One Extraordinary Day

From Sunup to Lights Out at the Kennedy School
Day in the Life
Forums, world leaders, brown bags, classes, security, and catering: Documenting a day at the Kennedy School that’s equal parts extra and ordinary.

Market Values
The social impact bond—a new tool to help improve the outcomes of social programs—is making its way into conversations about better ways to solve public problems.

Thinking Big in Small Ways
Behavior science is looking at the limits of our rationality and ways to prod us into making better decisions.

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Harvard Kennedy School Magazine is published two times a year by John F. Kennedy School of Government Office of Communications and Public Affairs 79 John F. Kennedy Street Cambridge, Massachusetts 02138 Phone: 617-495-1442 Fax: 617-495-3166 Email: robert_oneill@hks.harvard.edu

This magazine is printed on 100 percent postconsumer waste paper (text), 50 percent postconsumer waste paper (cover), and is FSC® certified.

www.hks.harvard.edu
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. Elwood
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 student Seth Flaxman, Katy Peters, and Amanda Cassel Kraft, the cofounders of TurboVote — a free service that helps users register to vote and acquire absentee ballots — signed up their 100,000th user early last fall. At press time they were up to nearly 250,000 users.

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

“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 27 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. Its earned mentions from the New York Times, The Atlantic, 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.”

UPDATE | FIRST ON THE SCENE

New York City Fire Department’s Chief of Counterterrorism and Emergency Preparedness Joseph Pfeifer, 57, was recently the subject of a National Public Radio story. Pfeifer, who was profiled in the summer 2008 issue ofThis Century 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 two 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 chef on 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.
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.

Weighing In

RESEARCH On November 6, 2012, more than 20,000 people from across the United States visited MyElection, 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.

Mexico’s Calderon in Residence

ALUMNI Felipe Calderon m/c/m 2000, the president of Mexico from 2006 to 2012, became the inaugural Angelopoulos Global Public Leaders Fellow in January. During his year-long fellowship at the Kennedy School, he will collaborate with scholars and researchers, meet with students, speak at events, and do some writing.

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, Matt Morgan mpp 2011 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 NewsHour story about the July 2012 mass shooting in Aurora, Colorado, for 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 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.”

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 mpp 1993, 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.

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.

HKS Community at Court House


Nevada less than three hours, Kansas almost 90 minutes, Kansas more than 24 minutes, and Nevada less than three minutes.
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.
Air Quality Linked to Productivity

Q: What made you decide to look at this particular issue?
A: 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?
A: 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 1 percent of the city’s oil. 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?
A: 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?
A: 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.

Reality Vaccine

In the 12 months beginning with April 2019, some 9,000 to 18,000 Americans died after being infected with the 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, Marlin Kalt Professor of Global Communications, points to a factored 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 rallied 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 Frondel, 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.”

Climate Control

To understand why geoengineering is so controversial, perhaps all one has to do is study its definition: planet-scale environmental engineering, particularly aimed at countering the unedifying 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’s top 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.

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.”
“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

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 disfavor during the course of the campaign, I wouldn’t say that one organization was so much fabulously better than the other.

Q Much was made during the campaign about the impact of the super PACs in influencing the election. In the end, would you agree? MM I think their impact is vastly overblown and overestimated. I think you can argue that some of the super PAC 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.

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 acts 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 the talking heads and they say the tea party is over. I think there’s some legitimacy to there, but I think they’re probably a much more diverse group than what we’re hearing.

Q How does the field look for 2016? MJ 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; 2004 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

http://ken.sc/campaign-conversation
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 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 second term 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
DAY IN THE LIFE

PHOTOGRAPHY BY MARTHA STEWART

9:19AM

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.

7:12AM 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.

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

9.27.12

ONLINE FEATURES

→ SLIDESHOW: HTTP://KEN.SC/DAY-IN-LIFE

→ CHECK OUR WEBSITE FOR THE DAY IN THE LIFE VIDEO COMING THIS SPRING.
Students take advantage of the weather to prepare for a class outside.

Professor Hannah Riley Bowles teaches “Strategy, Structure, and Leadership in Public Service Organizations,” with assistant Rachele Filamore. On this day, the class breaks out into groups for “three-party organizational conflict simulation.”

Marlysa Thomas ’14 listens intently during a negotiation simulation.

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

When classes break at noon, 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.

Steve Walt, Belfer Professor of International Affairs, does the environmentally friendly thing and bikes to campus. Hours later he is being interviewed by one of two interviewers broadcast from the Kennedy School TV studio that morning.

