue Internationale et Strategique*, spring 2012. "I now work on Arab Spring countries at the European Investment Bank. Most important, our family now includes little Leonard!"

Leonardo Beltran MPA/ID 2005 writes, "I lead the Mexican team contributing to the first North American Carbon Capture and Storage Atlas. More info at nacsap.org (the Mexican version can be consulted at co2.energia.gob.mx). I also led a series of forums about Mexico in 2050 (more information at amei.mx/foros_mexico_2050.html). I co-authored the book with the proceedings of the Mexico in 2050 forums (it can be downloaded at amei.mx/libro_foros_mexico_2050.pdf).

Brendan Boyle MPP is currently serving in his fourth year as a member of the Pennsylvania House of Representatives. For the 2012 elections he also served as chairman of the House Democratic Campaign Committee. He was unopposed for re-election to the House in 2012.

Antonio Simancas HKSEE writes, "I was recently assigned by my company to head the Database System National Retirement Savings of the System Pension fund in Mexico, where more than 47 million workers in the last 15 years have quoted through their own individual account for the Mexican Social Security Institute and/or the Institute for Social Security and Services for State Workers."

Norma Sit HKSEE in January 2012, started, invested, and is the CEO of NUMONI Pte Ltd, a social enterprise that focuses on micropayment transactions

for the underbanked in developing economies. The company leverages the fact that more than 80 percent of the world remains underbanked and more than 70 percent of mobile phone subscribers buy airtime on a prepaid basis. Her company enables mobile money remittance, bill payments, microloan repayments, microsavings, sale of micro-insurances, and distribution of electronic vouchers and donation monies into rural communities. Since HKS, Norma has written and published two self-help books for women empowerment, and two novels.

2005

Francisco Acuna MPA is currently structuring the first Clean Energy Fund for Latin America that bases its unique pipeline of projects on equity partnerships with rural groups (including natives). "As for any PE fund that wants to succeed in this environment, our priority is to develop profits for our investors. However, our structure aligns interests that bring higher social and environmental impacts for the communities involved, increasing twofold the social return on investment for the community."

Brenda Fairfax HKSEE, owner of Nomadic Star Travel, joined 45 of her clients in Barcelona, Spain, in September for the Dave Koz and Friends at Sea Jazz Cruise. Ports included Rome, Naples, and Florence in Italy, and Toulon and Nice in France. Contact us and visit nomadicstar-travel.com. Welcome business from the Harvard University students and faculty.

Jo "Dash" Guzman MPP writes, "Nearing my 11th month in Operation Enduring Freedom, East Africa. Violent extremist organizations aren't letting up, as shown by their recent uprisings in the region, one of which sadly took the life of Ambassador Chris Stevens. Luckily, dedicated Americans in the State Department, USAID, and military continue to partner with Africans to seek African solutions for a safer tomorrow. I'm humbled that the same dedication to service at HKS continues to thrive around the world to enhance the human condition."

Hyun Kim MPP is currently working as special assistant to the leadership of the UN-AU Mission in Darfur. "The job

lead UNAIDS work on social protection and HIV.

Sylvia Clute MPA writes, "Last year I helped implement a restorative justice program in a troubled Richmond, Virginia, high school, beginning with the ninth grade. Seven months into the program, out-of-school suspensions for ninth graders had decreased 43 percent compared with the prior year. This year our school program includes ninth and 10th graders, and we plan to take Restorative Circles to the communities where our students live. In October, we began training volunteers to facilitate circles in these communities. This is part of a worldwide movement to create a healing model of justice, far different from the trial work I did for many years."

Tom DeWolf HKSEE is coauthor (with Sharon Morgan) of *Gather at the Table: The Healing Journey of a Daughter of Slavery and a Son of the Slave Trade* (Beacon Press, 2012). A black woman and a white man journey into the heartland of America to confront the traumatic legacy of slavery and how it contributes to the lingering racism that permeates society today. Their example offers a healing pathway for others who aspire to a more egalitarian future. Leymah Gbowee, 2011 Nobel Peace Prize laureate, called it "an honest exploration into the deep social wounds left by racism, violence, and injustice."

Michele Weslander Quaid HKSEE got married on December 31, 2006 (and added Quaid to her last name). Had a baby in 2008, Sophia. "In April 2011, left my position as a senior executive in the U.S. government and joined Google as their chief technology officer (federal) and innovation evangelist. Serve on the GeoEye Foundation board of directors, Advisory Committee for Commercial Remote Sensing, and the AFCEA Intelligence Committee. Take every opportunity to promote STEM education!"

Jimena Zuniga MPP writes, "Not exactly written a book or sailed the ocean, but quit my Wall Street job and returned to Argentina last year to launch BASTION Digital. BASTION will be a Spanish-language news and blogs website with a liberal and progressive (yet not populist) leaning and a nonprofit arm devoted to funding investigative journalism. Visit

has taken me not only throughout Darfur but to many neighboring countries in Eastern Africa. And the education I received at KSG, particularly through working for then-professor Ashton Carter, has really prepared me well for this job."

Richard Magnus HKSEE writes, "I write this note while in a UNESCO plenary session; I am part of the expert group on bioethics, the International Bioethics Committee. My time is also taken up as Singapore's representative to the ASEAN Inter-Governmental Commission on Human Rights. These are in addition to my role as chairman of the Casino Regulatory Authority and three directorships of companies. I also love preaching the Gospel and continually pray for the prosperity of Singapore."

Ukko Metsola MPP is married to Roberta Metsola, with three sons: Luca, born 2007, Alec, born 2008, and Marc born, 2012. First substitute Member of the European Parliament and public affairs consultant in Brussels.

Sudhir Vadaketh MPP writes, "Dear friends, after eight years, I have finally finished my first book, *Floating on a Malayan Breeze: Travels in Malaysia and Singapore*. I owe a special gratitude to HKS: I came up with the idea for the book during the summer of my MPP program; and I received support from the Harvard International Development Fund for the actual research in Malaysia. Thank you all for your support and encouragement over the years. For those interested, the book is available on Amazon.com."

Farrah Musani MPP writes, "In April 2012, I married Laurence Morrisette, a fellow Canadian public servant, and in September we moved to Nairobi, Kenya, where I began a three-year assignment as first secretary (political) at the Canadian High Commission.

Tim Reid MC/MPA since February 2012 has been working for the UN Support Mission in Libya as senior advisor for disarmament, demobilization, and reintegration and senior defense advisor.

bastiondigital.com and, if your Spanish allows, consider blogging there on the field of your expertise. Or visit bastiondigital.org for volunteering or donating. Wish me luck!"

2006

Michael Allegritti MPP writes, "In November 2011, I married my lovely wife, Paula Jobson, and we have been enjoying the early days of marriage in New York City. I am currently working as the director of the Center for State & Local Leadership at the Manhattan Institute, pioneering strategies to improve state and local governance with a focus on public sector employment reform, public safety, and education reform."

Mark Canavera MPP was recently appointed as the associate director of the Child Protection in Crisis Learning Network, a hub for research, learning, and action housed at Columbia University and dedicated to improving the protection and well-being of children in adversity worldwide. He is also working on a book manuscript on lesbian, gay, bisexual, and transgender movements in sub-Saharan Africa.

Sean Carberry MC/MPA reports, "Starting in October 2012 I will be the NPR correspondent in Kabul. I will cover the country until at least the end of 2014. I've been with NPR since July of 2011."

Yousaf Haroon HKSEE was elected director of the Islamabad chapter of the Harvard Club of Pakistan (HCP). Islamabad is the federal capital of Islamic Republic of Pakistan. HCP represents all Harvard alumni who are associated with Pakistan.

Erika Strand MPA/ID and husband, Carlos, welcomed baby boy number two, Valentin, in June of last year. Around the same time, the book *Children in Crisis: Seeking Child-Sensitive Policy Responses*, about the impact of economic crises on children, which Erika co-edited, was published by Palgrave

Looking for a career change?

