

# HARVARD KENNEDY SCHOOL

magazine

WINTER 2014



→ ENERGY MATTERS  
MEGHAN O'SULLIVAN

→ URGENT CARE  
THE COST OF HEALTH CARE

## Oath of Office

Congressman Raul Ruiz MPP 2001





## FEATURE STORIES

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See story on page 14.  
Photography,  
cover and above:  
Mark Ostow



CLOCKWISE FROM TOP: COURTESY OF THE JOHN D. & CATHERINE T. MACARTHUR FOUNDATION, COURTESY OF THE BELIER CENTER, KENT DAYTON, MARTHA STEWART, MARTHA STEWART, STUART BRADFORD



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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: 617-495-1164  
E-mail: [publish@harvard.edu](mailto:publish@harvard.edu)  
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Dear Reader,

It's been almost six months since we announced the Campaign for Harvard Kennedy School. It is a truly remarkable time for us as we meet with friends and alumni around the globe to discuss the immense challenges we face in the world and the school's long-term vision for meeting those challenges.

As we all know, the problems confronting the world today are formidable—inequality of all kinds, climate change, and shifting balances of power, to name just a few. The Campaign for Harvard Kennedy School gives us the critically needed opportunity to position the school—by attracting and educating outstanding leaders, conducting research that advances understanding of difficult issues, and building a campus for the 21st century—to lead in the coming years and decades.

This spring we will host IDEASpHERE, a two-day celebration showcasing some of our outstanding work and the official launch of our campaign. The event will feature discussions, talks, and interactive sessions led by faculty members

on topics ranging from lessons from the gridlock in Washington to the democratic movement in the Middle East to containing weapons of mass destruction. It is an ambitious, stimulating agenda that will illuminate the issues our faculty and alumni are working around the world to solve.

You'll read about some of that incredible work in this issue. The Kennedy School's impressive convening power is illustrated by how state legislator and student Steve Walsh MC/MPA 2012 worked alongside Kennedy School faculty members to craft legislation to control Massachusetts's spiraling medical costs—a piece of legislation that could serve as a model at the federal level. You will also read about faculty member Meghan O'Sullivan's research on the impact of the ongoing energy revolution and how the physician and alumnus Raul Ruiz's career path recently took an unexpected turn into politics and leadership at the highest levels.

The Campaign for Harvard Kennedy School marks a critical time in the school's history as we seek to expand our capacity to lead in tackling the critical issues facing the world. In future issues, we will be reporting on the campaign in greater detail. In the coming months, I will also be meeting with more of you—our alumni and friends—to discuss the campaign's goals and progress and how together we can make the world a better place.

Dean David T. Ellwood  
March 2014

### LETTERS TO THE EDITOR | WHERE CREDIT IS DUE

The work Rohini Pande is doing to document the effects of microfinance is interesting and producing important results. However, it is also important to note that nearly all the studies cited take place in India. In our work around the world, we find that India is often more the exception than the rule when it comes to the context in which microfinance operates and the microfinance modus operandi itself. Accion, which began in Latin America and now works also in Africa, South Asia, and East Asia, evolved a very different model—individual loans to existing microenterprises run by both men and women. We have found this model to be relevant everywhere we work except South Asia. Why? Because the social and economic context of South Asia is different. Each region has its own microfinance story to tell. It is a mistake to make generalizations about microfinance based on how it operates in India.

Elisabeth Rhyne, MPP 1980,  
PHD 1985  
Managing Director  
Center for Financial Inclusion  
at Accion

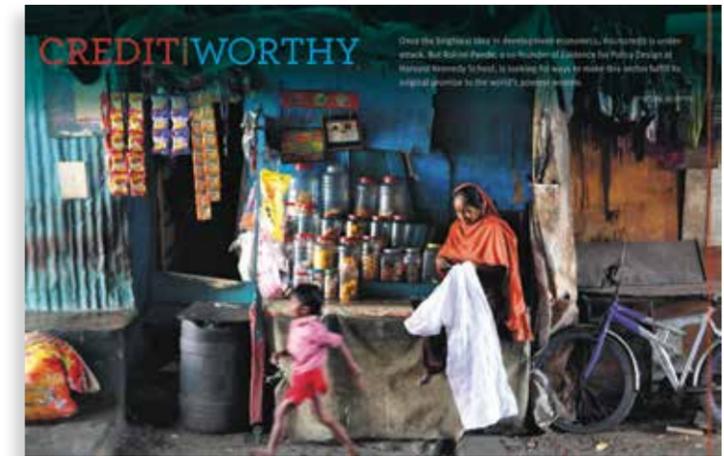
I enjoyed the article "Credit Worthy." I have long been advocating more constructive and robust engagement between microfinance researchers, policymakers, and practitioners, and the article is clearly a positive example overall. I particularly liked the

concept of "economic returns from social interaction."

However, there were some omissions and errors. The Compartamos IPO was in 2007, not 2010. With regard to repayment flexibility, Grameen Bank launched its "Grameen II" methodology, which has as its hallmark repayment flexibility in 2002, so this is not a new insight and in fact has been put into practice on a wide scale already. Grameen Foundation and Grameen Trust have published a manual about how to implement Grameen II based on the experiences of Grameen Bank and others.

I am doubtful about the idea of governments' subsidizing microfinance. I think that the increased default observed when there was a grace period can be dealt with through tinkering with this approach (given its positive impact on clients), rather than through government financing. Governments should prioritize developing an enabling environment for microfinance and how providers can take advantage of digital technologies to provide flexible loans as well as savings and insurance products. The Reserve Bank of India recently established a commission to recommend policy changes to support financial inclusion. I hope they pay attention to the research and the researchers profiled in this helpful article.

Alex Counts, President  
Grameen Foundation



### PANDE RESPONDS

Elisabeth Rhyne of Accion is right to point out the importance of context when studying microfinance. In examining product design evaluations we aim first to ensure that the product design evaluation is relevant for our partner organization, and second to ensure that a clear hypothesis is being tested. Here, we hypothesized that repayment flexibility would matter when financial access is limited and investment opportunities have high risk. Looking ahead, we would be eager to collaborate with organizations such as Accion to see whether our hypothesis regarding context can be validated. Interestingly, our partner MFI in Kolkata provides individual loans, while the rural bank we are evaluating now offers loans and other products to men, women, and existing enterprises alike; Accion's model may yet prove useful in South Asia. Still, across contexts one open question remains:

Can microfinance both be sustainable and deliver the financial product that poor entrepreneurs want? In February 2014, I will be coleading a program through HKS Executive Education on "Rethinking Financial Inclusion," which will examine such questions.

Alex Counts of the Grameen Foundation is justifiably doubtful about the idea of governments' subsidizing microfinance. However, my work suggests that tinkering with the microfinance contract to deal with increased default may also change the type of clients attracted. By design, experiments have had trouble isolating the selection effect of microfinance, and I would encourage the Grameen Foundation to study the types of clients different contracts attract. As the pioneers of the sector, they are in an excellent position to do so.

Rohini Pande  
Kamal Professor  
of Public Policy  
Harvard Kennedy School

New Frontier

**AWARD** A combat veteran and the founder of an online charity were honored by the Institute of Politics and the John F. Kennedy Library Foundation at the Forum in November. President John F. Kennedy's grandson, **Jack Schlossberg**, a member of the New Frontier Awards Committee, presented veteran and congresswoman **Tulsi Gabbard** (D-HI) and **Charles Best**, CEO of DonorsChoose.org, with the John F. Kennedy New Frontier Awards.



From left, Charles Best, Jack Schlossberg, and Tulsi Gabbard.

Fifty Years Ago

**REMEMBRANCE** Kennedy School staff and faculty members paused on Friday, November 22, to mark the 50th anniversary of the assassination of President **John F. Kennedy**. Participants heard remarks from Dean David Ellwood in the John F. Kennedy Jr. Forum before viewing a live streaming from the JFK Library, where singer James Taylor performed.

“To remember that a soul can live on in a heart, in a deed, in a school, in a leader.”

∴ Dean David Ellwood



Tribute to Public Servant

**ALUMNI** **Jimmy Tingle** MC/MPA 2010 and **Allison Shapira** MC/MPA 2010, former classmates of **Marie-Ange Bunga** MC/MPA 2010, helped pay tribute to Bunga at a benefit held in her memory in November in Cambridge. Bunga, the founder of an NGO to help promote economic development in the Congo, passed away in June in Kinshasa after contracting cerebral malaria. The event helped raise funds to benefit Catholic Relief Services and Doctors Without Borders within the Democratic Republic of Congo.

Top Choice

**FACULTY** *Jobs for the Boys: Patronage and the State in Comparative Perspective* by **Merilee Grindle** was selected by *Choice*, a library trade publication, as an outstanding academic publication for 2013. Grindle is Harvard Kennedy School's Edward S. Mason Professor of International Development and director of Harvard University's David Rockefeller Center for Latin American Studies. Each year *Choice* publishes its selections for “Outstanding Academic Titles.”



Innovative Government

**RESEARCH CENTER** A federal strategy for revitalizing distressed neighborhoods, a Washington state health-care incentives program, and a creative approach for identifying high-risk trucks in New Mexico are some of the innovative, successfully run government programs recognized by the **Ash Center for Democratic Governance and Innovation**. Selected from a pool of more than 600 programs, the **Innovations in American Government Award** finalists have demonstrated innovations at the city, county, state, and federal levels of government.

ON THE WEB

For a complete list of the finalists and winner: <http://ken.sc/hks-innovations>

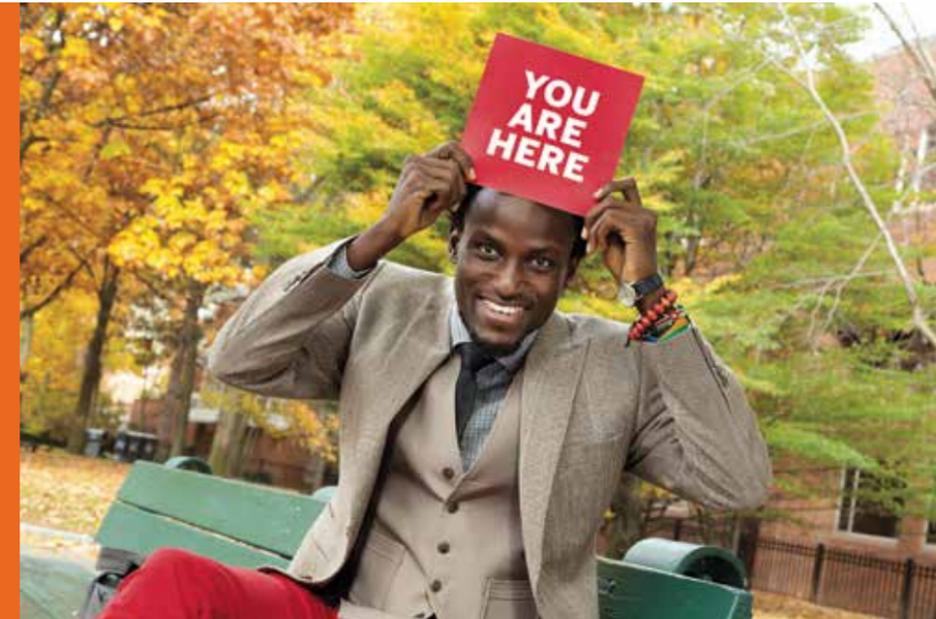
CLOCKWISE FROM TOP LEFT: TOM FITZSIMMONS, MARTHA STEWART, RICHARD HOWARD

You Are Here

**CAPITAL CAMPAIGN** John Kidenda MPA/ID 2015 took a moment last fall to let readers know “you are here” as he prepared to make a difference in the world by pursuing his MPA/ID degree. A native of Kenya, Kidenda plans to return to Africa after graduation to help develop programs offering financial support to young African leaders pursuing an education. See others in this issue who also want you to know that “you are here.” You can join the story by going to the url below and posting your own photo to show where you are making a difference.