Online features: Slideshow: http://ken.sc/day-in-life → Check our website for the day in the life video coming this spring.
FORUM PREP

By the Institute of Politics’ count, the Forum has hosted more than a thousand events and two million people since it started, in 1978. Millions more have tuned 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.

THE BEAT GOES ON

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

5:30 PM Nobel Peace Prize winners and leaders of the Burmese opposition Aung San Suu Kyi visited campus. She told the audience to always be a hardworking politician, not "an icon."

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

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

9:36 PM 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.

10:09 PM 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.

ONLINE FEATURES → SLIDESHOW: HTTP://KEN.SC/DAY-IN-LIFE → CHECK OUR WEBSITE FOR THE DAY IN THE LIFE VIDEO COMING THIS SPRING.
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 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
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 2011, when Finance

UK raised $7.9 million from investors — both individuals and charities — for a program designed to reduce reoffending by providing intervention services for a hundred chronically homeless people throughout the state. The youth program will focus on the more than 750 people who “age out” of the juvenile justice system each year, as well as other high-risk youth coming off probation, who are not necessarily seeking the maximum financial return but are instead willing to put their money to work to advance a cause. The UK project was launched in 2011, when Finance

Within the juvenile justice system, will be the lead service provider. 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 — one on youth recidivism and homelessness — because these 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 pursing a law degree from George-town 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, who are not necessarily seeking the maximum financial return but are instead willing to put their money to work to advance a cause. The state is presently engaged in contract negotiations 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.

Instiglio

Michael Belinsky MPP 2012, Michael Eddy MPA/iD 2012, and Arvish Gundagurdoss 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

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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 under-taken in collaboration with Harvard Business School and Harvard University’s Foundations of Human Behavior Initiative, the 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 the 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 1990s, 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 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.

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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.

“It 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
employers’ sponsored savings plans. It was clear that traditional factors that economists looked at, 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,” participation 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, a co-winner of the 2006 Nobel Prize in economics, who was boosted in 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 the Obama administration.

Many of the most significant innovations since 2008 have occurred at Harvard and other places where solutions are being developed.

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. 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.

“Would I like to worry about lots of things, apart from nudges, where we are 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?”

“The 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.”

14
**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.

**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.

**“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.

**“The job of the president is to lead you to the Promised Land.”**
· Alex Castellanos, Republican media consultant and former GOP fellow, while criticizing the Obama and Romney organizations for running “small” campaigns, at a Shorenstein Center event.

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**“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.

**“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.

**“The job of the president is to lead you to the Promised Land.”**
· Alex Castellanos, Republican media consultant and former GOP fellow, while criticizing the Obama and Romney organizations for running “small” campaigns, at a Shorenstein Center event.
**FORUM | People Power**  
President of Mongolia Tsakhiagiin Elbegdorj, who was elected president in 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 50 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.”

**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.

**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 is 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.

**FORUM | American Character**  
In a conversation with former Kennedy School Dean and Belfer Center Director Graham Allison, U.S. National Security Adviser 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.”

**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 themomentous 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
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; 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 unhesitancy 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-centricism,” subject itself to critical analysis, and change to reflect the changing times.

36 classnotes
43 books
39, 44, 49, 55, 58
Eric Hanson 1945 was retained from Federal Railroad Administration for 22 years. No recent contact with any classmate. Most probably have passed. I’m one of those running up cost of medicare.

Michael Kritz 1950 is president of the California State Board of Education for the second term. He was appointed to this position by Governor Brown in 1977 and 2010, and is a member of the National and International Academies of Education.

Richard Nattila 1963 retired from his medical practice in 2008, but continues as medical director of nearly 400 members, mostly from the our online store in south Carolina as well as our expansion efforts in the European area by joining a regional network of hks.

Larry Pressler 1966 is a partner and manager directing at the global private equity firm Warburg Pincus, has recently been elected to membership in the Tolosal Commission and the American Academy of Diplomacy.

Kenneth Juster 1970 is a partner in the Baker McKenzie law firm and is the former head of the U.S. delegation to the United Nations. He is a 32-year veteran of the Foreign Service and served as the Under Secretary of State for Political Affairs during the Clinton Administration. Juster has been mentioned as a possible replacement for John Bolton as national security advisor.

Grace Flores-Hughes 1980 was published her own law practice in 2009 (agorize.com), focused on using xioi law, trade agreements, and trade and investment rules to solve market access problems. She also teaches xioi law at the Rice University of Advanced International Studies in Washington.