Meet JACK!

www.hks.harvard.edu/jack

Nearly 100 new positions are posted in the HKS job bank every week.



Norbert Hsu MPA recently joined World Vision International (wvi) as the head of global strategy. wvi is a Christian NGO focused on helping the world's most vulnerable children through relief, community-based development, and advocacy.

Shyam Kannan MPP/UP is now the managing director of planning for WMATA, one of the nation's largest public transit authorities. He moves on from almost 10 years in progressive economic development consulting to bring to WMATA his expertise in metropolitan growth management, regional competitiveness, real estate development, and transit-oriented development.

Andrea Lawson MPA writes, "After 10 years abroad, I moved back to Colombia! But now with a husband and two daughters, ages four and one, which has been incredible. I spent my first months in Bogotá trying to help re-elect my former boss, Enrique Peñalosa, as mayor of Bogotá again, but it was not meant to be. I am currently the director of communications for the company that

MacMillan. Erika, Carlos, and their sons, Esteban and Valentín, live in Mexico City where Erika continues to serve as UNICEF's chief of social policy.

Dana Trytten MC/MPA is chief of the Legislative Affairs Branch at the Federal Emergency Management Agency.

Chris Walker MPP transitioned this summer from law firm private practice in Washington, DC, to become an assistant professor of law at the Ohio State University. He teaches administrative law, constitutional litigation, and legislation. On the personal front, Chris and his wife, Jen, welcomed their second child, Zachary, into the world in June.

2007

Kirk Allen MPP returned to Boston in June to join Rose Park Advisors, an investment firm cofounded by HBS professor Clayton Christensen. "We invest in innovative companies such as Bio-Lite, which makes a low-cost biomass cookstove that, by converting waste heat into electricity, dramatically reduces smoke emissions and enables users to charge mobile phones and LED lights. I'm excited to be so close to HKS, and am looking forward to being involved with the school and connecting with fellow alums."

Bob Alpigini MC/MPA, commander in the U.S. Navy, assumed command of an Aegis guided missile destroyer on September 7 in Norfolk, Virginia. The *uss Stout* is a multi-mission ship specially equipped to perform ballistic missile defense.

John Callaway MPA completed his command tour on the *uss Elrod* and is now working at the Pentagon. He recently published a book titled *Operations Officer's Guide* for junior and mid-level officers serving in the fleet.

Anuradha Desai MC/MPA writes, "Since graduation, my work took me to Indonesia for a year and back to Boston, where I served as the first executive director of the International Center for Conciliation for the past three years. I just started as the senior partner for external affairs at a new antipoverty fund, Boston Rising. Inspired by Harlem Children's Zone and Robinhood Foundation, our mission is to break the cycle of intergenerational poverty through unleashing new philanthropy. My husband, Michael Sheridan, has been doing incredible training and documentary work in Afghanistan and

other parts of the world through his organization, Community Supported Film.

Colleen Gross Ebinger MPP and Fritz Ebinger welcomed their daughter, Cora Rose, into the world on December 30, 2011. Big brother Ben, three, is proud as can be.

Paz Guzman Caso de los Cobos MPA left the Belgian Aid Agency, after three years trotting across Africa kick-starting new projects, to join the European Commission's Department for Economic and Financial Affairs. Her husband, Jean, has launched WooRank, a tech start-up, and is delighted with the good start. This year we also welcomed Diego to our family. Victor and Itziar are delighted to have a new brother.

Jordi Honey-Rosés MPP has completed his doctoral dissertation on watershed planning. He lives in Vilafranca del Penedes, Catalonia, Spain, and would welcome visitors.

Beau Kilmer PHD is the codirector of RAND's Drug Policy Research Center and his new book, *Marijuana Legalization: What Everyone Needs to Know*, was published by Oxford University Press in 2012. One of his co-authors is HKS alum **Mark Kleiman** MPP 1977, PHD 1985.

Kai Monheim MPP writes, "Hey all! Come and visit me and my wife in Hamburg, Germany! We moved from London back to here in spring 2012. Now it is the last year of my PHD at the London School of Economics on why climate negotiations have not really progressed in recent years. Apart from that some states have little interest, it is also about how to best design a negotiations process (... Mandellian style). Anyway, hope all are well, and to see you soon! Best."

Scott Paradis NSF authored two new books: *Warriors, Diplomats, Heroes, Why America's Army Succeeds: Lessons for Business and Life*, and *Success 101: How Life Works—Know the Rules, Play to Win*.

Chris Rappley MC/MPA writes, "The family of Chris and Irit Rappley (GSAS PHD 2009) expanded with the arrival of Dan William in April. All are healthy and happy in sunny San Diego."

Jayanti Ravi MC/MPA 2007 writes, "Dear Classmates, Namaste! I am tempted to write to you all—hope you are having a fabulous time. Am very happy to share with you that my first book, *The Multiversity Model for Trans-*

forming Higher Education, has been published by Lambert Publisher, Germany. It would be very nice if it earns your attention. Warm regards."

Jeffrey Roth MPP/UP was appointed assistant commissioner for management initiatives by New York City Fire Commissioner Salvatore Cassano. Jeff will support the department's efforts to enhance performance management and develop reporting systems designed to help the department carry out its mission-critical functions more safely, effectively, and efficiently. He will also help manage and report on complex projects, including RBIS; monitor audit and control functions; and analyze, develop, and report standards of performance for department personnel.

Heather Salinas MPP writes, "This past year was a momentous one for me and my family. My husband and I bought our first home together and had a beautiful baby girl. I was also promoted to senior analyst on GAO's Natural Resources and Environment team."

Jonathan Schleifer MPP recently became the first executive director of Educators 4 Excellence, New York (E4E). E4E is a teacher-led education organization elevating the voices of classroom teachers in New York City. Before KSG, Jonathan taught for five years in the South Bronx, so this is a return to NYC and to education policy.

2008 | 5th reunion

Alex Alexander MC/MPA writes, "We moved from Boston last year to Rochester, Minnesota, where both Priya and I accepted positions at the Mayo Clinic. Mayo Clinic is truly unique not just for excellence but for patient-centeredness and compassionate care. I serve as project manager in The Center for Science of Healthcare Delivery for SEMN Beacon project, a collaboration of practices, public health departments, and schools. The goal is to establish a high-value, low-cost community-based care-delivery model. Priya enjoys her job as renal pathologist and so do Alex and Lisa their new school and friends. Lesser commute and much more quality time!"

Qahir Dhanani MPP writes, "After three years at BCG in Dubai, Sabeen Virani (GSAS 2008) and I have moved back to the United States. I have joined the World Bank in its young professionals program, and Sabeen worked for

the Obama campaign. Looking forward to catching up with friends in the Northeast."

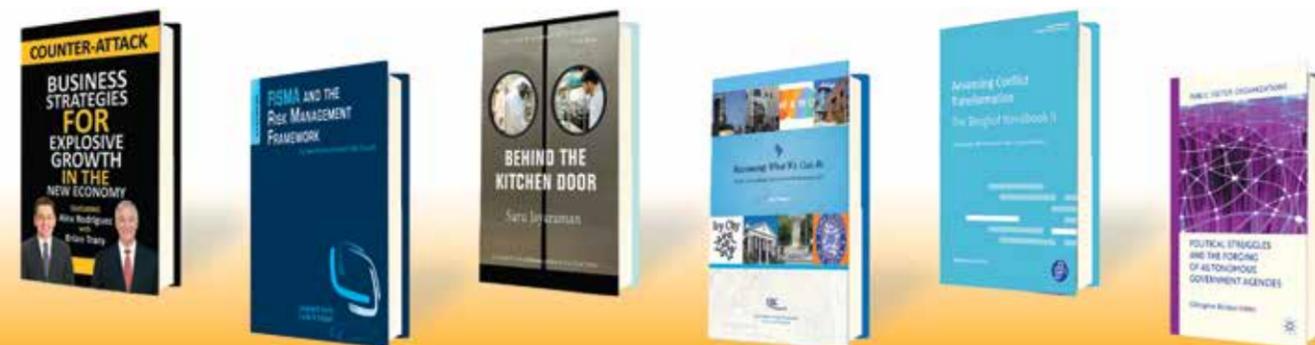
David Disi MPA returned in August from an 18-month deployment with the U.S. Army to the Kingdom of Saudi Arabia. "In my capacity as the executive officer, I managed staff, communications, and protocol for a USCENCOM general officer and coordinated joint interagency efforts with organizations throughout Saudi Arabia, Bahrain, Kuwait, Qatar, and Washington, DC, to secure foreign military sales contracts for the Saudi Ministry of Interior to develop land and maritime critical infrastructure protection forces. I am now currently enrolled in an executive master's degree program in sustainability leadership at the University of Cambridge."