ON THE WEB  
[hks.harvard.edu/youarehere](http://hks.harvard.edu/youarehere)



Winchester Lectures

**FACULTY** Kennedy School Professor of Philosophy and Public Policy **Frances Kamm** gave the Winchester Lectures at the University of Oxford in October. The two-part lecture was hosted and organized by the Oxford Uehiro Centre for Practical Ethics.

Annual Report

**AWARD** According to the 2012 **Annual Report of the USA** (ARUSA), gross debt in the United States has increased by 55 percent in less than four years, and the U.S. government owes more than \$52,000 for every person living in the United States. ARUSA's 2012 edition also found that the United States has spent more than \$1.5 trillion in Iraq and Afghanistan since 2002. Created in 1995 and produced by the **Harvard Political Review**, an undergraduate-led journal, the report analyzes major government spending areas and decisions facing policymakers.



55

PERCENT INCREASE IN U.S. GROSS DEBT IN LESS THAN FOUR YEARS

1.5

TRILLION DOLLARS SPENT BY THE UNITED STATES IN IRAQ AND AFGHANISTAN

TOP: MARTHA STEWART, BOTTOM: ISTOCK

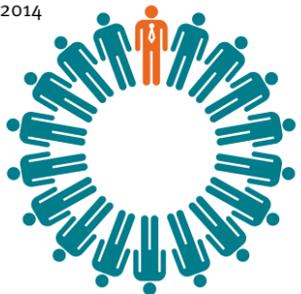
Social Entrepreneur

**AWARD** **Sasha Chanoff** received the 2013 **Gleitsman International Activist Award** for his work with RefugePoint, a non-profit organization that works with refugees in extreme danger. The executive director of RefugePoint, Chanoff founded the organization in 2005 to help such vulnerable refugee populations as the Congolese, Darfuri, Sudanese Lost Girls, and others. The award is presented by the Center for Public Leadership at the Kennedy School.



Great Negotiator

**AWARD** Ambassador **Tommy Koh** of Singapore received the 2014 Great Negotiator Award in April for his contributions to the fields of negotiation and dispute resolution. Recipients of the award are recognized for negotiating against great odds in difficult settings. Koh has played a leading role in negotiations such as the Law of the Sea, the “Rio” Earth Summit, and the Singapore-U.S. Free Trade Agreement. Sponsored by the Program on Negotiation, co-chairs of the event were Kennedy School Professor **Nicholas Burns**, director of the Future of Diplomacy Project, and Harvard Business School Professor **James K. Sebenius**, vice chair of the Program on Negotiation.



Ruggie Honored

**FACULTY** **John Ruggie** was recognized by the International Association for Impact Assessment (IAIA) in November for his work producing the UN Guiding Principles on Business & Human Rights. Ruggie, the Berthold Beitz Professor in Human Rights and International Affairs, received the 2014 Global Environment Award from the IAIA, a global network that assesses best practices in the use of impact assessment for informed decision making regarding policies, programs, plans, and projects.

# Good Citizenship



COURTESY OF THE JOHN D. & CATHERINE T. MACARTHUR FOUNDATION

**ALUMNI** “I’m not in a powerful position,” says Margaret Stock MPA 2001. “All I can do are the little things I’m capable of doing.” Even so, those little things have added up to a lot—specifically, a program that has the potential to change the lives of thousands of immigrants. Stock’s brain-child is the Military Accessions Vital to the National Interest program, better known by its acronym, MAVNI. Since 2008, the program has expedited the path to American citizenship for legal aliens with special language and cultural skills, and those trained as health-care professionals, by allowing them to enlist in the U.S. military. Stock’s contribution was recognized by a MacArthur Foundation “genius grant” last fall.

“The one thing that really bothers me about the U.S. immigration system is the complexity that we’ve built up, because it’s entirely unnecessary,” says Stock, an immigration lawyer based in Anchorage, Alaska, who also served for 28 years in the military police, retiring in 2010 as a lieutenant colonel in the Army Reserves. “It’s a function of politics, and it doesn’t serve our national interest.”

It’s typical to think of national security and immigration as a matter of keeping “bad” people out of the United States, says Stock, who also holds undergraduate and law degrees from Harvard. But it’s much more about letting the right people in, she says, particularly when one considers the overwhelming demographic trend of an aging population.

“The debate around immigration hasn’t always been rational,” Stock says. “When you show people the data—which is something I learned to do at the Kennedy School—they calm down and realize that we have to do something about this issue, and that the only way we can address it is through the traditional path of immigration.”

Stock came to immigration law by chance; after settling into a stable career as a civil litigator, she took a pro bono immigration case, having been told it would be “easy” because the defendant’s case was hopeless. Four hundred

hours later, she had sued the government, won the case, and forced the INS to drop charges against her client.

The practical, dogged, yet creative approach Stock has brought to winning cases over the years is evident when she describes how the idea for MAVNI first came about: “It was feasible and acceptable. This population was legally present in the United States; they were trying to enlist and being turned away at a time when we were experiencing a shortage of military personnel. Authorizing legally present people to enlist seemed doable.”

When MAVNI was announced, 15,000 applicants vied for just 890 Army spots. “The program is successful because the legal immigration system is broken,” says Stock. “People see MAVNI as a way to serve their country and save themselves years of heartache, bureaucracy, and thousands of dollars in lawyers’ fees.” She adds that the numbers show that on average those serving through MAVNI outrank native forces in a number of areas, from entry-level test scores to retention rates after two years of service. Many arrive with advanced degrees; one year, although they represented only 1,000 of 70,000 new enlistees in the Army, MAVNI participants held two-thirds of the master’s degrees.

Stock hopes to make the program permanent (it is due to expire in 2014) through the Military Enlistment Opportunity Act, a statute she has consulted on with the bill’s sponsor, Republican Congressman Mike Coffman of Colorado. Stock credits much of MAVNI’s quick, successful implementation to what she learned at the Kennedy School. “Sometimes I had five minutes to pitch the idea to a very busy public official. Data, analytics—you’ve got to know your math.” It’s those little things again, all adding up, that have the power to create change, even in immigration law, even in an institution as large and powerful as the Pentagon. ❖ JH

 **ON THE WEB**  
<http://ken.sc/wi14-good-citizenship>

# Tuning In



RESEARCH  
Sheila Jasanoff,  
the Pforzheimer

Professor of Science and Technology Studies at Harvard Kennedy School, is the founding director of the Program on Science, Technology and Society at Harvard. Her research focuses on the ways in which science is used in legal and policy decisions and, in reverse, on the ways in which issues in law and policy affect the production of scientific knowledge and evidence.

## Q What makes science and technology studies (STS) so important?

STS improves our ability to think about the complex relations between science and society—relations that most other fields do not address. Science departments teach how to do science and how to get the most reliable results. Political science departments teach about how governmental institutions work. Public policy schools talk about what makes policy effective. Law schools reflect on justice and how you interpret the law. STS asks many missing questions that are crucial for democracy and public welfare:

Sheila Jasanoff



Which science is worth supporting with taxpayer money? How should governments acquire knowledge for policy? How effectively do policymakers use evidence? How can justice be done when scientific evidence is weak or uncertain?

## Q Are other universities taking this up as a field of study?

STS as a field is catching on and is becoming part of the conversation at a lot of different universities, including Harvard. It's my goal to make sure that STS programs such as the ones I have been fortunate to lead at Cornell and Harvard increase in number and influence and significance.

## Q And are you seeing progress?

I see many signs, though progress is slower than an impatient person like me would wish. At Harvard, many more faculty members, along with students at every level, are becoming aware of what STS is and why it matters. We see this in rising course enrollments, cross-disciplinary research initiatives, and increasing attendance at all of the STS program's activities.

## Q So people are learning to think differently?

I hope so. The enterprise of STS is a little bit like making everybody bilingual instead of monolingual, or musical where they were not musical before. Learning to hear things and see things in the world that people weren't attuned to—I think that's potentially revolutionary in its consequences. SA

ON THE WEB  
<http://ken.sc/wi14-jasanoff>

MARTHA STEWART

# BIG IDEAS

research samplings

## Oil and Dynasties

Despite a sense that the Arab Spring would, like the fall of the Berlin Wall in 1989, lead to a momentous upheaval, so far regime change has taken place in only 4 of 14 Arab countries. Asking why the harvest was so modest, **Tarek Masoud**, an associate professor of public policy, looks at how oil money and dynastic rule have helped regimes stay in place.

	MAJOR OIL EXPORTERS	MINOR/NON-OIL EXPORTERS
NON-HEREDITARY REGIMES	Algeria, Libya	Egypt, Tunisia, Yemen
HEREDITARY REGIMES	Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, UAE	Jordan, Morocco, Syria

## To Drill or Not to Drill

**Jeffrey Frankel**, Harpel Professor of Capital Formation and Growth, in "National Security Warrants Slowing Domestic Oil Depletion, Not Accelerating It," in which he proposes a policy for conserving American energy resources instead of eliminating oil imports to enhance national security.

*"On the margin, a barrel of offshore oil or shale oil would be more valuable under crisis conditions than it is today."*

## Cramming

With the Boston Public Schools undergoing a major overhaul of the school assignment process, **Edward Glaeser**, Glimp Professor of Economics, and Kennedy School researchers **Steve Poftak** and **Kristina Tobio** decided to find out what criteria parents rely on most heavily in choosing among schools. Concentrating on the intrinsic features of a given school, and not on people's preferences for schools closer to home, the researchers found

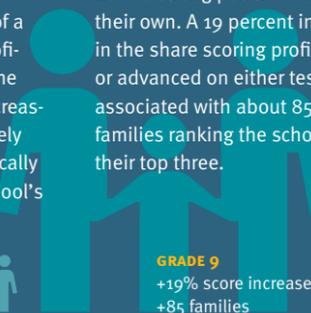
that scores on the statewide standardized tests called MCAS (Massachusetts Comprehensive Assessment System) play a dominant role. As the share of a school's students scoring proficient or advanced on either the math or the English MCAS increases by 14 percent (approximately one standard deviation), typically 16 more families rank the school's

kindergarten program among their top three choices. In grade 9, both test score measures have a strong positive effect on their own. A 19 percent increase in the share scoring proficient or advanced on either test is associated with about 85 more families ranking the school in their top three.