Amy Purges 1980 opened her own law practice in 2009 (agorize.com), focused on using xioi law, trade agreements, and trade and investment rules to solve market access problems. She also teaches xioi law at the Rice University of Advanced International Studies in Washington.

1950
Eric Hanson 1945 was retained from Federal Railroad Administration for 22 years. No recent contact with any classmate. Most probably have passed. I’m one of those running up cost of medicare.

Michael Kritz 1950 is president of the California State Board of Education for the second term. He was appointed to this position by Governor Brown in 1977 and 2010, and is a member of the National and International Academies of Education.

Richard Nattila 1963 retired from his medical practice in 2008, but continues as medical director of nearly 400 members, mostly from the our online store in south Carolina as well as our expansion efforts in the European area by joining a regional network of hks.

Larry Pressler 1966 is a partner and manager directing at the global private equity firm Warburg Pincus, has recently been elected to membership in the Tolosal Commission and the American Academy of Diplomacy.

Kenneth Juster 1970 is a partner in the Baker McKenzie law firm and is the former head of the U.S. delegation to the United Nations. He is a 32-year veteran of the Foreign Service and served as the Under Secretary of State for Political Affairs during the Clinton Administration. Juster has been mentioned as a possible replacement for John Bolton as national security advisor.

Grace Flores-Hughes 1980 was published her own law practice in 2009 (agorize.com), focused on using xioi law, trade agreements, and trade and investment rules to solve market access problems. She also teaches xioi law at the Rice University of Advanced International Studies in Washington.

Amy Purges 1980 opened her own law practice in 2009 (agorize.com), focused on using xioi law, trade agreements, and trade and investment rules to solve market access problems. She also teaches xioi law at the Rice University of Advanced International Studies in Washington.

Laura Evangelista 1989, after working 17 years in federal government and 2 years in NATO stationed in Luxembourg, has just moved to Cheverly, Maryland, to pursue family, personal, and volunteer activities.

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Twentieth Century Limited
Jan David Blaks HKS 1962
Overcoming disabling injuries, Vietnam vet Paul Bernard becomes an award-winning journalist and television newsmen. 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 Johnson NC ‘MPA 1967
How should the United States deal with the jihadist challenge and other religious imperatives that permeate today’s geopolitical landscape? Johnson argues that what’s required is a longer-term strategy of cultural engagement, backed by a deeper understanding of their human rights and the political imperatives that permeate today’s religious extremism; offers a longer-term strategy of cultural engagement, backed by a deeper understanding of their human rights and the political imperatives that permeate today’s religious extremism.

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, and 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
Raj 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 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 assessment engineering and planning, economic and social impact analysis, public participation, and energy and environmental implications of major public works and private projects.

Gender Stereotyping: Transnational Legal Perspectives Rebecca Cook MPA 1973
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.

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 comprehensive 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.

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Rey Watson

“Many changes since graduation,” one classmate and old friend, Maria Beatriz Ramalho wrote of her classmate and old friend, Maria Beatriz Ramalho. “I am still specializing in business, and my field is launching clarity at mpacmpa, and through cefpas. I am still consulting urban planner with the National Authority for the Chemical Weapons Convention, which is based in the region. I am also in a collaborative role with the National Academy of Sciences to implement the Convention in the United States. I am currently working at the United States Department of State as a policy director. I have been assisting U.S. donors to expand their assistance to Afghanistan and Iraq, and I am also working on the executive committee of the Harvard University Club of Ottawa. I continue to run my business, Life Sciences for the past several years. HKS and Hong Kong and mainland China law schools. TCA has developed over 25,000 units of housing and owns and manages over 54 states and DC.

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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 Jennifer, 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. “This app gives users the opportunity to tune in to what’s going on, gives people the chance to engage and to dig deeper.”

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 lots surrounded by high fences made of brick and steel, or row brick houses with steep stairs? A new book explains the impacts of changing ideas about health and disease, housing design and community development, including how health concerns contributed to common features in the urban environment.


Organized around the letters exchanged between the Soviet Union’s secretaries of state, the book develops a new model of foreign policy decision making.


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Environmental Leadership: A Reference Handbook Deborah Riggs Gallagher MPP 1986

This volume contains case studies 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 environmental problems.