Tina Doerffer MC/MPA joined The Boston Consulting Group as expert project leader in the New York office in September 2012. She works for the worldwide Organization Practice Group with a particular focus on leadership. "It is an extraordinary and unique opportunity to combine hands-on client work and expertise in the field of leadership." Earlier this year she published two books in the field of leadership: *Leadership: Approaches, Developments & Trends*, and *Leadership & Web 2.0: Evolving*, available on *Amazon.com*. (Doerffer.tina@bcg.com)

Hoa Duong Piyaka MPP and husband, Asa, are delighted to announce the birth of their son, Leo Satya Piyaka, on November 11, 2011. "At 10 months old, he enjoys throwing tennis balls, cruising along furniture, swimming in pools, dancing at music festivals, and running with his father on the weekends. We are excited to celebrate his upcoming one-year birthday and wonder where all the time went. We'd love to be in touch with classmates in the DC area. Please contact at ms_hoa@yahoo.com."

Rob Edwards HKSEE is working on the creation of two Community Benefit Districts (CBD) on behalf of property owners in San Francisco. The Central Market area and Rincon Hill have formed efforts to establish special assessment districts to provide more and/or different services than the city provides. Contact Rob if you own property in one of these areas and want to be heard or involved.

Daniel Gutierrez HKSEE, as of August 2010, has been working as senior analysis and structuring specialist at the North American Development Bank



Counter Attack: Business Strategies for Explosive Growth in the New Economy

Alex Rodriguez MPP 1997, Brian Tracey

With the economic upheaval we have all experienced in the new economy, it's hard not to feel that the way we do business is under attack. Traditions and the status quo have been replaced by "New Normals," making it more and more difficult to find a clear-cut path to success. In this refreshingly authentic book, 35 business leaders from around the world with very diverse backgrounds have teamed up to share what's working now so that you can stop wondering and start profiting.

FISMA and the Risk Management Framework: The New Practice of Federal Cyber Security

Stephen Gantz MPP 1998, Daniel Philpott

If you are responsible for meeting federal information security requirements such as FISMA, this book contains all you need to know to get a system authorized. In the first full revision of FISMA since its inception, in 2002, a new wave of stronger security measures are now available through the efforts of the Department of Defense, the Office of the Directory of National Intelligence, the Committee for National Security Systems, and the National Institute of Standards and Technology. Based on the new FISMA requirements for 2011 and beyond, this book catalogs the processes, procedures, and specific security recommendations underlying the new Risk Management Framework.

Behind the Kitchen Door

Saru Jayaraman MPP 1998

How do restaurant workers live on some of the lowest wages in America? And how do poor working conditions—discriminatory labor practices, exploitation, and unsanitary kitchens—affect the meals that arrive at our restaurant tables? *Behind the Kitchen Door* is a groundbreaking exploration of the political, economic, and moral implications of eating out. What's at stake when we choose a restaurant is not only our own health or "foodie" experience, but the health and well-being of the second largest private sector workforce—the lives of 10 million people, many immigrants, many people of color, who bring passion, tenacity, and important insight into the American dining experience.

Becoming What We Can Be: Stories of Community Development in Washington, DC

Oramenta Newsome HKSEE 1999, Tony Proscio

Like many cities whose central neighborhoods were once written off as lost causes, Washington, DC, has seen astonishing recovery and new vitality in places that had long been devastated by riots and capital flight. This book tells the story of how private markets and diverse populations returned to neighborhoods like Columbia Heights; Marshall Heights; H Street, NE; and U Street, NW. Particularly in the early years, it's a story of residents and neighborhood organizations taking charge of their own destiny.

Advancing Conflict Transformation

The Berghof Handbook II

Beatrix Austin (Schmelzle) MPA 2000, Martina Fischer, Hans Giessmann

This new edition collects new insights into nonviolent ways of managing intergroup conflict and what is needed for consolidating positive peace. *The Berghof Handbook* reflects the state of debate from a variety of disciplines, advancing discussions on the theory and practice of conflict transformation. It addresses all those who are interested and active in the fields of conflict prevention and management, development cooperation, human rights, and postwar peacebuilding. The handbook is designed for practitioners and scholars who seek ideas and information for their own work and wish to draw on the wealth of experience gathered by colleagues in a wide range of regions and contexts.

Political Struggles and the Forging of Autonomous Government Agencies

Cristopher Ballinas Valdes HKSEE 2001

The central argument of *Political Struggles and the Forging of Autonomous Government Agencies* is that the level of autonomy of government agencies is the outcome of struggles between opposing coalitions. Using an innovative tool kit of institutional economics and network bureaucracy analysis, Ballinas Valdes shows how political struggles between politicians and bureaucrats often generate a muddle of agencies that lack coherence and are subject to different and conflicting levels of political control.

(NADB). The NADB is a bi-national financial institution capitalized and governed equally by the United States and Mexico for the purpose of financing environmental projects. The NADB works closely with communities and project sponsors in both countries to develop and finance infrastructure necessary for a clean and healthy environment for border residents. “My responsibilities involve the generation of new business, and financial risk analysis to assess the creditworthiness of a great diversity of infrastructure projects under the public-private partnership model.”

Carlos Iriarte HKSEE 2008, 2010 writes, “I was elected state senator (diputado local) in 2009, and in July 2012 I was elected mayor (presidente municipal) of Huixquilucan, both in the State of Mexico.”

Jameson Johnson HKSEE is stationed in Stuttgart, Germany, with the European Command doing NATO relations and engagement.

Athanasios Kontogeorgis MPP has been working for the past three years as a strategic and legal consultant for the Greek government, in the Prime Minister’s Office. “Owner of κτς (Kontogeorgis, Tserepas, Chatzopoulos, and Partners) law firm, providing legal and other consultancy services. Completing my PhD in political science.”

Tamas Landes MC/MPA reports that in July, his number two, Alexandra Tifany, was born in Brussels. He continues working at the European Defence Agency as corporate services director, and is engaged in the World Economic Forum’s Young Global Leaders community.

Josh Manning MPP is continuing as director of enrollment services at Lyon College and “fighting the forces of progressive liberalism everywhere I can. Thanks for equipping me, HKS!”

Matt Nohn MPP continues his work as international development consultant, especially for the Gates Foundation and developing countries’ NGOs, while teaching as visiting professor for urban management and international cooperation at TU Darmstadt in Germany. He publishes frequently; see linkedin.com/in/mattnohn. He lives in Berlin with his wife, Sabrina, and their daughter, Ida, and they are expecting their second child in spring 2013. “With best wishes!”

Yasmin Padamsee MC/MPA has been in Myanmar since January 2009 working with the United Nations. “Last year I

joined a \$180 million trust fund called Livelihoods and Food Security (LIFT) Fund that helps poor people living in rural areas to improve their livelihoods. I have traveled extensively in this disarming country and seen the brilliant blue waters of the Bay of Bengal and snow-peaked mountains from Putao. I am working in the Delta that was ravaged by Cyclone Nargis that destroyed communities, and in Rakhine State, where recent conflicts have ripped apart two communities that used to live as neighbors.”