KINDERGARTEN  
+14% score increase =  
+16 families



GRADE 9  
+19% score increase =  
+85 families



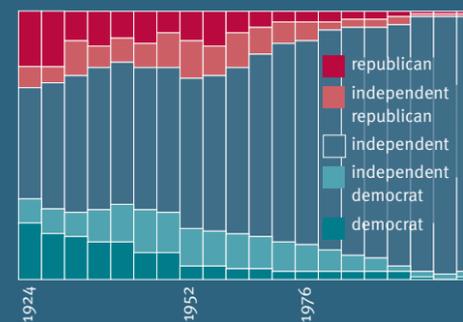
## Rain Check

Can the political influence of a protest be measured? It's easy to point to political demonstrations associated with change—the civil rights movement, the Arab Spring—but substantially more difficult to prove that they actually caused change, write assistant professors of public policy **David Yanigazawa-Drott** and **Daniel Shoag**. But looking at the national Tax Day Protests of 2009, essentially the birth of the Tea Party, Yanigazawa-Drott and Shoag, working with two coauthors, devised a way to isolate and measure the power of protest: comparing protests where the weather was sunny to those where it rained.

THE RESULTS  
GOOD RALLY WEATHER RAISED  
THE REPUBLICAN VOTE SHARE BY

1.9%

## PARTISAN AFFILIATION OF NEWSPAPERS



## Press Gang

Those who view partisanship in the media as a worrying modern trend might find this horrifying indeed: In 1870 only 13 percent of the newspapers in the country's 50 largest markets identified as independent. By 1900 that figure had risen to 47 percent, and partisan newspapers really began to disappear after 1950, **Matthew Baum**, the Kalb Professor of Global Communications reports, in "Partisan News Before Fox."



Filming HKS211x “required radically different presentation of the material,” says David Sanger on the left in both photos above. “The X in HarvardX means experimental,” says Graham Allison on the right in the photos.

## Closing in on Distance Learning



**FACULTY** Professor Graham Allison has taught his Kennedy School course on national security challenges and the press for so long that his part-time collector in the course for the past four years, *New York Times* national security correspondent David Sanger, took a version of the course from Allison as a Harvard undergrad in the early 1980s.

But nothing prepared Allison for the challenges he faced last fall in transforming his brick-and-mortar classroom course into the Kennedy School’s first offering on HarvardX, Harvard’s slice of the online teaching and learning collaboration called edX, which was launched in 2012 by Harvard and MIT.

“It was much more demanding and difficult than I would have imagined,” says Allison, who

produced around 40 short videos with Sanger for the course. “The X in HarvardX means experimental. But we have learned a lot.”

The project was especially challenging because Sanger’s demanding position with the *New York Times* in Washington made it tough for him to come to Boston to film segments for the course. That meant the production team had to squeeze in extra shoots on the few summer days when he was able to get away.

Allison and Sanger stretched the boundaries of the virtual classroom technology in two major ways: They produced a MOOC—the ungainly acronym for “massive open online course”—that was open to anyone who wanted to follow along as an auditor. And they offered a smaller version—known as a SPOC, or small private online course—in which 500 admitted students completed assignments in an experience more like that in an online classroom.

Both approaches are being tested by HarvardX as well as by for-profit education enterprises that are plunging into this new

world. The edX consortium has expanded to 28 universities across the globe, offering 94 courses. More than one million students enrolled for edX classes in the first year. Harvard faculty members are now offering 16 courses through edX—with 45 more on the way, including another Kennedy School course, Introduction to American Government, taught by Professor Thomas Patterson.

For their inaugural online course, Allison and Sanger offered a shortened version of HKS211x, or Central Challenges of American National Security, Strategy and the Press: An Introduction. More than 9,200 people registered to audit the MOOC version; they could do the readings, watch the videos, and listen in. For the SPOC version, more than 900 people applied for the 500 slots—just like the classroom version, it was way oversubscribed. Students met in sections moderated by online course assistants, many of them graduates of the brick-and-mortar class. More than half of the 500 students earned certificates for successfully completing the rigorous writing assignments—including mock strategy memos to the president on how to handle thorny policy decisions.

Allison and Sanger’s course differs from many others in that it stays so close to current events. The civil war in Syria, the NSA leaks, and negotiations with Iran, which are frequent topics for Sanger in the *New York Times*, were all bubbling while it was in session.

“The course required radically different presentation of the material, in digestible, 15- to 20-minute sections,” Sanger says. “So we would produce, say, eight sections on different elements of the Iranian nuclear crisis, some teaching the basics of nuclear negotiations, and some ripped from the current headlines.”

Sanger notes that HKS graduate students taking the brick-and-mortar class watched the recorded classes produced for the online students, which enriched their classroom experience.

“The challenge—and the opportunity—of online courses is adapting our teaching approach to reach people scattered all around the world, while at the same time using the new online material to create a more active and engaged classroom learning experience for the students on campus,” says Suzanne Cooper, academic dean for teaching and curriculum and Stokey Lecturer in Public Policy.

Some in-class techniques didn’t translate well to the virtual classroom, Sanger adds, and “we still need to work on making the individual segments snappy and more pointed—very much the skills one needs on television... It’s a tough balancing act between accessibility and depth, and we need to fine-tune it.”

Summer Marion, the HarvardX lead course developer who oversaw the HKS211x production, says, “The MOOC provided a forum exposing nearly 12,000 people from all walks of life to the choices facing foreign policy decision-makers and to the analytical processes that shape their thinking. In a field often perceived as very closed and elitist but which is being pushed toward openness by advances in technology, this kind of accessibility is an important opportunity for public diplomacy.”

One of the students underlined that sentiment, writing in a comment on the course forum: “Thank you so much! As a high school student, this course allowed me to really consider a career path I never knew existed before. Thank you, world, for taking over my home for an hour a week and allowing me to learn from you.” JS

### To the ends of the earth

Opening the classroom to anyone with a computer and internet connection brought the HarvardX course to people around the world. The top five countries by number may not be surprising, but some of the other 159 countries may.

HKS211		top five countries		countries with one participant	
REGISTRANTS	COUNTRIES	REGISTRANTS	PERCENTAGE OF REGISTRANTS		
11,454	164	1 U.S.	5,013	43.7%	BAHAMAS, BELIZE, BENIN, BURUNDI,
		2 INDIA	604	5.27%	CAYMAN ISLANDS, CONGO (DRC),
		3 UK	424	3.7%	GRENADA, HONDURAS, MALAWI,
		4 CANADA	392	3.42%	NAMIBIA, NIGER, PAPUA NEW GUINEA,
		5 BRAZIL	283	2.47%	SENEGAL, TOGO, YEMEN

Statistics as of November 17, 2013. Participants continued to register for six more weeks.

PHOTOS COURTESY OF HARVARDX AND BELFER CENTER; VIDEO CAMERA DESIGNED BY VALÉRIE DAVANI FROM THE NOUVEAU PROJET.COM

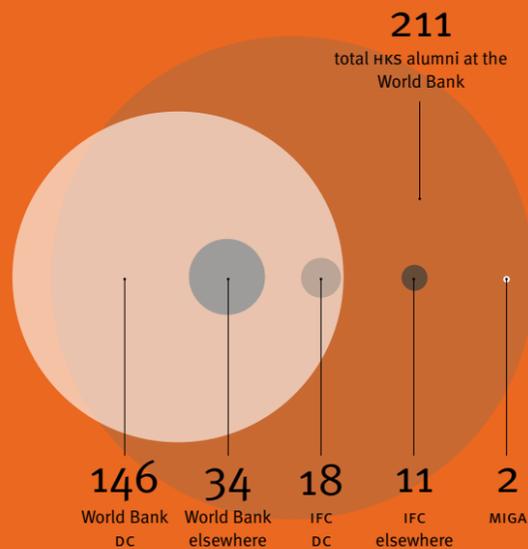


**In the field**  
Outside headquarters in Washington, DC, HKS alumni are stationed in 29 countries.

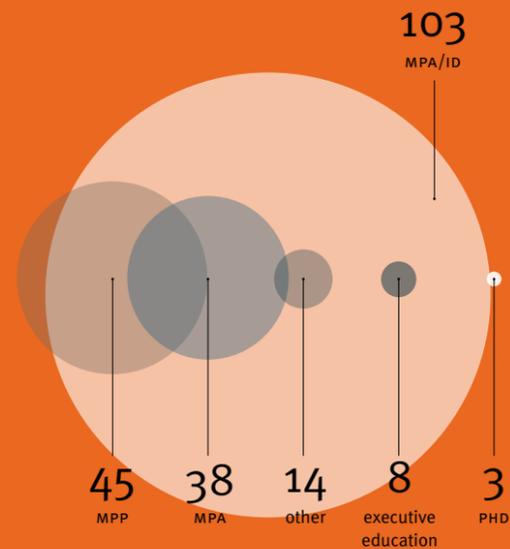
**MORE THAN** 200 Kennedy School degree program and Executive Education alumni work at the World Bank Group, making it one of the biggest employers of HKS alumni. Alumni work in countless capacities, manning the institution's front lines (with a presence in 30 countries) and having a formidable presence in Washington, DC, where the organization is headquartered. They work at three of the World Bank

Group's five institutions: the World Bank, the International Finance Corporation, and the Multilateral Investment Guarantee Agency. From 2007 to 2012, Robert Zoellick MPP/ID 1981 was president of the World Bank. The school also has several faculty members who have worked with the World Bank Group.

### By location



### By degree



### Young Professionals Program

Since 2002, at least 21 HKS graduates, including 18 MPA/ID students, have accepted positions in the World Bank's prestigious program.

### Faculty

Several members of the faculty have worked at the international body.

- Michael Walton**  
Lecturer in Public Policy
- Lant Pritchett**  
Professor of the Practice of International Development
- Matt Andrews**  
Associate Professor of Public Policy
- Lawrence Summers**  
Eliot University Professor
- Ishac Diwan**  
Lecturer in Public Policy



**ON THE WEB**  
<http://ken.sc/wi14-need-not-apply>

## NEED NOT APPLY?

**ALUMNI** Jim McCorkell MPA 1999 likes to say that his motivation for starting College Possible, a Minnesota-based nonprofit aimed at helping low-income students attend college, is part personal and part policy.

"The personal side was that I grew up in a low-income family with parents who didn't finish high school, let alone get to college, and had pretty difficult lives," McCorkell says. But Jim and his four siblings were all able to attend college, becoming doctors, engineers (and directors of nonprofits), giving him a strong vantage point from which to see the difference a college degree can make.

The policy side started at the Kennedy School. Studying the "transition points" in poor people's lives—those moments when their life trajectories could be most affected—McCorkell focused on education. A few data points help explain his decision: Upper-income students are 9 to 10 times as likely as low-income students to graduate from a four-year college; about 200,000 low-income students are capable of attending college each year but do not; a four-year degree is the surest way out of poverty.