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 Frechette MCM 1989

The battered body of an Afghan boy is found at the base of a hill outside a remote village in Helmand Province, Afghanistan. Did he fall, is he a victim of a village feud, is he a royalty who was killed? This is the work of American soldiers, as others want to believe? Not far from the village, the U.S. Army has set up a training outfit. Soft, the boy’s illiterate young mother, is desperate to find the truth about her son’s death. But extremists move in and offer to rout the “infidels” from the region—will they respond? The book captures the psychological pressures and the small village and its women. We hear two sides of this story. One is Soft’s. The other is that of U.S. Army Special Ranger Soy Porren, who is in this faraway place to escape a rough childhood and rigidly fundamentalist parents.


Katja Hetter amr writes, “After almost four years of moving around and parenthood, I happily returned to work as a features writer/producer at col. com. Atlanta, I write about parenting, popular culture, and other fun stuff.” (katja.hetter@trunver.com)

Andrew Romanoff amr writes, “An elder statesman at 47, with time limited out of the state legislature after eight rewarding years. Now working for a Colorado-based bio tech company, org. ing farmers in Africa, Asia, and Latin America. Leading an effort (gigaminet- work.org) to create the world’s first collaborative center for international development, a community of 50 like-minded organizations. Glad to hear from classmates with similar interests in Denver (Denver, Dakar, Delhi . . . .)

Stamen Tassev wsj writes, “Dear friends, the last eight months instead of writing a book or sailing the ocean i served in a non-governmental organization, and was part of the biannual international 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. I hope to see you in May 2015 and to invite you personally to a trip to visit Bulgaria. With best regards, Stamen.”

Manar Zarzour amr writes, “Hello classmates! I graduated the same year we were Lucerne! I currently live in Abu Dhabi, Uae, and am the founder of a PR/communications firm. I’m working mostly on African and Asian state projects. Let me know if you want to get in touch.” (manar@communiques.net)

1994

Bob Durley mc/mpa, just completing work in Singapore, is back in the Boston/New York City area facing remarkable and rising executive coaching with Halltown. Serving on boards of several private companies in New York and New Mexico, he is using his aviation safety background and leadership experience in the management of non-profit organizations. He has served in many non-profit 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. “To anyone interested in doing this,” he says, “let me know.”

Shaunti Feldhan npp writes, “It’s been an amazing few years. Unexpectedly, now using my skills as a social researcher and best-selling author on relationships, uncovering the most important trend among people who are most important to us. My books, Like A Fireman: What You Need to Know About the Inner Lives of Men, have hit a nerve, selling millions of copies in 25 languages. I’m speaking at some amazing organizations, churches, and community globally, seeing ‘aha’ moments, lots of life change, marriages saved, careers transformed, etc. Amazing. Married to Jeff (Joe) 1999 and have two kids.”

Nasir Firdaus mc/mpa 1983 became the first female career ambassador of Bangladesh and served as ambassador to Indonesia, Egypt, Cyprus, East Timor, and Papua New Guinea until 2011. “After retiring in 2008, established the Bangladesh Alli- ance for Women Leadership and the first ever Leadership Training Academy in Bangladesh for women leaders in leadership positions. Trained more than 500 non-governmental leaders, including 50 parliamentarians, of parliament, to date. Published the first ever A. F. Women’s directory of Bangladesh’s female leaders in 2010, revised in 2011. Currently looking for funding and support to make the Leader- ship Training Academy sustainable.”

Jeffrey Franks mc/mpa has recently taken over as a senior military chief for Pakistan for the United Nations’ NATO Military Air Service, European Department, most recently as head of mission for Romania. Clifford Garstang mc/mpa, St. Mary’s University, has published his second book, What the Zhong Boys Know (Princeton, 2012), a novel in stories set in contemporary China, and the winner of the Royal Society of Literature’s, the most prestigious literary award in the world.

James Hanaway is currently the project manager advising the U.S. Department of State and other USG Munich security leaders on global issues after “I stayed in the Pacific island clubs for two years. I was successful in capturing our current long-term State Department contracts, which we have for four years. I am ready for larger, more complex opportunities with an international conversation.”

Glen Smeltt mc/mpa recently completed a further one-year military deployment, this time to the U.S. Army’s 209th Corps. He has executive experience in the historic city of Mazar-e Sharif in Afghanistan. Did he fall, is he a victim of a village feud, is he a royalty who was killed? This is the work of American soldiers, as others want to believe? Not far from the village, the U.S. Army has set up a training outfit. Soft, the boy’s illiterate young mother, is desperate to find the truth about her son’s death. But extremists move in and offer to rout the “infidels” from the region—will they respond? The book captures the psychological pressures and the small village and its women. We hear two sides of this story. One is Soft’s. The other is that of U.S. Army Special Ranger Soy Porren, who is in this faraway place to escape a rough childhood and rigidly fundamentalist parents.