Lionel Perez MC/MPA has run the Harvard Negotiation Club in Geneva since 2008. Between 20 and 60 people meet every other month, having fun with role simulations.

Courtney Pinkerton MPP writes, “This fall I am launching a new venture called Bird in Hand — holistic life and leadership coaching. As a dual degree student, MPP and Master of Divinity, I often fielded questions about what kind of work I would do with such a combination. I’ve found it — helping people find balance and wholeness in their professional, leadership, and family roles through tuning in to the inner life and honoring their own deepest wisdom. I also blog regularly about mind/body practices at courtneypinkerton.com and live in Dallas where my husband and I try to keep up with our three young children.”

Ben Renda MPA writes, “After graduating in 2008, I headed to Google AdWords Sales to run sales teams, brought my fiancée to San Francisco, married her, got an 80-lb dog from a local pound. In 2010 I moved to YouTube to run its policy and enforcement teams. In 2011 I was promoted to run all of User Operations for YouTube and dabble in op-eds for local papers on veterans’ and national security issues.”

Christopher Robert MPP, PHD completed his six years of study at the Kennedy School only to immediately return as an adjunct lecturer. He is now teaching a course in the MPP core and has founded a company, Dobility, Inc., that develops technology to support HKS-style research and analysis.

Janet Rosenzweig MC/MPA has been named the national consultant for child sexual abuse prevention programs by Prevent Child Abuse America (Prevent-ChildAbuse.org) and will be developing a national technical assistance center to support chapters in each state.

Caroline Schmutte MPA/ID just moved back to the United States (first time since graduation!) to join the Young Professional Program at the World Bank. “Excited to meet fellow HKS alumni in DC!”

Tai Sunnanon MPP, as the inaugural director of strategic initiatives and innovation with the Milken Family Foundation in Santa Monica, California, is engaged in supporting the efforts of the foundation’s growth and impact. Prior to joining the MFF, Tai was an instructor in leadership and social entrepreneurship at Harvard University.

Letha Tawney MC/MPA writes, “After relocating to Portland, Oregon, in June, we were thrilled to welcome our second daughter, Colette Ellen Corliss Tawney, on September 9, 2012. She joins big sister Avalaine in keeping us laughing, enjoying the world around us, and working to make it all the better. Letha continues to lead clean-energy policy at World Resources Institute, based in Washington, DC.”

Kate Titus MC/MPA left Washington, DC, and her work at Public Citizen at the end of 2012 to return to Portland, Oregon. She assumed a new role at the start of the new year as executive director of Common Cause Oregon.

Karina Weinstein MPP writes, “After living in Mexico for four years, I returned to New York City with my family: my husband and my 18-month-old son, Max. I recently started as a program associate at the Association of Junior Leagues International, where I am responsible for providing capacity building on program development to 293 Junior Leagues across four countries.”

Florian Zinoecker MPA, after four years at the European Investment Bank, is now team leader for corporate governance and internal policies at the European Stability Mechanism, a newly created international financial institution that provides financial assistance to euro area member states.

2009

Laura Bacon MPP has a lot of HKS nostalgia, especially during another election year! After graduation, she served as a White House Fellow in Washington, DC, and enjoyed bumping into classmates in government hallways and farmers’ markets. After the fellowship, she became associate director of a research program at Princeton University’s Wood-

row Wilson School of Public and International Affairs. The program, Innovations for Successful Societies, chronicles efforts of public sector reformers in challenging contexts to build stronger institutions and enhance accountability. On a personal note, Laura has become obsessed with triathlons and running races. She married her wonderful husband in September 2011.

Rye Barcott MPA reports that the audio book of his memoir about waging peace while fighting war, *It Happened on the Way to War*, was nominated for a Grammy (see page 4).

Dominik Czesche MPA has started a new position as director for the Brunswick Group, an international corporate communications partnership, in Berlin.

Thomas Eads MC/MPA was recently promoted to the position of senior chemist at the FDA Center for Tobacco Products in Rockville, Maryland, where his work in regulatory science continues to help make tobacco-related death and disease part of America’s past.

Katherine Ellis MC/MPA moved to London in March 2012 to take up a new role as director of youth affairs at the Commonwealth Secretariat.

Rade Glomazic HKSEE was appointed in August 2012 managing director of FCG International’s office in Belgrade. “The office was established to service a growing demand for innovative consulting solutions in the Balkans as FCG’s earlier consulting experience to EU candidate countries can bring a great benefit to the EU integration in the region.”

Hannes Grassegger MPP is back in the United States to help build Bain & Company’s new Washington, DC, office. After a brief stint with the EU Commission’s delegation to the UN in New York right after graduation and a half-year engagement in German education reform, he had rejoined Bain consulting’s German office in 2010, specializing in strategy and international post-merger integration.

Shiori Ito HKSEE writes, “Since the earthquake and tsunami, I have been discovering Japan. Ordinary Fukushima people are pure. Please visit.”

Kimberlyn Leary MPA works locally for the Cambridge Health Alliance/HMS as chief psychologist and teaches a leadership seminar at Harvard College. She was appointed the program chair of the American Psychoanalytic Association

and works with the International Psychoanalytic Association on the sponsoring committee to South Africa on the first psychoanalytic training programs on the African continent.

Erica Matthews MPP and **Andrew Sullivan** MPP got engaged August 16 on Mount Katahdin in Maine. Erica works at PepsiCo, focusing on public policy and sustainability. Andrew works at the Partnership for New York City, which engages the business community in efforts to support the city. They live on Sugar Hill in Harlem, New York.

Neil McCullagh MC/MPA writes, “Hello HKS 2009. We are still in Cambridge. Our children are in Cambridge public schools and I am enjoying work with the American City Coalition. This past year we have been fortunate to have short visits from **Tom O’Shea** MC/MPA, **Bjorn Megard** MC/MPA, **Gonzalo Fanjul** MC/MPA, **Sara Agarwal** MC/MPA, and **Dag and Elisabeth Hovdhaugen** MC/MPA.”

Scott Miller MC/MPA is entering his fourth year at Harvard Pilgrim Health Care. “Have been working with fantastic people, and have enjoyed many opportunities to apply HKS learnings from a range of courses and disciplines, including health policy, behavioral economics, nonprofit marketing, nonprofit finance, demography, polling, and statistics. Our three children are now in eleventh, ninth, and sixth grades, and doing great. Hope all is well with you.”

Antonio Nuñez Martin MC/MPA reports that his new book, *The New Public Executive: Challenges of Leadership in Public Management*, is now available (miurl.com/1rh).

Angeliki Saratsi HKSEE made partner at Politis & Partners Law Firm.

Neel Shah MPP continues to serve as a physician at Harvard Medical School and as the executive director of Costs of Care, a nonprofit founded with classmates at HKS that helps patients and their caregivers deflate medical bills and improve the value of health care delivery. “In the past year we have grown substantially and our work has been featured in *The New York Times*, *The New England Journal of Medicine*, and a report by the Institute of Medicine. We would love to hear from HKS alums who are interested in contributing to our mission. CostsOfCare.org”

Malgorzata (Margo) Steiner MPP works as director of the Department for Analysis and Public Communication in

the Ministry of Administration and Digitalization in Poland. “Prior to that, I’ve worked at the Prime Minister’s Office in Poland on issues like administration reform and innovation, managed projects for GTZ in Berlin, and was a leadership trainer (adaptive leadership).”

Hassan Tetteh MC/MPA was selected as a 2012–2013 Robert Wood Johnson Foundation Health Policy Fellow and will serve as a health policy analyst and advisor to Congress. The fellowship is cosponsored by the Institute of Medicine.

Brent Wright HKSEE assumed command of the 138th Mission Support Group in August. Brent, a colonel, is responsible for air base support personnel and equipment necessary to launch, recover, and regenerate combat aircraft. During peacetime, he maintains a cadre of trained and deployable airmen necessary to carry out the wartime mission. His responsibilities include supply, transportation, logistics, civil engineering, emergency management, fire protection, services, personnel, security, force protection, communications, and administrative personnel.