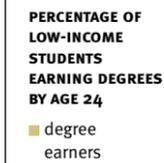
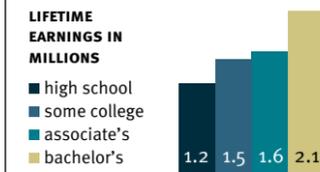
McCorkell's first blueprints aimed narrowly at what he called "Kaplan for poor kids." But as he developed a business plan for his fledgling NGO, he quickly realized that low-income kids need a lot more than just prep.

College Possible students are picked from a pool of applicants during their sophomore year of high school and begin as juniors. They get help with test preparation, college applications, and applying for financial aid and they also receive support through college.

The program now helps 15,000 students a year. After starting in the Twin Cities, it spread to Philadelphia, Milwaukee, Omaha, and Portland, Oregon (the plan is eventually to reach 20,000 students in 10 cities). So far, the results have been impressive: 95 percent of

### A matter of degree

The cost of less education is large and growing



College Possible students in the classroom.

the organization's students earn admission to four-year colleges, and they graduate at five times the rate of their low-income peers.

Traci Kirtley MPP 2000, who knew McCorkell from their days at the Kennedy School, joined College Possible in 2004 and is now the director of programming and evaluation. McCorkell describes her as the architect of the nonprofit's model—structuring the curriculum, training staff members, and using data to both motivate the group and hold it accountable.

Rigorous analysis is an important aspect of this work. College Possible has cooperated with Chris Avery, the Larsen Professor of Public Policy and Management at the Kennedy School, on a study of the efficacy of college access programs. Using a randomized controlled trial, Avery found that College Possible increased enrollment at four-year colleges by 15 percent (with some of the increase coming at the expense of enrollment at two-year colleges).

College Possible claims that its costs are about one-seventh of comparable federal programs because it uses AmeriCorps volunteers to help students. But, Kirtley emphasizes, it is more than just a cheap alternative: "College Possible is a more cost-effective solution and it

works," she says. McCorkell believes that if the federal government shifted funds toward their model, they could potentially reach all 200,000 low-income students capable of enrolling in college.

And that is the mission that keeps driving McCorkell and Kirtley. "One of the things this country is supposed to be about is that people are supposed to have the opportunity to go as far as their talents and their motivation will take them," Kirtley says. "When I came here, I looked at it as a way to do my part to make sure that we as a nation are living up to the promise of opportunity." ❖ RDO



A PROMISE



A PROMISE

Congressman and physician  
Raul Ruiz MPP 2001  
made a pledge to serve

BY THEO EMERY  
PHOTOGRAPHY BY MARK OSTOW

**THE SUN WAS HIGH** and the suit was hot. Raul Ruiz mopped his brow with a handkerchief as he walked the sunbaked sidewalks of Coachella, California, his hometown. He had a briefcase in his hand with a stack of carefully typed contracts inside.

In the scorching summer of 1990, the teenager in the itchy blue suit went from business to business with a proposition: Donate toward his college education, and he would return to the community as a physician. He made the pledge in writing, and he stapled the donor's card to each signed contract.

These were long odds for the son of farmworkers in a poor and dusty community down the highway from the groomed golf courses of Palm Springs. Yet Ruiz made good on that promise. Not only did he return to Coachella to practice emergency medicine, but he came back with three graduate degrees from Harvard, including a master's in public policy from the Kennedy School.

Today the 41-year-old physician represents the 36TH District of California in Congress after pulling off one of the campaign upsets of 2012. In a race that even close friends doubted he could win, he dislodged Mary Bono Mack from the seat she'd held since 1998.

Friends, colleagues, and mentors describe a disciplined achiever who has never allowed his sight to wander from his hometown, whether he was studying thousands of miles away in Cambridge; providing emergency care in Mexico, Haiti, and El Salvador; or helping create disaster plans in Serbia.

For those who know him, that hopeful trek with a briefcase full of contracts epitomizes his commitment to public service and to the community where he grew up. His promises were binding, signed with ink and stained with sweat.

"Raul had that fire, that *ganas*—in Spanish that means desire; I could see that right off the bat," says Fred O. Deharo, who hired Ruiz for a summer job at a farmworkers' medical clinic

when Ruiz was in college. "He was determined to help, he was determined to be a doctor, and he was determined to come back to the Coachella Valley."

**A PRAGMATIC OPTIMIST** On a sunny autumn morning in Washington, Ruiz chuckled over the improbability of his election. To gauge his chances of success, he had hired a demographer to analyze voting patterns in the district. After reviewing prior election results, the consultant closed his book and said, "I have to be honest with you. You have a five percent chance of winning."

"I looked at him, and I said, 'So you mean I can win?'" Ruiz recalled as he strolled along Pennsylvania Avenue. He cackled in delight at the memory.

Ruiz calls himself a "pragmatic optimist"—an apt description, given how often his preternaturally young face breaks out in a dimpled smile. But his brow furrowed and a note of urgency crept into his voice as he talked about what motivated him to run for office: the income disparities in his district; the high asthma rates; the arsenic in the groundwater. "These are issues that, as a physician, I know we need to address in order to improve the health of my patients and the communities in which they live," he said.

If Coachella is known to anyone outside this Riverside County community, it is primarily through the indie music festival that draws hipsters to concerts in the nearby desert each year. But for Ruiz, the city exerts a different kind of pull. It is his center of gravity, tugging him back again and again.

Coachella pokes up from the desert partway down the eponymous valley stretching from Palm Springs to the Salton Sea. In this city of about 43,000 people, 96 percent of the residents are Hispanic, one in four is poor, and the per capita income is just over \$12,000, according to the 2010 Census. The valley, on the western end of the redrawn 36TH Congressional District, is full of contrasts. Just 11 miles to the west, the

town of Indian Wells is 92 percent white and has a per capita income of over \$89,000; about one in 20 of its residents is poor.

Ruiz was born in Zacatecas, Mexico, in 1972, and moved as a baby to Coachella, where his mother, Blanca, picked crops in the valley's agricultural fields, and his father, Gilbert, fixed farm equipment. They lived in a trailer until Gilbert was promoted to a warehouse job and the family was able to move into a modest house.

Ruiz describes his mother as part social worker, part guardian angel, always helping others despite the family's own poverty. His parents stressed education: He needed to study hard to get a job inside, with air-conditioning, his mother insisted. When she asked him what he wanted to be when he grew up, he responded with a question: What do you call someone who helps the community, as she did? "A doctor, son, a doctor," he remembers her saying.

#### POST-ITS AND DRY-ERASE BOARDS

Ruiz proved to be a fierce achiever at Coachella Valley High School, earning high marks and completing AP courses while serving in student government, playing in the marching band, and competing on sports teams. He was the most self-directed, disciplined student that the guidance counselor Rafael Barboza had ever seen.

"Incredible—he was just so organized, so disciplined, and so dedicated" Barboza says. "I don't know how he was able to manage all these different things."

Ruiz decided on UCLA for college, but it was a financial stretch for the family. He took the contracts around to businesses during the summer before his freshman year. "I'd hand it to them, and I'd say, 'I'm offering you an opportunity to invest in your community by investing in my education,'" he says. Some gave him \$20, some gave \$40. Others said, "Sorry, son, times are tough."

At UCLA's freshman orientation, Ruiz found a lifelong friend in John Marcum. The two became inseparable, rooming together for three

"I'm offering you an opportunity to *invest in your community* by investing in my education."

of their college years and the year following graduation. Among the coterie of premed students who studied together, Ruiz was the first at his books each morning and the last to bed, Marcum says. Raised a Seventh-Day Adventist, Ruiz would take a sip or two of beer and leave the rest. He labored over formulas scrawled on dry-erase boards, and peppered his room with Post-It notes that he studied as he brushed his teeth or got ready for bed.

There was a fearless quality to Ruiz, and a stubbornness. When he flagged under the school pressure, he would go home to Coachella for the weekend and return rejuvenated. When he decided to attend Harvard Medical School, some people warned that it would be a mistake. He would be too far from his family and the place where he drew his strength. Ruiz went anyway.

“My father always told me *never to complain* unless I was going to be part of the solution.”

“He needed to prove to himself that he could go to Harvard and be elbow-to-elbow with the greatest minds in medicine,” says Marcum, 41, who is now medical director of the pediatric intensive care unit at Ventura County Medical Center.

As an undergraduate, Ruiz had gained hands-on medical training during summer breaks at the farmworkers’ medical clinic. There he learned about the travails of farmworkers and the union battles with growers. His grassroots perspective on the world comes from his upbringing and his experience in migrant camps, where the poorest in his community felt disempowered and voiceless. “They feel like what they do doesn’t really matter, and that’s evident by the low percentage of people who actually vote and the cynicism that people have with government and institutions,” he says.

Ruiz took his passion for social justice to Cambridge, where he remained an activist and became involved with a Native American rights organization.

At Harvard Medical School, the dean of students, Nancy Oriol, saw a driven, charismatic leader in Ruiz, but also a young man whose dedication could be bolstered with analysis and data. “That was who he was when he came here—a grassroots political organizer—which is a very different kind of person than somebody who has learned to hone the skills of logical political argument,” Oriol says.

She encouraged him to consider one of Harvard’s joint degree programs. He pored over course catalogs from Harvard Kennedy School and the Harvard School of Public Health, deciding on a master’s in public policy. John Marcum was dubious. Pursuing a second degree while in medical school would distract Ruiz from his goal, Marcum told him. Ruiz proved him wrong. “I didn’t agree with him at the time, but now I look back and I think that was the right decision for him,” Marcum says.

Ruiz also found time to gain a global perspective, traveling to Chiapas, Mexico, with Partners in Health and spending a year as a fellow with the Harvard Humanitarian Initiative, working in the emergency room at Brigham and Women’s Hospital and also in El Salvador and Serbia. (After the 2010 earthquake in Haiti, the actor Sean Penn asked Ruiz to be the founding medical director of the Jenkins-Penn Haitian Relief Organization in Port-au-Prince.)

For Michael VanRooyen, director of the Harvard Humanitarian Initiative, Ruiz stood out as a rare blend of excellent doctor and excellent communicator. He was gentle and empathic with patients and could connect to everyone in the hospital emergency room. VanRooyen was delighted when Ruiz ran for congress and won. “I think it’s a wonderful thing to have somebody as a physician go back to their home community and take care of them directly,” he says, “but it’s no less wonderful to have somebody who fights the battles in Washington that can make changes that really affect those populations for many years to come.”

In 2007, Ruiz finally returned to the Coachella Valley, joining the emergency room staff at Eisenhower Medical Center, in Rancho Mirage. Plaudits piled up for Ruiz as he helped open a health-care clinic for farmworkers, founded a health-care policy initiative, and launched a mentorship program for Coachella students aspiring to be doctors.

Yet as he worked in his community, he found a tangled skein of problems. Seniors went hungry to afford medication. Unemployed people came to the ER when their medications ran out. The symptoms, he could see, were beyond medicine, and he began to consider applying his public policy expertise to address those deeper problems. “My father always told me never to complain unless I was going to be part of the solution,” he says.