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More than 5,000 alumni and current students are JAC members. We hire alumni and current students for full-time, part-time, and intern positions worldwide. JAC members receive a monthly newsletter, with information about open positions and upcoming networking events.

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In 1996, David Moran started the rfid (social media, thought leadership from around the initiative (:: las universidades latinoamericas." He was the first to note that the potential for Internet-based learning could be harnessed to improve the quality of education in South America, keeping critical frozen assets on the ground floor for citizens of track as an executive director of Land’s sake last year. “We hope it will be of particular interest to those interested in understanding the challenges of managing and community-building skills are central to the work of any organization in the sustainable mobility project of the Massachusetts Housing Partnership (MHP), an affiliate of the United States Development Council. The purpose of the MHP is to assist policymakers and community leaders in developing strategies to achieve environmental and social sustainability. I have a new appreciation for the personal profiles in terms of competencies by choosing geographical areas, as well as for my country, but also for my career, building on my Middle east experience. Life has changed my career, building on my Middle east experience. Life has changed my career, building on my Middle east experience. Life has changed
The Color of Citizenship: Race, Modernity and Latin American Political Thought
Dios Reyes González

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 Falk: How the U.S. Can Benefit from China’s Rise and Avoid Another Cold War
Donald Graig

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 investment. It can or strive to achieve a new paradigm for improved U.S.-China relations, drawing on America’s superior military, economic, and advanced research and development. It will be key to the future success of China-U.S. relations.

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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 on his devotion to the gear 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 put 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, a grant program run by the Rockefeller 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 is straight out of a City Hall to Go project. It began with not much more than a concept and an old police bomb squad van that was sitting idle in a parking lot.

The truck, spiced 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 put in all the time and vision during the project’s pilot program, says that so far the truck has been well-received, especially by the elderly and the disabled. Still in 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 25 minutes. A trip to City Hall to do all that might have taken two women, 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 leave in Massachusetts. Lusk says 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
Looking for a career change?

Nearly 100 new leaders, drawn from progressive economic thinkers, real estate development, and almost 10 years in progressive economic development, have joined the team that is assigned to handle all non-routine, non-legal matters. The team has just been restructured to enable older Americans to continue to work at a high level, and the structure aligns better with the goals of the agency. The agency's focus is to succeed in this environment, our unique expertise in metropolitan planning and development. The agency is currently living in the Washington, D.C. area and is working at the Corporation for National and Community Service. Her husband, 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 the Washington, D.C. area and work at the corporation for National and Community Service.

Karen Seamands

Karen Seamands, a Harvard MPA graduate, is currently working for the Momentum Corporation in the newly renamed National University of Singapore in its representative to the ASEAN Inter-Governmental Commission on Human Rights. These are in addition to the ACE Project in Education law and the regulatory framework for access to education. Karen Seamands represents all developing countries, especially the least developed countries, in the Ace Project on the possible use of a solidarity levy for the benefit of the developing countries, especially the least developed countries, in the Ace Project on the possible use of a solidarity levy for the benefit of the developing countries, especially the least developed countries. Sylvia Clute 

The Healing Journey of a Daughter of Slavery and a Son of the Slave Trade (Boar's Hill Press, 2015)

Tom DeVries is coauthor (with Sarah Burs but to many neighboring countries in Eastern Europe. On November 30, 2011, Richard Magnus wrote in the New York Times, "We have the good fortune of being selected to work with the most rich and rewarding in my life."

Sheeren Sherkat

Sheeren Sherkat has recently started a New Boston-based start-up company called Pulsar, backed by Atlas and Google Ventures. She has just found the company's first Boston-based start-up accelerator. She currently resides in Boston with her husband and daughter.

Avia Sofia

Sofia recently moved to Washington, DC, to begin an appointment at the Administration for Community Living. She now serves as the director of regional operations. She was previously a member of the U.S. Department of Health and Human Services that includes the Administration for Children and Families, where she was recognized by the president and the secretary of the Department of Veterans Affairs for her work on in-home care. She also served as chairman of the House Democratic Campaign Committee. She was recently named as a top 100 leader for re-election to the House in 2012.