2010

Sohaib Athar MPP writes, “Back home in Pakistan since finishing HKS, I am working with the World Bank here, focusing on assignments in urban governance/development and disaster risk reduction. Missing all my friends and classmates terribly, and secretly keeping tabs on everyone via Facebook.”

Ramaswami Balasubramaniam MC/MPA has been appointed the Frank Rhodes Professor at Cornell University for a three-year period beginning July 2012. He will be spending a week each semester teaching leadership, globalization, and global health beginning in late September 2012.

Armando Barrera Barrios HKSEE was named faculty dean of the communication department at the De Las Americas University in Mexico City. He also holds a spot as a head researcher at the Belisario Dominguez Think Tank at the Mexican Senate.

Randy Bell MPP and Eric Hachikian’s new documentary about the Armenian genocide, *Voyage to Amasia*, has been on the film festival circuit for the past year. It won best documentary at the Pomegranate Film Festival in Toronto in December, and also screened at the Golden Apricot International Film Festi-

val in Yerevan, Armenia; the Minneapolis International Film Festival; and the Philadelphia Independent Film Festival. The film had its Boston premiere at the historic Studio Cinema in Belmont in October and was screened at the St. Louis International Film Festival in November. More info at voyageoamasia.com.

Lena Marie Benson MPP is the manager of government affairs for Sony Pictures Entertainment. She is based in Los Angeles and reports to the company’s executive vice president of government affairs. Lena first joined Sony Pictures in April 2011 as a communications consultant. She is thrilled about her new position because it combines her two main passions: film and politics.

Lorena De la Barrera HKSEE was named in June as the sub-coordinator for the Global Initiatives Project for Integrity in both the public and private sector. The project is managed by the United Nations Office on Drugs and Crime and its main objective is to promote probity in public procurement and legal incentives for corporate integrity. This project runs in parallel in Mexico and India, and later on it will be implemented in China and Russia. “My experience at HKS Executive Education provided me with an integral research training, which added significantly to my career within the UNODC.”

Jeffrey Edmonds MC/MPA writes, “After 10 years of collecting data, an asteroid I discovered in 2002 has finally been numbered by the International Astronomical Union’s Minor Planet Center, which is operated by Harvard’s Smithsonian Astrophysical Observatory. This means that the error in the orbit has been reduced enough to allow accurate predictions of its position and thus the object is now official. I will be having a party on said minor planet as soon as technology allows.”

Paige Ennis MC/MPA and her husband, Bain MC/MPA 2003, left Cambridge for Washington, DC. Paige serves as the vice president of external relations for the Atlantic Council — a policy think tank that promotes constructive U.S. leadership in international affairs based on the central role of the Atlantic community in meeting the challenges of the 21st century.

Kenneth Fredette MPA was seeking re-election to the Maine House of Representatives after finishing his first term as a member of the Appropriations Com-

mittee, the Congressional Reapportionment Committee, and the House Standing Committee on Elections. Ken has been an outspoken advocate for issues related to domestic violence and chairs the Task Force on Franco-Americans. Ken, a major, serves in the Maine Air National Guard, where he has been appointed the Interim Staff Judge Advocate at the 101st Air Refueling Wing at Bangor. Ken and his wife have a daughter graduating from high school this year and a son in the eighth grade.

Looking to fill a position?

Meet JACK!

www.hks.harvard.edu/jack

More than 5,000 alumni and current students log on to the HKS job bank every week.



Jasmin Johnson MPP 2010 recently moved to Kuala Lumpur, Malaysia, to start a new job in corporate responsibility at an Asian conglomerate called Hong Leong Group with her fiancé, Micha Glaeser.

Jesse Levinson MC/MPA writes, “My wife, Mina, and I welcomed our first daughter, Olivia Mitra Levinson, in May.”

Alejandro Lozano HKSEE in July of 2012 won election to deputy of the State of San Luis Potosi in Mexico. Alejandro was the candidate for state legislator with the most votes in the country. Alejandro already has proposed significant laws in Congress such as the reduction of the legislator’s salary, elimination of an automobile state tax, animal protection, and economic development.

Ning Lv MPP 2010 writes, “First, a big hello from panda’s wonderland to all HKSers, which would turn into a warm welcome hug if we met in person. Now something about me: I embarked on management consulting with one of the top-tier firms after graduation. The job has opened my eyes to a wide variety of industries in the past two years, and I encourage those of you who are still not certain about your career to give consulting a shot. For those of you who haven’t been to China, you are more than welcome to take a trip. I promise more wonder than pandas!”

Nayyar Mahmood Khan HKSEE writes, “Having worked on a government educa-

ALUMNI PUBLICATIONS



Financial Success: Ten Shortcuts to a Profitable Business

Jerome Pradier HKSEE 2001

Whether we are experienced business owners, managers in large or small businesses, or new entrepreneurs, there are certain principles we tend to forget because of lack of use or that we don't use because we don't fully understand them. This book presents the ten most common of these principles, which have the added benefit of being the most effective ones for generating profits easily and quickly. They run the gamut from operational management to personnel supervision, from strategic and tactical planning to financial management, in an understandable, practical way that is directly applicable to everyday business decisions.

Venus in Sole Visa

Ken Shulman MC/MPA 2001

Venus in Sole Visa traces man's 4,000-year quest to determine the distance between the earth and the sun. Beginning with the first empires of Mesopotamia and ending with the first NASA probe landings on Mars, the award-winning journalist Shulman charts man's dogged attempt to measure the heavens above him.

Terrorism and Counter-Intelligence: How Terrorist Groups Elude Detection

Blake Mobley MPP 2004

Protecting information, identifying undercover agents, and operating clandestinely—efforts known as counter-intelligence—are the primary objectives of terrorist groups evading detection by

intelligence and law enforcement officials. Some strategies work well, some fail; those tasked with tracking these groups are deeply invested in the difference. Discussing the challenges terrorist groups face, while providing a framework for decoding the strengths and weaknesses of their counterintelligence, Mobley has written an indispensable text for the intelligence, military, homeland security, and law enforcement fields. He outlines concrete steps for improving the monitoring, disruption, and elimination of terrorist cells, primarily by exploiting their mistakes in counterintelligence.

Howard's Gift

Eric Sinoway MC/MPA 2005

Howard's Gift is a book that will change readers' lives: Delivering both timeless lessons and practical guidance, it infuses readers with energy, clarity, and inspiration to pursue a satisfying career and a life lived with no regrets. *Howard's Gift* features a series of strategies that will enable readers to achieve a sense of deep personal fulfillment.

Floating on a Malayan Breeze: Travels in Malaysia and Singapore

Sudhir Vadaketh MPP 2005

What happens after a country splits apart? Forty-seven years ago Singapore separated from Malaysia. Since then, the two countries have developed along their own paths. Malaysia has given preference to the majority Malay Muslims—the bumiputera, or sons of the soil. Singapore, meanwhile, has tried to build a meritocracy—ostensibly color-blind, yet more encouraging perhaps to some Singaporeans than to others. How have these policies affected ordinary people? How do

these two divergent nations now see each other and the world around them?

Winning the Minds: Travels Through the Terrorist Recruiting Grounds of Yemen, Pakistan, and the Somali Border

Francisco Martin-Rayó MPP 2011

Inspired to study terrorist recruitment, Martin-Rayó embarks on a whirlwind journey to the three most fertile refugee camps in the world for terrorist recruiters: Dadaab, Kenya, dominated by al-Shabaab, the most recent al-Qaeda franchisee; the camps around Peshawar, Pakistan, where the Taliban actively recruit fighters; and Kharaz, in southern Yemen, right in the middle of al-Qaeda in the Arabian Peninsula's heartland. Part travelogue, part analysis of American counterterrorism policies in the region, Martin-Rayó's groundbreaking treatise is an eye-opening look into the heart of terrorist recruitment.