Ruiz consulted with friends and advisors about running against Bono Mack. Some encouraged him, fully expecting him to lose. Local politicians scoffed, telling Ruiz to aim for school board or state assembly instead. He ignored that advice and ran. It was a bruising election at times, and words from the past haunted both candidates. Bono Mack attacked Ruiz for his past political views. Ruiz skewered Bono Mack for her amusement over a radio host’s description of Coachella as a “third world toilet.” Ruiz won by 52.9 percent to 47.1 percent.

Joseph McCarthy, former Kennedy School senior associate dean and director of degree programs says that Ruiz could easily have gone off to a successful private medical practice; instead, he immersed himself in bettering his community. “I think that’s the reason he is here” in Washington, says McCarthy, who has become an ardent admirer and political supporter of Ruiz. “I don’t think there’s any ulterior motive for being here, other than to want to serve and to serve the people of his district.”

**A DOCTOR IN THE HOUSE** In Washington, the frantic rhythm of Congress sometimes resembles the pace of an emergency room. On his weekend trips back to California, Ruiz might get to see his girlfriend, an ER nurse. She gave him his only piece of jewelry: an unusual leather ring with a silver ingot, which he wears on his index finger. “She’s a trouper, she’s very supportive,” he says.

Although, as a congressman, Ruiz isn’t practicing medicine on a daily basis, his expertise is sometimes unexpectedly in demand. On his flight back to California in October, a diabetic passenger collapsed. Ruiz, along with a firefighter and a flight attendant, took care of the passenger until the plane made an emergency landing in North Carolina.

It was a timely reminder of his medical training, and of how emergency medicine is similar to the legislative process: Diagnose the problem, find a solution, and act swiftly. During October’s funding standoff, Ruiz applied that ethos on the eve of the shutdown, to the consternation of some Democrats: He voted with Republicans on one measure to fund the government while delaying the Affordable Care Act’s individual mandate for a year.

To Ruiz, it was a logical move. Vote to open the government and delay the mandate that had already been deferred for businesses. In other words, treat the patient.

Weeks later, his frustration with the shutdown was palpable, but he said he remains the optimist he was when he began. Even with Congress deadlocked, he can help his constituents using the power of his office, such as by starting an initiative to aid veterans in his district.

“I want to fix the problems and improve the lives of the people I serve,” he says. “You see a problem and you fix it, and you can either cure, treat, discharge, keep them alive, and make sure that they get the further care they need. We need to get away from these partisan political games and do more problem solving.” ❖

*Theo Emery is a writer in the Washington, DC, area. He has reported for the New York Times, the Associated Press, Time, CQ, the Tennessean, and other publications.*

# URGENT CARE

## NOW COMES THE TOUGH PART

AFTER BROADENING  
ACCESS TO HEALTH CARE,  
CAN MASSACHUSETTS  
TACKLE SOARING  
COSTS?

In October 2013, with hoopla and serious stumbles, the Obama administration passed a milestone in its signature Affordable Care Act: opening the “exchanges” that enable people to shop for health insurance coverage within their states. The ACA is modeled on Massachusetts’s groundbreaking 2006 universal coverage law, passed under Governor Mitt Romney. Like the Massachusetts law, the ACA both requires and enables every citizen to be covered by health insurance or face a tax penalty. **+** But in Massachusetts, getting everyone covered was always seen as merely the first step in reforming health care. In 2012, the Commonwealth quietly passed a law that tackled the next essential step: holding down costs while improving quality. Authored by a state legislator who was studying at the Kennedy School, in close consultation with three Kennedy School professors, the Bay State’s Act Improving the Quality of Health Care and Reducing Costs Through Increased Transparency, Efficiency and Innovation — or, as the law is known to insiders, Chapter 224 — may point the way for the rest of the nation as well.

BY E.J. GRAFF ILLUSTRATION BY STUART BRADFORD



**RISING COSTS, DOCUMENTED WASTE AND AN ADVISORY GROUP AT THE KENNEDY SCHOOL**

**THE LAW'S AUTHOR** was Massachusetts State Representative Steven Walsh MC/MPA 2012, who since 2002 has represented the city of Lynn, a former industrial

center, and the town of Nahant. In 2010, Massachusetts speaker of the house, Robert DeLeo, gave Walsh the job of writing the next health-care reform law. Governor Deval Patrick and State Senate President Therese Murray urgently backed reform. "You rarely get the big three players in state government to agree on what their top priority for a session is," says Walsh. "We felt that it was if not now, never."

That's because health care was eating up all the state's resources. "From 1990 we had to cut every other program that had been important to us," Walsh explains. "We had cut education, the environment, social services, public safety. The state budget was growing out of control—but it was only growing in one area." In 2013, the Commonwealth had a total budget of \$33 billion; health care was consuming almost half that—\$14.5 billion.

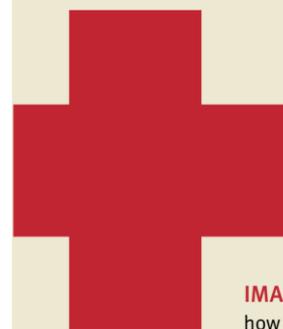
What's more, as Massachusetts citizens' health insurance premiums kept going up, Commonwealth revenues were failing to increase as much as they should. Health insurance is untaxed income, explains Kennedy School economics and public policy professor Amitabh Chandra. Any employer "is essentially indifferent between giving me higher wages while giving me less generous health insurance coverage and giving me lower wages while giving me more generous health insurance coverage," he says. "For those of us who are insured, it means that we take home lower wages." And it means the state collects lower taxes. By 2012, Massachusetts as a whole was spending \$66 billion on health care. If that rate of increase had continued, explains Walsh, by 2020, health care would eat up more than one-fifth of the gross state product.

Nor was the Commonwealth healthier as a result. According to experts, including the authoritative Institute of Medicine, fully one-third of health-care spending is sheer waste, paying for redundancies, unnecessary tests, excess services, administrative overhead, overpricing, and fraud, not better in health outcomes.

So what was to be done? Over two years, Walsh's staff visited 64 out of the Commonwealth's 69 hospitals, held public hearings in all five regions of the state, and undertook thousands of daily meetings with patients, physicians, providers, and payers to try to figure that out. But Walsh also had a secret weapon. From 2010 to 2012, he was enrolled in the Mid-Career Master in Public Administration (MC/MPA) program at the Kennedy School as a Jerome L. Rappaport, Sr./Boston Urban Fellow. His goal: to tap Harvard's incredibly knowledgeable academics. "Candidly, that's why I was here: for the relationships and the network," he explains. At a Rappaport luncheon, Kennedy School professor Jeffrey Liebman, who had worked with the Obama administration to create the ACA, mentioned that he wanted to get involved in local projects. Walsh asked him for a meeting, and Liebman brought along a couple of colleagues. "That became the kitchen cabinet of the health-care reform bill," says Walsh, marveling at the caliber of his advisors. "Three Kennedy School professors—Jeffrey Liebman, Amitabh Chandra, and David Cutler—and I met every Monday for the better part of two years. Where else would I ever find that level of consulting?"

**EVERYONE IN** Massachusetts health care—not just those in government—agreed that there was a problem. As David Cutler, another of the ACA's key authors, put it, even the local 800-pound gorilla—Partners Healthcare, a system founded and dominated by the world-renowned (and high-priced) Harvard teaching hospitals Massachusetts General and Brigham & Women's—knew that health care was just too costly. "A lot of the senior people at Partners are also on, say, their town councils," Cutler explains. "They have to cut the school budget and lay off teachers because health-care costs are up. They know that isn't right." Nor could they argue that the cost increases were reasonable; they were the Harvard doctors and experts

**USING POLICY LEVERS TO POINT THE WAY WHILE REMAINING NEUTRAL ABOUT EXACTLY HOW TO GET THERE**



## Better health care through technology.

**IMAGINE KNOWING** in advance how much it would cost for a certain procedure—fixing an ankle fracture, say, or removing a fibroid. Imagine receiving a single bill for exactly the cost you were quoted in advance, rather than getting a never-ending series of mystifying invoices from the hospital, the anesthesiologist, the radiology office, and the surgeon, plus individual copays for follow-up visits or tests or physical therapy needed afterward.

Why shouldn't we be able to get a single price and bill for a set of treatments, asks Amitabh Chandra, the way we get a single price for a computer? "Imagine if Apple quoted me a different price for the screen and the motherboard and the keyboard and the audio system and the video card—it would be a mess!" he says. "The human mind is not organized to process this level of piecemeal complexity. You just want to know the price of the computer."

And we want sensible billing at the end. Says Chandra, "American Express has figured out how to send you one statement at the end of the month. Here's what you bought. Here's what you owe. Why can't the patient get one piece of paper at the end of the month?"

Getting there has been difficult—because it requires that everyone in health care actually communicate with everyone else about what their components cost so that a total can be assembled for the entire service. Chandra speculates that the roadblock was simply coordination: Getting 70 different insurers, medical

practices, specialists' practices, hospital offices, radiology outlets, visiting nurse organizations, and so forth to communicate clearly about their services and price structures required that everyone decide it was a priority at the same time.

**AND SO** Chapter 224 mandates technology as a way of turning that dream into reality: a quoted price for an entire condition or procedure, followed by predictable billing that makes sense. It sets new technological standards and requirements, mandating that all health care providers in the state meet those requirements along a particular timeline—so that they can communicate electronically

billing after treatment, Chapter 224 sets interoperable patient records as a goal. Why, every time we go to a doctor's office or a hospital, should we be handed a clipboard and asked for our medical history and our current medications? As the author of Chapter 224 Representative Steven Walsh explains, right now, "if you show up at the ER, they run you through the car wash, giving you every test imaginable—especially if you carry commercial insurance, which will pay for it." That's partly to be sure they don't hurt you—and partly to protect themselves from potential lawsuits.

But all those just-in-case tests may be harmful—and they're certainly expensive, a waste of our

“Imagine if Apple quoted me a different price for the screen and the motherboard and the keyboard and the audio system and the video card—it would be a mess!”

about their services and costs. No stakeholder objected to this requirement. Chandra says, "Nobody was opposed to this! Nobody said this is a crazy idea and you guys are absolutely nuts." Hospitals, insurers, medical associations: all knew it had to be done. "This is where there's a place for public policy," he says. "One advantage of government helping the marketplace is its ability to determine standards."

In addition to coordinated prices in advance and coordinated

health-care dollars. The financial industry has long since figured out how to examine our financial and credit histories without relying on our testimony; why can't hospitals and doctors do something similar? As Walsh puts it, "You can go anywhere in the world, put a card in, and get money out. So the banks are 15 years ahead of the technology in the health-care system. And that shouldn't be with the amount of money we put into health care." ❖ E.J.G.

who'd authored the reports and *Journal of the American Medical Association* articles criticizing medical spending. "So they came to the table with the attitude that 'we know something has to be done,'" Cutler says. "Don't regulate us, but give us the tools and help us do it."

That collaborative attitude helped shape the law, which offers guidelines and goals (and in some cases, regulatory reforms) in several interlocking areas, with each gear necessary to push the other parts forward.