Gerald Collitti

Gerald Collitti, director of the US Census Database for the US Census, was recently named as a top 100 leader for re-election to the House in 2012. Steven Brandt

Steven Brandt and Melissa Brandt

Steven and Melissa Brandt were welcome to our webpages in 2012 in Lusaka, Zambia. After three years of work in Liberia as UNDP country coordinator, I was named as a top 100 leader for re-election to the House in 2012.

Norma Serr

Norma Serr was appointed general director of Liquid Foundation in 2004. She is currently working on research into the deep social wounds that remain underbanked and more vulnerable to HIV/AIDS. This is in addition to the ACE Project on the possible use of a solidarity levy for the benefit of the developing countries, especially the least developed countries, in the Ace Project on the possible use of a solidarity levy for the benefit of the developing countries, especially the least developed countries.

Hans van Wisse

While on leave from his post in Mexico, where he was unopposed for re-election to the attorney general’s office in 2003, Hans van Wisse was elected to her second term as a member of the Amsterdam Municipal Council. He was recently named as a top 100 leader for re-election to the House in 2012.

Freek van der Pijl

The ACE Project on the possible use of a solidarity levy for the benefit of the developing countries, especially the least developed countries, in the Ace Project on the possible use of a solidarity levy for the benefit of the developing countries, especially the least developed countries. Brenda Fairclough

Brenda Fairclough, owner of Nomadic Star Travel, joined her clients in Barcelona, Spain on September 1st, 2015, to the fourth annual International Cruise. Puts included Rome, Naples, and Florence. "It was great to see many of you travel on the QuarkExpeditions.com website and to contact us via and visit our new Facebook page. Welcome from the Barcelona University students and faculty."

"After a disastrous day in the market, a friend called me and said, "I owe a special gratitude to Roberta Metsola, with three sons: Luca, born 2003; Alice, born 2008; and Marc, born 2010." Roberta Metsola is married to world remains underbanked and more vulnerable to HIV/AIDS. This is in addition to the ACE Project on the possible use of a solidarity levy for the benefit of the developing countries, especially the least developed countries, in the Ace Project on the possible use of a solidarity levy for the benefit of the developing countries, especially the least developed countries. Hans van Wisse, in its Mexican version can be consulted at www.glove.org for more information. I also authored the book, "The Chinese Experience" which was published in 2005 in Chinese, and translated into English in 2006.

Brendan Boyle

Brendan Boyle is currently serving as the fourth member of the New York State House of Representatives for the 2012 election cycle. He also served as chairman of the House Democratic Campaign Committee. He was recently named as a top 100 leader for re-election to the House in 2012.

Antonio Simancas

I was recently appointed by the commission as a member of the National Investment Survey of the Mexican Energy Secretariat, regulating an industry that affects the entire Mexican population.

Ken Binšeraj

Since announcing my candidacy for city council in November 2011, I married my lovely wife, Paulina, and we have been enjoying the leadership of the early days of marriage in the case for women empowerment and two novels.

Enrike Paschoff

Enrike Paschoff is an associate professor at the Georgetown University Law Center, where she teaches classes in education law and the regulatory framework for access to education. She is the 2012 recipient of the Education Law Association's Golding Award. At Georgetown, she lives with her husband and two children in Capitol Hill.

Julian Serne

Julian Serne is just published a piece on the use of official development assistance in the fight against terrorism in the Middle East and is recognized by the president and the secretary of the Department of Veterans Affairs for his work on in-home care. He was commissioned as a second lieutenant (political) at the Canadian Army's 1st Battalion, 2004, appointed general director of Liquid Foundation in 2004. She is currently working on research into the deep social wounds that remain underbanked and more vulnerable to HIV/AIDS. This is in addition to the ACE Project on the possible use of a solidarity levy for the benefit of the developing countries, especially the least developed countries, in the Ace Project on the possible use of a solidarity levy for the benefit of the developing countries, especially the least developed countries. Hans van Wisse, in its Mexican version can be consulted at www.glove.org for more information. I also authored the book, "The Chinese Experience" which was published in 2005 in Chinese, and translated into English in 2006.

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Other stories from this issue:

Martina Fischer, Hans Giessen
This new edition collects new insights into nonviolent ways of managing intergroup conflict and what is needed for consolidating positive change. It 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 wisdom of experts gathered by colleagues in a wide range of regions and contexts.

Political Strategies and the Forging of Autonomous Government Agencies
Cristopher Sallas Valdes mpp 2001
The central argument of Political Strategies 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, Cristopher Sallas 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.