The Hungry Dragon

Sophal Ear HKSEE 2012, Sigfrido Burgos Caceres

This book explores China's quest for energy sources, raw materials, and natural resources around the world, with a specific emphasis on oil. China's ubiquitous presence in Africa, Asia, and Latin America is reshaping the world with regard to economics, politics, and national security. *The Hungry Dragon* offers a comprehensive examination of China's energy security strategy.

tional reform project in Malaysia earlier this year, I returned to Abu Dhabi, UAE, in May and am part of the next phase of an exciting reform project with Abu Dhabi Education Council. I support the development of leadership skills and capacity building within government schools and my work takes me to remote schools in desert locations. A deadline-driven, results-oriented, and extremely rewarding job, I relish the challenges and successes each week brings!"

Justin (JP) Pasquariello MPA has been serving as executive director of Children's HealthWatch for nearly one year now. Children's HealthWatch is a research and policy organization that identifies policies and programs that help keep low-income children aged four and under healthy and developmentally on track. "We focus in particular on the impacts of—and potential approaches to remediating—food, energy, and housing insecurity. We recently published a policy action brief on housing in Boston. This is the third of five in our housing policy brief series. Also, my wife, Vanessa, and I have moved to East Boston and are enjoying the great food and neighborhood."

Chris Pullem HKSEE was recently elected president of the Highlands Museum and Discovery Center's Board of Trustees. The Highlands Museum and Discovery Center is an institutional member of the Association of Science and Technology Centers, which encourages excellence and innovation in science learning. Currently, ASTC has over 600 member institutions in over 40 countries.

Brendan Rivage-Seul MPP recently finished his first diplomatic tour as a U.S. Foreign Service Officer in Ciudad Juarez, Mexico. Brendan's second tour will be in Kabul, Afghanistan, where he'll spend a year working as a staff assistant to U.S. Ambassador James Cunningham.

Lena Sene MC/MPA writes, "I recently took a seven-month leave from my job in New York City to spend time in Senegal (where I grew up) and work as campaign director for former Prime Minister Idrissa Seck. It was fascinating to experience firsthand the Senegalese election process. It was by far the most challenging and yet rewarding experience of my life. Even though our candidate in the end did not win, thankfully we experienced a peaceful transition of power in Senegal, a country that continues to be a model of democracy in West Africa for having

never experienced a coup d'état since its independence in 1960."

Carrie Sheffield MPP is an associate analyst in the public finance group of Moody's Investors Service in Manhattan. She analyzes the financial health of bond issuers and publicly rates them for the marketplace. She also continues to freelance in her spare time, writing for *The Washington Post* and *USA Today* on religion and the 2012 elections.

Deanne Titus MC/MPA completed a fellowship with the DC chapter of the New Leaders Council (NLC) Institute in May 2012 and was recently selected to serve as the director of mentorship. In this role she will recruit, select, and stand up a mentorship program for the DC Institute's class of 2013. NLC's mission is to recruit, train, and promote the next generation of progressive leaders and political entrepreneurs. The NLC Institute is the nation's premier political entrepreneurship training program for young professionals under age 35 and is active in 20 cities across the country.

Peter Witzler MPA/ID writes, "In better-late-than-never-news, in December of 2011, my wife, Lisa, and I welcomed Theodore James Witzler into our lives. Hard to believe he is almost ready to walk and will be ready for an HKS program in 2036. In September of 2012, I started a new position as deputy field director of the Alliance for Retired Americans. I will be working with retirees of AFL-CIO affiliated unions and community leaders to protect retirement security for all Americans."

Shahab Ahmed HKSEE writes, "After many years of driving government affairs and communications across the globe, I am moving into another role at Microsoft. I will be a director in regulatory affairs focusing on emerging privacy and security law issues and associated regulatory frameworks as well as global standards. As we move into the world of big data and increased connections, the legal implications related to privacy and security become extremely critical to the success of technology-based companies.

2011

Eduardo Baeza MPA writes, "In March 2012 I published a book in Spain titled *How to Create a Successful Campaign*. It reflects my firsthand experience as a senior campaign advisor for the candidate Mariano Rajoy (now President Rajoy). The Spanish general elections were won by an absolute majority (15 percent difference) in November 2011.

After this great yet intense experience, I have been appointed as director of analysis and strategy of the Executive Office of the President of Spain.

David Bray HKSEE has been named principal strategist and senior national intelligence service executive with the National Commission for Review of Research and Development Programs of the United States Intelligence Community. Previously, David served as executive for innovation, integration, and interoperability for the Information Sharing Environment and jointly received "Best Cyber Presentation" at the December 2010 Government Technology Research Alliance conference.

Jesse Lava MPP writes, "I'm running an advocacy campaign of short videos calling for the United States to end its policy of mass incarceration. The campaign is called Beyond Bars, and it's housed at Brave New Foundation in Los Angeles."

Francisco Martin-Rayó MPP recently published his first book, *Winning the Minds: Travels Through the Terrorist Recruiting Grounds of Yemen, Pakistan, and the Somali Border*, a project which Professor Graham Allison called "very impressive." It is available on *Amazon.com* and at some national bookstores. He is currently on a book tour and is happy to connect with alumni across the globe as he presents.

Hassina Sherjan MC/MPA writes, "Expanding AAE (*aidafghanistanforeducation.org*) and working on "changing the world order." Also, Boumi is growing and producing handmade cotton now for anyone in need! And, working with different groups to start building war memorials... a bit busy here in Kabul!"

Tracey Stark MC/MPA 2011 is the executive director at the nonprofit Center for Arts at the Armory in Somerville.

Jeffery Stutzman HKSEE founded Red Sky Alliance—a private cyber informa-

tion security partnership to help large enterprise companies protect themselves, survive, and grow through targeted and advanced cyber attacks.

Mark Tracy MC/MPA was sworn in by Providence Mayor Angel Taveras in August to the city's Board of Investment Commissioners.

2012

Lilia Aguilar MPA was just elected to the Mexican House of Representatives in Mexico City for a three-year term. Lilia is the youngest member of her caucus and is looking forward to working on energy and science issues in the House.

Francisco Aguilar MPP reports that his start-up (*bounceimaging.com*), which is developing low-cost sensor platforms for first responders, was selected as a finalist at MassChallenge, the largest start-up accelerator in the world.

Jay Bhatt MPA writes, "Since graduating from HKS, I have had a summer gig as a senior fellow with a health policy think tank, the New England Health Institute. I recently moved to Ann Arbor, after attending the electrifying Democratic National Convention, to start a geriatrics fellowship at the University of Michigan. Go, Blue! The Harvard of the Midwest. Hope everyone is well!"

Andrew Buks HKSEE started teaching at the College of Business and Natural Sciences at Black Hills State University in South Dakota.

David Byrd HKSEE recently arrived in New York from Germany "as I received orders to move to the United States Military Academy West Point, as an education services officer for the garrison which also includes five other garrisons in New York, Pennsylvania, and Maryland."

Illac Diaz MC/MPA 2012 writes, "The project called Liter of Light, which is a plastic bottle filled with bleach and

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water stuck through the rooftops of homes in poor communities, has been given the honor of being one of the key exhibits at the 2012 Shanghai Biennale, which runs from October until March 31, 2013. It will be a pavilion made out of vegetable crates and plastic bottles.”

Sophal Ear HKSEE, assistant professor of national security affairs at the U.S. Naval Postgraduate School and former Cambodian refugee who came from France to the U.S. at age 10, wrote *Aid Dependence in Cambodia: How Foreign Assistance Undermines Democracy* (Columbia University Press), about trial-and-error donor experiments and their unintended consequences. This includes bad governance and poor domestic and tax revenue performance—a major factor curbing sustainable, nationally owned growth. By outlining the terms through which countries can achieve better ownership of their development, he offers alternatives for governments on the brink of collapse, despite ongoing dependence on foreign intervention and aid.

Cris Garza MPP is loving being back in California and is now working for the Bay Area regional office of Teach For America as the director of community engagement in San Francisco.