**GOAL** → **END "FEE FOR SERVICE" WITHIN THREE YEARS**

**THE LAW ASKS** that by the end of three years, any provider receiving Medicaid (which covers 15 percent of the state's patients) have replaced "fee for service" to the greatest extent possible for at least 80 percent of its billing. It doesn't tell providers how to change their payment systems. It simply enjoins them to move away from "do more, get paid more," as Cutler describes the current system, in which insurers pay doctors and hospitals for each test, procedure, and service they perform—without asking whether every one of those billing codes contributes to the patient's health. Presumably, practitioners won't want two different billing systems; if the new one is efficient and effective, they'll expand it to everyone.

But what payment system should the industry use? There the law is neutral. One idea, Chandra explains, is "bundled payments," whereby a health-care provider gets a fixed amount of money to take care of a particular medical condition. For instance, your doctor might get a lump sum for repairing your hip fracture—instead of separate payments for each office visit, MRI, anesthesia, surgical procedure, specialist visit, and physical therapy session necessary for that repair. Rates may differ on the basis of how sick the patient is: A shattered hip in an elderly diabetic will be more complex and costly than a hairline fracture in a healthy high school student. But instead of getting paid for doing more, the medical group will bill for overall care—giving it an incentive to evaluate and decide the most effective and cost-efficient way to treat you.

Or payers and practitioners might move toward such innovations as episodic payments, accountable care organizations, coordinated care organizations, patient-centered medical homes, or something else entirely. "We didn't pretend to be smarter than the experts in the market," says Walsh. Rather, the message is this: "Continue to innovate, continue to create things that work for you and patients, and create a system that rewards us for being well and not sick."

There are no penalties, requirements, or absolutes about how to get it done. That's because every stakeholder was involved and committed—but wanted room to experiment and information to do it right. "The idea is that you don't lead with a big stick if what you're looking for is information," says Walsh—information that can help refine the law and make it more successful. "We did not think penalties would be helpful in the first three to five years."

**THE NEW LAW** sets clear targets,

asking payers and providers to hold any increases in health-care costs at 3.6 percent during the first year, and to keep them equal to or less than the growth rate of the state's potential gross product in years after. This target also has no penalties—and yet so far, insurers and providers are really working to meet it. "It's very surprising," says Cutler. "It violates every rule of economics. Economics says never have a law without consequences, because people learn that it's fine to violate the law, and they will violate more laws." But because all the stakeholders were already motivated to change, the target helps "nudge" them into doing so, he suggests. Setting a target enables insurers to point to it as they negotiate prices with hospitals and medical practices. Those providers, meanwhile, can point to the number to push their physicians to rein in and evaluate their behavior.

**CHAPTER 224** assumes that if consumers actually knew in advance how much each test or treatment cost—and knew,

as well, how comparatively effective it was—we would make smarter decisions about our health-care dollars. "If you went grocery shopping, and a gallon of milk on this corner was \$3.29 and on the other corner was \$3,468, and you had no

**GOAL** → **CAP SPENDING**

**GOAL** → **DISCLOSURE AND TRANSPARENCY**

idea why and it's the same milk, of course you'd choose the \$3.29 gallon," says Walsh. "But the consumer has never been given that choice in health care." If we did have those choices, he believes, market pressure would improve both costs and care.

And so the law instructs providers and insurers to inform patients in advance about what that rotator cuff surgery or low-risk birth will cost. Once the state comes up with some common metrics, they'll also be required to report on quality, reliability, and effectiveness.

**OVERSIGHT** → **A NEUTRAL COMMISSION TO OVERSEE, ANALYZE, AND ASSIST**

**BUT WHAT KIND** of quality metrics should those be? How will anyone know which parts of the law are working and how the others could be fixed?

What data and analysis do various players need to succeed? What new laws, regulations, and requirements may be necessary after all? To answer those questions and more, Chapter 224 sets up an advisory Health Policy Commission, made up of 13 members with that many different perspectives on health care. "In Kennedy School fashion," explains Cutler, who sits on the HPC, the commission's goal is "to provide public goods that people want but that are not otherwise being provided: gathering data, designing systems, overseeing what's going on, looking for opportunities to save money while maintaining quality." The various stakeholders asked for such a body as the law was being written—and asked specifically that it be technocratic rather than political, aimed at finding and delivering accurate information that would help them reach the law's goals. If the HPC finds that some participants aren't meeting the goals just because they don't want to, it can recommend that the legislature pass new statutes with sharper regulations and penalties.

**TOOLS** → **ELECTRONIC MEDICAL MALPRACTICE REFORM, CONSUMER PROTECTION, AND MORE**

**SUPPORTING THOSE** major innovations are some other tools that will help the whole run more smoothly. For instance, the bill requires that by 2017, all provider, payer, and

physician systems be able to communicate electronically. That will enable shared electronic medical records, which should improve patient safety while also lowering costs—because an

emergency room will already know what your doctor's office knows and won't have to run every possible test. And it will help the health-care industry clarify costs and simplify billing. Other reforms include an office of consumer protection and education so that you can appeal if you believe that your health-care provider or payer is unfairly denying care to protect profits; new medical malpractice rules; expanded scopes of practice for physicians' assistants and nurse practitioners, to help bring down costs while adding health-care resources in remote parts of the state; and state funds for community hospitals and others that need help making all this happen.

Walsh credits his Kennedy School time with giving him not just the advisors he needed to help write a superlatively informed bill but also the skills to manage so many stakeholders. "The Kennedy School asks you to accept the premise that there is more than one solution to every problem," he says. Having to work on group projects in every class meant "you learn how other people think, what other people need, what others' priorities are"—which was essential when he had to consider how far he could push billion-dollar stakeholders before they balked.

One year in, of course, it's too early to tell how well the law is doing. But so far the Kennedy School participants are excited about its rollout. Watch its progress carefully: A bill like this might soon be coming to a Congress near you. ❖

*E.J. Graff is a senior consulting editor and senior fellow at the Schuster Institute for Investigative Journalism at Brandeis University.*

 **ON THE WEB**  
<http://ken.sc/w14-urgent-care>



## energy matters

From the new energy revolution to complex negotiations, Meghan O'Sullivan brings the messiness of real-world problems to the classroom and the imagination of academia to the world of practice.

Less than 10 years ago, the United States was still wallowing in the depths of a long decline in oil and gas production. Today, as technological breakthroughs have opened up newly accessible supplies of shale gas and oil, the country is seemingly awash with black gold. From the long-tapped fields of Alaska and Texas, to the more recently procurable reserves in the Bakken shale formation in North Dakota, production is booming. Indeed, according to the Federal Energy Information Administration, the fall of 2013 marked a major turning point; in September, the United States produced more oil than it had in any one month in the previous 24 years, and in October, that amount exceeded the amount of oil the country imported, for the first time in 20 years. Transformation in the gas sector has been equally, or even more, dramatic.

BY SUSANNAH KETCHUM GLASS  
PHOTOGRAPH BY MARTHA STEWART

**THE IMPLICATIONS** of this boom are many, for the United States and for its allies and rivals around the world. Since the 1970s, the political discussion about America's energy profile has centered around shortages, reliance on other countries, and the complex relationships demanded by oil imports. But as evidence of a new possibility of energy independence—or significantly less dependence—emerges, that discourse is expanding to include the wide-reaching geopolitical consequences of such a shift. Meghan O'Sullivan, Jeane Kirkpatrick Professor of the Practice of International Affairs and director of the Geopolitics of Energy Project at the Belfer Center for Science and International Affairs, is at the forefront of this debate, helping policymakers respond to the new realities of an unexpected energy revolution.

As the former deputy national security advisor for Iraq and Afghanistan, O'Sullivan is no stranger to the world of statecraft and high stakes diplomacy, nor is she a rarified academic who shies away from the messiness of real life. Instead, she seems to revel in complex situations, whether they be in the hotbed of global energy markets or in flash points of international conflict, like the Middle East or Northern Ireland. A dedicated scholar, she is also an avid practitioner who jumps with both feet into the challenges of soliciting input from all sides of a conflict, critically analyzing the issues, employing shrewd negotiation skills, and strategizing effective resolutions.

Behind the desk in her small, nondescript office at the Kennedy School, O'Sullivan reflects on the connections between her current life in academia and her forays into the world of policymaking and international relations. She is soft-spoken but self-assured, enthusiastically endorsing the value of being able to move confidently between the worlds of theory and practice.

"One of the things that I really appreciate about being here at the Kennedy School is the opportunity to still do things in the real world," she says. For O'Sullivan, that real-world work has involved, and continues to involve, playing an influential role in understanding and shaping the impact of international crises and moments of significant historical change.

When she first arrived at Harvard, as an Institute of Politics fellow in the fall of 2007, she had just days before stepped off a flight from Baghdad, bringing to an end her role in Iraq as a

special advisor to President George W. Bush and her almost six years in a number of Iraq-related posts within the administration. The following September, she stepped away from the Kennedy School to return to Iraq to aid in the negotiation of the Status of Forces Agreement. More recently, the riots that paralyzed Belfast in the summer of 2013 pulled her back to Northern Ireland, where, more than a decade earlier, she helped implement the Good Friday Agreement of 1998.

O'Sullivan's ongoing work in the energy sector has the potential to be as highly influential in global politics as her work in foreign relations. Much of her current research focuses on the foreign policy implications of the change in the United States' energy profile, due in large part to the commercial viability of shale gas and tight oil production. Together with Amy Myers Jaffe of UC Davis and Ken Medlock of Rice University, she has overseen a multi-year study on the geopolitics of natural gas, which has involved inputs and interaction with more than a dozen country and energy experts. The purpose of the study is to identify the political and economic forces that could affect production and consumption of natural gas over the next few decades, anticipate how global markets will be affected, and assess how market changes might influence political realities. The study's preliminary results will be released at Rice University in February, and its final results at Harvard this coming fall.

Energy has, of course, always been a huge determinant of foreign affairs and policy. But, as O'Sullivan explains, two major events are going on in the energy world today to make this period exceptional and more intense: a slow revolution, whereby we would like to go from being highly dependent on fossil fuels to having a more diverse energy base, and a fast revolution, in which new technologies are allowing for the extraction of more oil and gas at commercial prices than we ever thought possible. Shale gas and tight oil—resources retrieved from shale formations by hydraulic fracturing and horizontal-drilling methods, also known as fracking—has, according to a *Foreign Affairs* article written by O'Sullivan and American diplomat and former Kennedy School faculty member Robert Blackwill, reversed the long-standing decline in U.S. production and added more than 2.5 million barrels a day in just two years; that incremental amount "is nearly what Kuwait and the UAE produce every day," O'Sullivan points out.

O'Sullivan and Blackwill note that in 2013, the United States surpassed Russia as the leading energy producer, and projections by the International Energy Agency indicate that, by 2015, it will overtake Saudi Arabia as the top producer of crude oil. "Thanks to these developments," O'Sullivan and Blackwill write, "the United States is now poised to become an energy superpower."