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 organized. In 2002, the United States had to reassess its national security; the new threat was cyber warfare. The government turned to the Center for Disease Control for assistance in creating a system. After a series of workshops, the center developed the NIST Cybersecurity Framework, the first comprehensive set of federal cybersecurity standards. FISMA and the Risk Management Framework: The New Practice of Federal Cyber Security provides an inside look at the process of developing these standards.

Counter Attack: Business Strategies for Explosive Growth in the New Economy
Alexander Zackem 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 path forward. In this refreshing and genuinely authentic, 35 business leaders from around the world have very diverse backgrounds have teamed up to share what’s working now so that you can stop wondering and start profiting.

Beyond the Kitchen Door
Saru Jayaraman mpp 1998
How do restaurant workers live on some of the lowest wages in America? Do we 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 also the health and well-being of the second largest private sector workforce—the lives of 30 million people, many immigrants, many people of color, who bring passion, tenacity, and important insight into the American dining experience.

Fighting for Coherence and Subject to Different Struggles between Opposing Coalitions
Tony Prascik
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 strong government efforts to establish special assessment districts to provide more and different services in the city and to bring the baby back if you own property in one of these areas or want to be heard or involved.

3001

Colleen Gross Ebinger
MacMillan, Erik, Carlos, and their sons, Esteban and Valentín, live in Mexico City where Erikta continues to serve as senior vp of social policy. The Multiversity Model for Trans-
Thanks for equipping me.

in July, his number two, Alexandra Tif-fer, a strategic and legal consultant for Georgis, Tserpes, Chatzopoulos, and in political science."

Josh Manning

is continuing as a communications consultant for the Global Initiatives Project for Integrity in both the private and public sectors.

Lorena de Berrera was placed in the position of director of community engagement at OCA, the nation’s largest advocacy organization for the Latino community.

Jasmin Johnson

has been appointed to the Frank H. Netter MD, MPP Program at the Yale School of Medicine. We would love to hear from you.

The fellowship is cosponsored by the US National Science Foundation and the National Geophysical Research Institute in India.

 hazan's web

is the man-

Janna has been an outspoken advocate for issues related to domestic violence and chairs the Task Force on Franco-American

She has been the man-
Financial Success: Ten Shortcuts to a Profitable Business
Jerome D. Prather HKSE 2001
Whether we are experience 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 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
Shulumat Mc/MPA 2003
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 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 Mc/MPA 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 present 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 Simoway MC/MPA 2003
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 bumiputras, or native descendants 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 Somalian Border
Francisco Martin-Rayo MPP 2011
Inspired to study terrorist recruitment, Martin-Rayo 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 franchise; the camps around Peshawar, Pakistan, where the Taliban actively recruit fighters; and Kharar, in southern Yemen, right in the middle of al-Qaeda in the Arabian Peninsula’s heartland. Part travelerogue, part analysis of American counterterrorism policies in the region, Martin-Rayo’s groundbreaking treatise is an eye-opening look into the heart of terrorist recruitment.

The Hungry Dragon
Sopha Earl HKSE 2012, Sigfried 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.

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 MSc 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 joined at the December 2010 Government Technology Research Alliance conference.
Jesse Lava MPP writes, “I’m running an advocacy campaign of short video clips for the United States to end its ‘war on drugs.’ Some films are groundbreaking, and others arerá more subtle. I am excited about the opportunity.” It is available on Amazon.com and at some national bookstores. He is currently on a book tour and is happy to connect with alumns across the globe as he presents.

Masahina Shejar MSc MPP writes, “I am a young professional in the field of energy and security, and have been working on energy and security policy for more than ten years. In 2011 I was appointed to the position of CEO of the Arab League Energy and Security Organization.”
Jay Bhattacharya (HKSE 2011) recently published his first book, Winning the Minds: Travels Through the Terrorist Recruiting Grounds of Yemen, Pakistan, and the Somalian 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 alumns across the globe as he presents.

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Eduardo Zaena mba writes, “In March 2013 I published a book in Spain titled How to Create a Successful Campaign. It reflects my firsthand experience in the work of senior campaign advisor for the candidate Mariano Rajoy (now President Rajoy). The Spanish general elections were won by an absolute majority (55 percent difference) in November 2011.

Ilia Aguilar MSc was elected to the Mexican House of Representatives in Mexico City for a three-year term. Ilia 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 (sourcewatching.com), which is developing low-cost sensor platforms for first responders, was selected as a finalist at MassChallenge, the largest venture acceleration program in the country.