Mitch Gearhart NSF writes, “I’m back in Tampa working at U.S. Central Command headquarters in a new position that I am really enjoying. My wife, Maggie, and I are moving into a new home and are very excited about that as well. My year at HKS as a National Security Fellow was the best year of my life. I wish all my friends at HKS all the best in the future. If you are ever in Tampa, please look me up.”

Erica Harrison JD/MPP writes, “Greetings fellow HKS alumni (especially the MPP class of 2010)! I am pleased to announce that I have accepted employment with Alston & Bird LLP (Atlanta office) as an associate attorney (pending admission to the Georgia bar), and I have founded HarMcC Heritage LLC, a consulting company aimed at servicing individuals and organizations that seek to improve academic opportunities for underrepresented children, youth, and young adults. HarMcC Heritage LLC is excited to take on new clients and would appreciate your referrals and partnerships. We have expertise with college applications, résumés, competitive program and internship applications, recommendation letters, and life coaching.”

Brian Hull MPP started working at the Initiative for a Competitive Inner City in June as the senior analyst for the strategy consulting practice. ICIC was founded in 1994 by Harvard Business School Professor Michael Porter and is the leading authority on U.S. inner city economies and the businesses that thrive there. Brian focuses on how anchor institutions can better provide local economic opportunities for low-income urban residents; consults with businesses, governments, and investors to provide information about urban market opportunities; and explores innovative workforce development systems to create a more productive local labor force.

Matin Karimli MC/MPA was appointed the head of the International Relations Department of the Ministry of Taxes of the Republic of Azerbaijan in June 2012, two weeks after graduation. “Prior to the MC/MPA program, I was working for the Foreign Office of Azerbaijan.”

Jacqueline Musiitwa HKSEE was named one of the “Top 99 Foreign Policy Leaders Under 33” by the Diplomatic Courier and Young Professionals in Foreign Policy.

Anthony Nguyen HKSEE was named commander of the Air Force Legal Assistance Center, a nonprofit legal, education, and professional military organization. Also, he is founding president of the Harvard Club of the U.S. Air Force. In fact, he is a legal scholar, international architect, certified energy plan examiner, quality engineer, city and regional planner, and educator. Through his education at Harvard Kennedy School, he expanded his knowledge in leadership of public services.

Ifeanyi Nsofor HKSEE writes, “I was ignited back to TY Danjuma Foundation (www.tydanjumafoundation.org) and promoted to senior programme officer in charge of grant-making in community health. I had resigned in January 2012 as programme officer. The TY Danjuma Foundation is a private, independent grant-making philanthropic organization based in Abuja, Nigeria. Our vision is to contribute to the building of Nigeria where all citizens have access to affordable quality health care and education and have equal opportunities to realize their potential.”

Mark Serrano HKSEE writes, “Dropping a note to stay in touch with classmates and fellow alums. After six years in the Middle East, I moved from Dubai to New York City last August. The move is part of a personal/professional journey to gain a breadth of experience across different financial markets: EMEA and the Americas. At some point in the future, a return home to the Philippines/Asia armed with the perspective I gained while at the HKS Leading Economic Growth program will allow me to achieve a global full circle.”

Sarah Sosan HKSEE writes, “With much joy, I wish to inform you that I was conferred with my country’s (Nigeria) National Award on September 17, 2012, with Officer of the Order of the Federal Republic. This is one of the greatest awards given to people who have excelled in their different professions in public and private sectors. Henceforth, my name is written as Princess (Mrs.) Sarah Adebisi Sosan, OFR.”

Chad Troutwine MC/MPA was recently named to the Stakeholder Board of Directors of the Young Democrats of America and will be hosting former President Bill Clinton in California. “Veritas Prep, the company I founded in 2002, has grown to become the largest GMAT preparation and admissions consulting company in the world. Now we are making waves in college admissions from our Malibu headquarters. This August, we introduced the only global SAT program created by a perfect 2400 scorer. Our new SAT course simultaneously launched with live classroom courses, private tutoring, and online classes.”

Alfonso Zabaleta HKSEE writes, “A few words to thank both friends of the Kennedy School and the entire team that worked to give us two excellent weeks of knowledge and discussion as well as create the best possible environment to interact and get to know a little more.”

In Memoriam

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Rey Faustino MPP was awarded a 2012 Echoing Green Social Entrepreneurship Fellowship for launching a new social venture, One Degree. One Degree is a nonprofit organization that connects low-income families to resources they need to overcome poverty. Dubbed a “Yelp for nonprofit and social services,” One Degree developed a web platform that holds information about community programs in one place and allows users to easily find and share their experiences about the services. Echoing Green is a leading seed funder for next-generation social innovators. For more information about One Degree, visit 1deg.org.

Stephen Flanagan MC/MPA is currently teaching courses in the behavioral sciences and leadership department at West Point.

Littauer Society Members Gather for Inaugural Meeting

LAST OCTOBER marked the first meeting of Harvard Kennedy School's Littauer Society. Members gathered in Cambridge to connect with one another and listen to presentations by Kennedy School faculty members, alumni, and students.

Littauer Society cochair Jill Wagner MPA 1983 says, "I leave these meetings with such a renewed sense of confidence that our national and global problems have the best and brightest working on them at the Kennedy School."

The Littauer Society comprises individuals who have each given more than \$5,000 to HKS in the past year. Their generosity is the cornerstone of the HKS Fund, providing unrestricted support critical to fulfilling the school's mission of training exceptional public leaders.



Dean David Ellwood with the Littauer Society cochairs, Geraldine Acuña MPP 1996, Jill Wagner MPA 1983, and Sean Rush MC/MPA 2007 (not shown: Greg Rosenbaum MPP/ID 1977).

Robert Putnam, Peter and Isabel Malkin Professor of Public Policy, delivered the keynote address at the Littauer Society dinner, held October 25. He described his current research, which focuses on inequality in the United States, in the context of the transformations people in his hometown of Port Clinton, Ohio, have experienced since he left for college in the late 1950s. "There's been a phenomenal change in the life

experience of kids coming from the upper third of American society and the lower third, the Americans who don't have more than a high school education," said Putnam. "This is a new class issue in America."

The first plenary session took place the next day. Moderated by Dean David Ellwood, the panel focused on the state of the global economy. Carmen Reinhart, Minos A. Zombanakis Professor of the International Financial System, and Robert Zoellick MPP 1981, president of the World Bank from 2007 to 2012 and a senior fellow at the school's Belfer Center for Science and International Affairs, discussed debt issues in both emerging markets and advanced economies.

After the panel, Littauer Society members toured the Harvard Decision Science Laboratory, where they participated in a mock experiment and discussed the connection between decision science and public leadership with the lab's executive director, Mark Edington. Members then had a lunch discussion where they heard from current students who have received fellowships from HKS Fund.

"This year, the students were from multiple countries and had diverse interests and backgrounds," says Joseph Tompkins MPP 1975. "But they all had one thing in common—a deep commitment to public service. That was very reassuring and gratifying to see."

The meeting concluded with a plenary session moderated by Meghan O'Sullivan, Jeane Kirkpatrick Professor of the Practice of International Affairs, who led a panel on national security priorities. Stephen Walt, Robert and Renée Belfer Professor of International Affairs, offered his perspective on managing the United States' various partnerships and alliances in Asia, the continuing repercussions of the Arab Spring, a nuclear-capable Iran, and cyber security and warfare. Nicholas Burns, The Sultan of Oman Professor of International Relations, noted that the issue that has the greatest impact on the effectiveness of America's foreign policy is the domestic economy. "Our ability to project power and have a fully reinforced military and diplomatic strength will be a direct function of our ability to afford it," he said. ❖ MM

To learn more about joining the Littauer Society, please contact Meagan McMullen at 617-495-5266 or littauersociety@hks.harvard.edu.