As U.S. domestic production goes up and consumption stabilizes, imports will continue to go down. And as the energy supply diversifies, and oil from other countries becomes less important, this will sharpen instruments of statecraft like sanctions and trade deals. David Yergen, Pulitzer Prize winning author, former Kennedy School lecturer, and a leading authority on energy matters, has suggested that the oil sanctions on Iran would not have worked without the coinciding increase in U.S. production. O'Sullivan and Blackwill agree, noting that the steadily increasing supply of light tight oil in the United States helped to convince other countries that a lack of Iranian oil on the international market would not cause a price spike, thereby allowing for the more comprehensive sanctions that eventually drove Tehran to the negotiating table.

### Academic Freedom

O'Sullivan is a true practitioner-professor, and her experience is an asset she brings to her academic post. The time she spent in government, in particular, adds both credibility and interest for her students, who benefit from her behind-the-scenes insights and her extensive knowledge about most issues related to foreign policy and energy. For her first two years at the Kennedy School, O'Sullivan co-taught with Graham Allison, Douglas Dillon Professor of Government and director of the Belfer Center, in his course Central Challenges of American Foreign Policy. She then began offering her own course, Decision Making in Recent Crises, initially basing it solely on Iraq and then, as the political landscape changed, including Afghanistan and Pakistan as well.

Students praise her well-prepared lectures, describing them as "rich in analysis and personal anecdote." Lauren Harrison MPP 2013, currently a German Chancellor Fellow at the Global Public Policy Institute in Berlin, notes how O'Sullivan's connections to high-level government officials made for fascinating guest lectures. "Who wouldn't want to ask L. Paul



Meghan O'Sullivan

Bremer a question, after spending the first part of the class studying Iraq and the Coalition Provisional Authority?" Harrison says.

A former student in O'Sullivan's Decision Making course, Harrison describes the simulation exercises that O'Sullivan conducts in her classes—designed to simulate the experience of being a government official in a decision-making role—as "a particularly innovative way to incorporate her own experience into her pedagogy." Students are divided into teams and asked to study the context of a major decision (such as invading Iraq), adopt the persona and perspective of one of the key participants (such as the former defense secretary Donald Rumsfeld or the former secretary of state and national security advisor Condoleezza Rice), and then conduct a cabinet meeting in which the decision is debated. The purpose is to demonstrate how different assumptions and perspectives affect the way information is presented and decisions are reached, thereby reinforcing the importance of subjecting every assumption to strenuous testing.

But just as O'Sullivan knows that keeping at least one foot in the world of practice allows her to connect students' learning to contemporary issues in a more dynamic way, she believes that her work in the academy informs her work in areas of global impact. Having been on the front lines of policymaking, she is especially conscious of the value of research time. As she explores the ripple effects around the world of the increased production of shale oil and gas in



## ON THE WEB

<http://ken.sc/wi14-energy-matters>

North America, and considers how those effects will play into changing U.S. foreign relations, she knows that current policymakers need answers to these questions. “One of the reasons I’m working on this topic,” she claims, “is because I’ve had policymakers tell me, ‘We know this is important, we know this has big implications for how we conduct ourselves, but given time and other constraints and the complex nature of this issue, we need assistance in translating these changes into strategy.’” Being able to paint a broader picture of how the global footprint of the United States might shift because of changing energy needs is, in O’Sullivan’s view, part of her responsibility as a scholar.

She speaks just as passionately about the creative space of the classroom, where one has the ability to see a problem in its many dimensions, and look back on it from many perspectives. She offers an example: “At an abstract but important level, I think there is a real need for creativity in negotiations. Both times I’ve stepped away from my role here at Harvard, I’ve stepped into pretty hard-core negotiations. If you’re trying to get multiple groups of people to a common place, you need to find many creative ways to get those people to see their interests differently, to find potential areas of compromise. You can’t always come up with something that nobody else has thought of, but it’s often useful to ‘complexify’ an issue to create tradeoffs.”

To explain that coinage, O’Sullivan recounts the challenges she faced in Northern Ireland, where she spent the last five months of 2013 (cutting back her teaching at the Kennedy School). At the behest of the Northern Ireland Executive, O’Sullivan joined Richard Haass, the former U.S. envoy for Northern Ireland and currently the president of the Council on Foreign Affairs, in facilitating all-party talks convened to resolve the divisive issues that continued to thwart the country’s desire for lasting peace. The Good Friday Agreement established new political institutions in the country and resolved major issues relating to the British military presence and the decommissioning of paramilitary organizations. But their ability to achieve an agreement in 1998, O’Sullivan explains, required that they park certain issues.

“This is true in every peace negotiation,” she says. “You can’t take on everything at once. I was very conscious of this in my involvement with the Iraqis, when they were authoring their

constitution; there were certain issues that couldn’t immediately be resolved.” O’Sullivan admits that some might see that as a failure. “But I firmly believe,” she argues, “that sometimes, if you don’t do that, you prevent progress on all fronts because one issue seems unresolvable at the time. So you park it, you create a mechanism for returning to it, and you hope that when people come back to that issue, the environment will be such that it can be taken on in a way that doesn’t lead to violence or backsliding. It’s a gamble, but I think it’s one you have to take in certain circumstances. Sometimes, the best option is still a distasteful one with serious drawbacks.”

### Policy Influence

O’Sullivan doesn’t come across as a gambler, at least not in a flamboyant, bet-the-farm kind of way. She is measured in tone and speaks with the purposeful, concise manner of someone well practiced at briefing senior-level officials. A former Brookings Institution scholar with a master’s in economics and a doctorate in politics from Oxford, O’Sullivan is sharp, thoughtful, and articulate as she expounds on her experiences in Iraq and Northern Ireland. She’s also a pragmatist, perhaps even more so now that she is a few years removed from her time in Iraq, and readily acknowledges that societies coming out of the type of sectarian conflict experienced in Northern Ireland have a long road ahead of them. “Things don’t get resolved overnight,” she says, “no matter how comprehensive your agreement is.”

Chairing the negotiations of political parties trying to agree on a way forward, Haass and O’Sullivan sorted the issues put aside in the Good Friday Agreement into three categories—flags and emblems, parades and protests, and how to contend with the past. Addressing the past is, of course, a particularly sensitive matter but the other issues might seem to be minor points of contention. O’Sullivan can understand an outsider’s incredulity. “At first we wondered, ‘Why are we going over to conduct high-profile negotiations on parades?!’” she says with a hint of a laugh. “But when you appreciate that a country with 1.8 million people ends up having almost 4,500 parades a year, you realize this is a major issue of identity. And whether or not the Union flag flies over the city hall might seem like a black-and-white issue, but that, too, is wrapped in aspects of identity and sovereignty.”

Here O’Sullivan returns to the matter of “complexifying an issue, and how the creative practices she employs in a classroom can shape negotiating tactics. “You have to be able to take that supposedly black-and-white issue and make it so complicated that there are enough tradeoffs that everyone feels like they can get something out of the solution,” she says, only partly joking. When issues are shown to be multiple shades of gray, all parties involved have at least some core principles in common. From there, theoretically at any rate, compromises can be made and agreements reached.

That was not the case in Northern Ireland, at least not by the end of the team’s negotiation period. “I would have loved it had everyone looked at that final document and thought, ‘This is the best outcome I can get, knowing what I know are other people’s constraints,’” says O’Sullivan. “But I hope that we have helped move the debate along, in a way that will lead to some real political progress.”

The desire to change mind-sets and influence policy in areas of conflict is what drives O’Sullivan. This is as evident in her current research into how America’s changed energy profile will affect foreign policy and national security as it is in the nation-building exercises she has participated in. “When you look at what is happening in the energy world and appreciate that energy has always shaped the behavior of countries,” she says, “then you understand that there are going to be major consequences of these energy changes in the realm of international affairs.”

Unconventional energy not only has changed America’s energy profile dramatically, but has the potential to do the same for many other countries. “How do these energy innovations influence our role in the world?” O’Sullivan asks. “How do they influence how important the Middle East is to us? If we are not importing any oil from Africa, does Africa go down on our list of priorities or not? If the price of oil drops, what does that mean for Russian stability? If China is able to develop its own resources, through unconventional methods, how does that change how the country interacts in its own neighborhood or in the South China Seas? How China sees Latin America? How it sees Africa? How are these changes in energy affecting foreign policy and national security?”

These are important questions, she argues, as is the question of how such changes should affect how America conducts itself in the

world. She recognizes that the ability to explore them in detail, with the help of colleagues and smart students and without the pressures of real responsibility in a government role, is a privilege.

“One of the challenges of being a foreign policy practitioner is that it is really difficult to be strategic,” says O’Sullivan. She recounts the experience of accompanying the new Iraqi government back to Washington to meet President Bush and being stopped by Secretary of State Colin Powell, for whom she had previously worked, just before heading into the Situation Room. “He asked me what I had recently learned, and I just answered ‘How hard it is to be strategic!’” O’Sullivan recalls. “I had written books on foreign policy before ever being a practitioner. You might think about your foreign policy, ‘Well, you have these gains and you no longer have these dependencies, therefore you should be able to change how you interact with various countries.’ The reality, though, is that it takes a long time to adapt a national security strategy as large and as complex as that of the United States to new realities.”

O’Sullivan’s knowledge is considerable and her resume is impressive, but she has the grace to acknowledge that her career has included “a massive dose of good luck and excellent mentorship.” And while she may not be reckless, she does believe in taking risks in the pursuit of proficiency. “My mother would say I’ve always been a risk-taker,” she says, somewhat sheepishly. “But you take risks, and you find yourself in the position where you actually have more knowledge than most people because you sought out those opportunities and gained that expertise.”

Guiding others along a career in international affairs and public service is O’Sullivan’s goal. “I’ve been here for six years, which is long enough for me to appreciate that many of my students are going to go on and do wonderful, important things, and if I can make some positive contribution to that journey, that is a hugely worthy pursuit,” she says. “I really do think, ‘What can I tell a student that will be helpful to her if she finds herself in a position of international responsibility—in the private sector or in government or in an NGO—that might help her get a grip on that situation earlier than she might have otherwise? That, to me, is exciting.” ❖❖❖

*Susannah Ketchum Glass is a writer living in Beverly, Massachusetts.*

## A Productive Partnership

**FORUM** | Applying financial tools to advance social change is a movement whose time has come, according to panelists discussing the new social impact economy at a Forum sponsored by the Institute of Politics. This movement, said Tracy Palandjian (above), chief executive officer and cofounder of Social Finance and a member of the HKS Visiting Committee, rejects the notion that social and financial goals are at odds. Instead, she said, the two are intractably linked.

Palandjian is working to promote social impact bonds, an important new tool linking government programs with private investors to help address a variety of social problems, such as recidivism, homelessness, and juvenile delinquency. Barely three years old, the social impact bond experiment, she said, is attracting worldwide attention.

Karen Gordon Mills IOP 2013, former administrator of the U.S. Small Business Administration in the Obama Cabinet, described the SBA's innovations after

2008 when credit disappeared, particularly in underserved communities. The SBA persuaded the private sector to invest in these communities by offering government-backed guarantees on their investment. "What we're witnessing is a really exciting confluence," said Mills.