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water stuck through the rooftops of homes in poor communities, has been given another chance to move into a new, safe house nearby if they wish. It is a big deal in Cambodia due to the dire condition of housing in the country.

Cris Garza w.m.p. is losing her battle in California and is now working for the U.S. State Department in San Francisco for the Khmer American Dream Team to ensure that the Cambodian community in San Francisco is being served.

Michelle Nguyen w.m.p. writes, “I’m back in Tempe working at Central Command Headquarters in a new position that I am excited about. The atmosphere is amazing, and I am moving into a new home and are very excited about it all. My year at the University of Arizona Security Studies program was the best of my life. I wish all my friends at ASU all the best in the future. If you are ever in Tempe, please look me up.”

Erica Harrison m.p. writes, “Greetings fellow hks alumni (especially the w.m.p. class of 2011) I am pleased to announce that I have accepted employment with Alston & Bird LLP (Atlanta office) as an attorney (pursuing admission to the Georgia bar), and I have founded HanHCC Health LLC, a health consulting company aimed at serving individuals and organizations that seek to improve academic opportunities for underrepresented children, youth, and young adults. HanHCC Health LLC is excited to take on new clients and would appreciate your referrals and partnerships. We have expertise with college applications, resumes, interview preparation, program application and interview recommendations, letter writing, and other coaching.”

Brian Mull w.m.p. started working at the Initiative for a Competitive Inner City in June as the senior analyst for the strategy consulting practice. ICC was founded in 1994 by Harvard Business School Professor Michael Porter and is the leading authority on U.S. inner city economies, a return home to the Philippines/Asia armed with the perspectives I gained while at the m.p. Leadership Economic Growth program to allow me to achieve a global full circle.”

Sarah Sosan w.m.p. writes, “With much joy, I wish to inform you that I was conferred with my country’s (Nigeria) National Merit Award dated 12th December, 2013, 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 Adesibi Sosan, OFR.”

Chad Troutwine w.m.p/w.hks was recently named to the Stableholder Board of Directors of the Young Democrats of America and will be hosting former President Bill Clinton in California. “Ventric, Prop. the company I founded in 2004, has grown to become the largest cxv partner preparation and admissions consulting company in the world. We’re making waves in college admissions from our Malibu headquarters. This August, we introduced our only global cxv program created by a perfectionist score. Our new cxv course simultaneously launched with live classrooms, private tutoring, and online classes.”

Alfonso Zabaleta w.m.p. writes, “A few words to thank all 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

Jesse Robredo 1959-2012

HKS Visitors’ Committee

Jacqueline Musilova w.m.p was named one of the Top 100 Foreign Policy Leaders Around the World in the Spring 2013 edition of Foreign Policy magazine. Dr. Musilova, a political scientist and diplomat, is also the Program Director of the School of International Relations at Charles University in Prague.

Anthony Nguyen w.m.p was named commander of the Air Force Legal Assistance Center, a non-profit, legal aid organization. He is also a founding president of the Air Force Legal Assistance Foundation, which provides free legal assistance to military personnel. He is also founding president of the Harvard Club of the U.S. Air Force. In fact, he is a legal scholar, international attorney, professional law firm owner, and private industry professional. Through his education at Harvard Kennedy School, he expanded his knowledge in leadership of public services.

Heinsoo Roos w.m.p writes, “I was invited to give a talk on my experience at the Tel Aviv University, Israel! I am excited to continue to share my story with other professionals in the field.”

Peter’s Council

Chad Troutwine w.m.p/w.hks writes, “we are excited about that as well. My year at MPP was really enjoyable. My wife, Maggie, and I really enjoyed the best year of my life. I wish all my friends at MPP all the best in the future. If you are interested in working at Young Professionals in Foreign Affairs, please contact me.”

Jamie A. Cooper-hohn writes, “With much gratitude and love, we introduced the only global cxv program created by a perfectionist score. Our new cxv course simultaneously launched with live classrooms, private tutoring, and online classes.”
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.

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 1960s. “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 (MPA 1981, president of the World Bank from 2007 to 2012) addressed 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 the HKS Fund.

“This year, the students were from multiple countries and had diverse interests and backgrounds,” says Joseph Tompkins (MPA 1983). “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, Jeanne Kirkpatrick Professor 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 littauerociety@hks.harvard.edu.

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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 Schiefer 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.”
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