ALL PHOTOS: BETHANY VERSOY

ON THE WEB
<http://ken.sc/littauer-society>

During the State of the Global Economy panel, Carmen Reinhart, Zombanakis Professor of the International Financial System (center), shares her thoughts, flanked by fellow panel members Dean David Ellwood and former World Bank president and Belfer Center senior fellow, Robert Zoellick MPP 1981.

Audience members (left to right) Merribel Ayres HKSEE 1984, Paul Edelman, and Diane Damskey MPA 1988 participate in the conversation.



It's the Economy



Littauer Society members (above) participate in a mock experiment at the Harvard Decision Science Lab as the executive director, Mark Edington, looks on.

Photos right from top:
Sitting at their stations, attendees take the test. Timothy Vaill MC/MPA 2011 (left) and Michael Kendall MPP 1983 (center) exchange ideas with Edington. Mark Dalzell MPP 1979 listens as the process at the lab is explained.



Decision Time

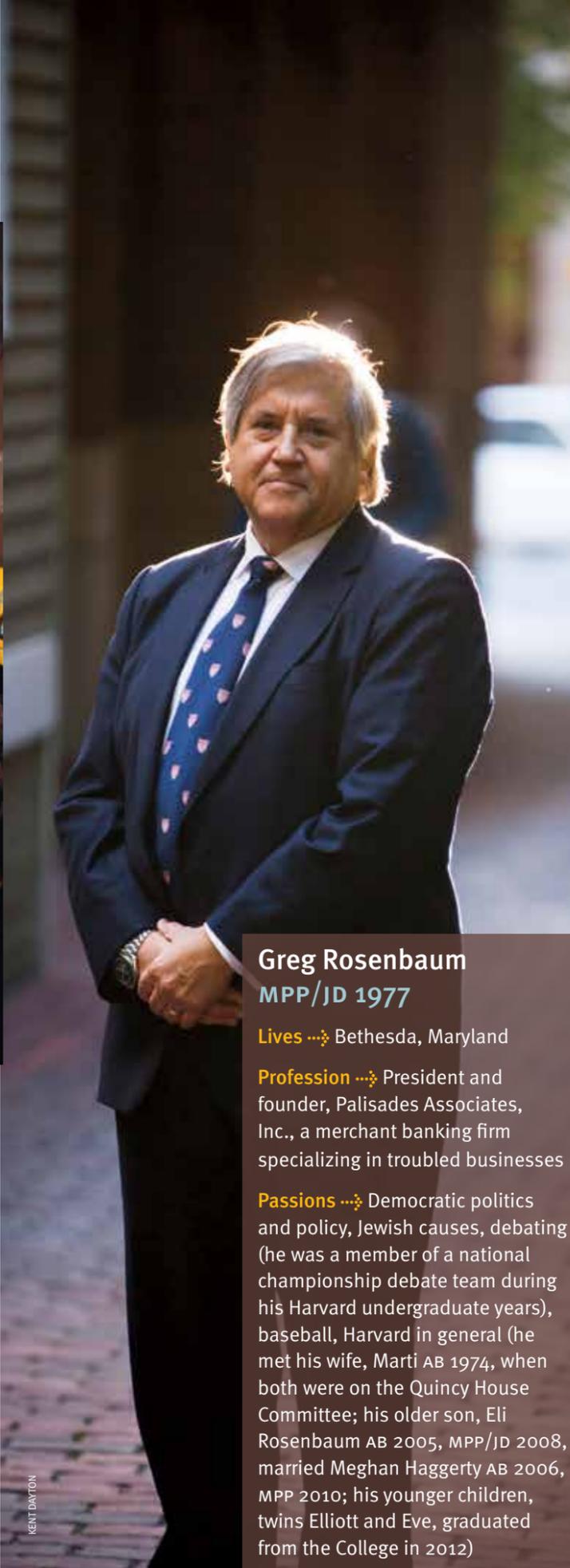




THE JOHN F. KENNEDY JR. FORUM DID WHAT IT DOES BEST IN NOVEMBER, *bringing hundreds of engaged and enthusiastic citizens together to watch the democratic process unfold before them.*

All eyes were glued to the Forum's main television screen on election night 2012 as polls closed throughout the country and electoral votes were tallied. Through the evening the crowd received updates directly from the candidates' headquarters: first from Senator Jeanne Shaheen at New Hampshire Democratic headquarters, then from Russ Schriefer at the Romney campaign, and finally from David Axelrod at the Obama campaign. Predictions that it would be a long night proved accurate: Not until almost 11:30 PM, with Ohio's electoral votes putting President Obama over the top, were the winner declared and the balloons released. Sponsored by the Institute of Politics, the event, says IOP director Trey Grayson, couldn't have been better: "Our election night watch party event was great. Only at IOP events will you find such energy and passion for politics."

STEPHANIE MITCHELL/HARVARD STAFF PHOTOGRAPHER



KENT DAYTON

Greg Rosenbaum
MPP/JD 1977

Lives ... Bethesda, Maryland

Profession ... President and founder, Palisades Associates, Inc., a merchant banking firm specializing in troubled businesses

Passions ... Democratic politics and policy, Jewish causes, debating (he was a member of a national championship debate team during his Harvard undergraduate years), baseball, Harvard in general (he met his wife, Marti AB 1974, when both were on the Quincy House Committee; his older son, Eli Rosenbaum AB 2005, MPP/JD 2008, married Meghan Haggerty AB 2006, MPP 2010; his younger children, twins Elliott and Eve, graduated from the College in 2012)

FINAL SAY

Why did you decide to pursue a joint degree? I went to law school for the job prospects and to HKS to study what I was really interested in—politics and government! In all seriousness, I don't believe I ever would have gotten my first job, with the Boston Consulting Group, if I hadn't had the quantitative skills I learned in my MPP courses. Boston Consulting Group hired primarily business school graduates and if I had been just a straight-up law student, they probably would not have hired me. But because of the training I had at the Kennedy School in the MPP core program, I had a strong foundation in economic analysis. When the recruiter observed the gift of gab I had developed as a debater, along with the analytic background I had, I think the comment was: "Hey, he knows enough to get the answer and he has these well-developed skills of persuading people that it is the answer. What else do you need to be a consultant?"

How do you satisfy your passion for politics and government? Well, from a formal perspective, I'm cochair of the National Jewish Democratic Council's Political Action Committee and I worked closely with the Jewish outreach office in the Obama campaign, including giving a seminar on how to debate and defend the president's positions on Israel and the Middle East for Jewish elected officials during the Democratic National Convention. Also, I am cochair of the Jewish American Heritage

Month Foundation; I sit on the Economic Advisory Council of the Center for American Progress; and I've been a member of the Clinton Global Initiative since its founding. We combined our love of politics and baseball this year by hosting six Senate fundraisers in our suite at Nationals Park. I'm happy to say we went six for six, and the Nationals did pretty well, too.

How do you find the time for all these commitments? Most people who know me believe I never sleep! That's not entirely accurate, although it's pretty close. But I've always been able to balance my interests: business, family, Harvard, and outside political and other interests.

Speaking of family, rumor has it that you're a new grandfather. Yes, Eli and Meghan have a baby boy, Ben. We believe it's never too early to cultivate an interest in politics, so here's Ben with then Senate candidate and now Senator Elizabeth Warren, at his first campaign event!



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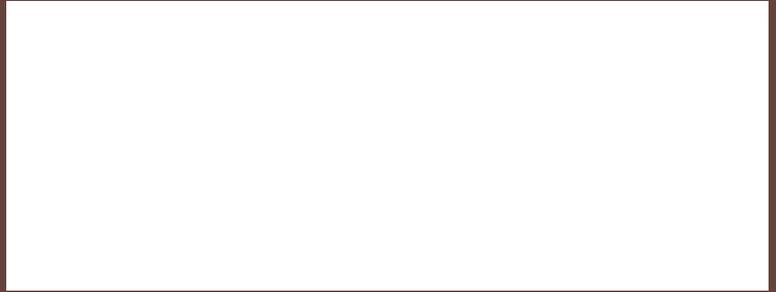


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