Metrics are critical for showing how business can serve the public good, said Scott Griffith, former chair and CEO at Zipcar, Inc., a short-term car-sharing enterprise that has grown since its founding in 2000 into a \$300 million business. The company, said Griffith, was able to prove that for every Zipcar, 15 cars were no longer on the road. Our goal for improving society, he said, was always a "purposeful part of the conversation."

Still in its infancy, the social impact economy needs a central framework and a lot more experimentation, said Palandjian. According to Gordon Mills, 2014 will be "a pivotal year."

KRISTIN ULANDAY

CLOCKWISE FROM TOP: MICHELLE JAY, TOM FITZSIMMONS, TOM FITZSIMMONS

## THE BUZZ

"That didn't seem to ring the bell enough."

:: Alex Keyssar, Stirling Professor of History and Social Policy, on the failure to decry the excesses of influence following the 2008 economic crisis, during a recording of WBUR's *On Point* at a Forum sponsored by the Ash Center as part of its series Challenges to Democracy in October.

"It's about changing the culture."



Raymond Odierno

:: General Raymond Odierno, chief of staff of the U.S. Army, about the high incidence of sexual harassment and assault against women in the military and the need to reinforce the military's code of looking out for fellow soldiers, at a Forum sponsored by the Center for Public Leadership in November.

"It's become the greatest proxy war of all time."

:: Rami Khouri, senior fellow at the Belfer Center's Middle East Initiative, speaking on the Syrian war at a seminar in October.

"The right to vote is not permanently won."

:: Theda Skocpol, Thomas Professor of Government and Sociology at Harvard University, about the importance to young people of keeping a close watch on efforts to suppress voting rights, at a Forum event sponsored by the Institute of Politics in November.



Theda Skocpol

"He was a statistical anomaly in every sense."

:: Politico senior political reporter Maggie Haberman, describing New York City Mayor Michael Bloomberg as an atypical Republican/Independent/Democrat and why Mayor-elect Bill de Blasio's wide margin of victory should not be viewed as a repudiation of Bloomberg's tenure, at a Shorestein Center brown bag in November.

"You ignore religion at your peril."

:: Shaun Casey MC/MPA 1989, special advisor heading the Office of Faith-Based Community Initiatives at the U.S. State Department, speaking during a panel discussion at the Newseum Institute in Washington, DC, in November. The panel on religion and politics featured Harvard Kennedy School Dean David T. Ellwood and Harvard Divinity School Dean David N. Hempton.

"They mistook the euro for a fixed exchange-rate regime, when in fact it is an irreversible single currency."

:: European Central Bank President Mario Draghi on critics of the European Union's common currency, during the 2013 Malcolm Wiener Lecture in International Economy in October.

"Cities are not just where it's happening — they're where things are getting done."

:: Chicago Mayor Rahm Emanuel about how governing at the local level allows greater opportunity for effecting change, at an event sponsored by the Institute of Politics in October.



Rahm Emanuel

ON THE WEB  
<http://ken.sc/wi-14-bully-pulpit>



Juan Manuel Santos Calderón

**FORUM | Limit Less** “We broke a trend,” Colombian President **Juan Manuel Santos Calderón** MC/MPA 1981 said during a Forum in October, describing the widening inequality gap that has persisted in his country for centuries. Today, income for the poor is rising six times as fast as it is for those in Colombia’s upper strata, Santos Calderón said. But the country’s potential can be fully realized only after the four-decades-long conflict with the guerrilla group FARC is finally resolved. More than 220,000 have died in the conflict, said Santos Calderón, adding that he has known only war in his lifetime. “I am hopeful we can reach agreement and become a country of peace,” he said. “When we release the potential of all Colombians, then the sky is the limit.” The public address was moderated by **Jorge Domínguez**, Madero Professor for the Study of Mexico, and sponsored by the Institute of Politics.



Ishmael Beah and Leila Zerrougui

**FORUM | War Child** “A lot has been done on paper about . . . how we can address the issue,” said **Ishmael Beah**, a former child soldier in Sierra Leone and the author of *A Long Way Gone: Memoirs of a Boy Soldier*. “But where the problem lies is in the implementation of some of these things.” Beah spoke in October during a panel discussion on children and armed conflict at the Forum sponsored by the IOP and the Carr Center for Human Rights Policy. **Leila Zerrougui**, special representative of the UN secretary-general for children and armed conflict, said that although international resolutions aren’t the only solution, they do provide an important expression of the global community’s opposition to the use of children in conflicts, and also form the basis for future action.



Maralee Schwartz and Joe Klein

**FORUM | Boom and Bust** “This is a consequence of my Baby Boom generation,” said *Time* magazine columnist and Shorenstein Center Fellow **Joe Klein**, during an October panel discussion on the government shutdown at the Forum. “We came into political consequence by distrusting authority. The reaction to those of us involved in the antiwar and civil rights movements of the 1960s was to use those same confrontational tactics we now see in the Tea Party.” Joining Klein on the panel were **Linda J. Bilmes**, Daniel Patrick Moynihan Senior Lecturer in Public Policy; **David King**, senior lecturer in public policy; and moderator **Maralee Schwartz**, former national political editor for the *Washington Post* and a fall 2007 IOP Fellow. The event, sponsored by the IOP, was to have featured U.S. Agriculture Secretary Tom Vilsack, but the government shutdown forced him to remain in Washington.



Alan Simpson (with Alex Jones)

**FORUM | Poli Sigh** “You don’t like politics and partisanship?” former U.S. senator **Alan Simpson** (R-WY) remembers asking some students. “Well, then why don’t you move to a country where they don’t have any politics and partisanship and write me a note and tell me how much fun you’re having. You will find there the loss of freedom of speech, the loss of right of assembly, the loss of freedom itself. You can’t hate politics and love democracy.” Still, Simpson, who was delivering the 2013 Theodore H. White Lecture on Press and Politics in November, decried the current situation, describing it as hate-filled. “Politics in its own selfish state is barbaric,” he said. Without what he called the “softening agents of life”—art and other intellectual pursuits—“pure politics can bring a person down, and it can bring a party down, as it can certainly bring a country down.” The lecture was sponsored by the Shorenstein Center on Media, Politics and Public Policy.



# Smarts and Shoe Leather

ON THE WEB  
<http://ken.sc/wi14-shoe-leather>



**Informing the News**  
The Need for Knowledge-Based Journalism  
Thomas Patterson

NOW THAT THE INTERNET is ubiquitous in people’s lives, getting access to information has never been simpler or quicker. So it may seem that the need for journalists has never been less important. Quite the contrary, argues Patterson, the Bradlee Professor of Government and the Press. The fact that so much information is available is precisely why the public needs the kind of reliable, substantive information journalists should provide. Yet today journalists traffic more in conflict-ridden “he said, she said” narratives and rely on sources who have vested interests, he says.

A remedy lies in what Patterson calls “knowledge-based journalism,” in which journalists are steeped in the subjects on which they report. The concept was developed through the Carnegie-Knight Initiative for the purpose of strengthening journalism and practice, in which HKS’s Shorenstein Center on Media, Politics and Public Policy participated, along with 11 journalism schools. The book stems from the initiative while focusing especially on journalism practice, including where it has ill served the public, and how knowledge-based journalism can provide valuable information and even boost the number of journalism consumers.

Spotlighting a problem for which he faults the media, Patterson outlines a “sharp rise in misinformation in recent years.” This is reflected in partisan talk shows and blogs geared to appeal to the like-minded, which perpetuate “separate realities.” He also points to a “constant barrage of criticism” from the media, exemplified by the treatment of politicians ranging from Bill Clinton to members of Congress, in which a “preference for the negative” overrides the desire to inform. “After having heard repeatedly from reporters about government’s failings, Americans had assumed the worst about its performance,” he writes.

In addition, he points to an overreliance among journalists on using high-ranking sources without regard for the accuracy of the information they impart. Patterson cites the coverage leading up to the Iraq War, dominated by quotations from Bush administration officials, as one prominent example. He also highlights the practice of “airing deceptive claims and pairing them with opposing claims,” with the audience left to determine the truth. But, he notes, the audience is in no position to know the truth and instead reverts to party loyalty to reinforce its position.

Journalists’ lack of knowledge can lead to manipulation by sources or experts who may have an agenda, Patterson contends. Although “journalism is not rooted in a body of substantive knowledge,” he writes, practitioners can tap scientific studies and public records and apply the knowledge gained to their reporting. He also recommends that journalism schools offer training on subject matter as well as on gathering and presenting information.

Patterson argues that knowledge-based journalism not only is best practice but would be popular as well. He cites surveys indicating that the public desire for celebrity scandal stories is low, and stories on policy rate higher than those on insider Washington politics. Another study shows that more in-depth stories produce a higher audience rating.

Even in the Internet and “citizen journalist” age, Patterson says, only traditional media can consistently supply trustworthy and relevant news, which is exactly what the public seeks. Yet too often, he writes, “it has placed profit and convenience ahead of its duty to report to the public.” Carrying out that duty, he believes, means presenting information grounded in facts, not spin, and using knowledge to reclaim the news that matters. LR

FROM THE TOP: MARTHA STEWART; JON CHASE/HARVARD STAFF PHOTOGRAPHER; MARTHA STEWART; TOM FITZSIMMONS

MARTHA STEWART



### The End of Big How the Internet Makes David the New Goliath

Nicco Mele

For as long as anyone alive today can remember, certain institutions have held power, from national governments to media conglomerates to military forces. That is all changing, argues Mele, because of something even the most powerful entities can't control: radical connectivity, or the ability to share data all the time and all over the world. That offers opportunity but also unprecedented peril: "Everything we depend on to preserve both social stability and cherished values, including the rule of law, civil liberties, and free markets, is coming unraveled," he writes.

Mele, an HKS adjunct lecturer in public policy, who served as Internet operations director for Howard Dean's 2004 presidential campaign, outlines myriad examples of the downside of new technology, including "the demise of serious journalism," the rise of polarizing politics, and the perceived diminished value of education and expertise. These consequences have arisen, he argues, because the technologies that bring about radical connectivity—smartphones, the Internet, social media—have become inextricably linked to antiestablishment thinking.

Amid his concern, Mele offers remedies to "overcome technology's destructive effects," such as making institutions responsive to individuals, demanding thoughtful leadership, and strengthening local communities. In the end, he says, technology should never supersede our values.



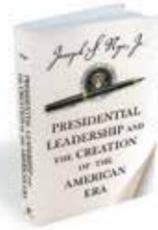
### A Case for Climate Engineering

David Keith

Solar geoengineering—using technology to manipulate the climate—may seem like science fiction or, worse, an assault on the natural environment. Keith understands such visceral negative reactions; he was among the first to raise concerns about the technical and political risks of geoengineering. But the professor of public policy, who also teaches physics at Harvard, cautiously outlines the merits of, essentially, introducing a pollutant into the atmosphere.

As he describes it, the process would involve injecting tiny droplets of sulfuric acid into the stratosphere, which would have the effect of scattering sunlight back into space. In concert with reducing carbon emissions, geoengineering could potentially help cool the planet and ameliorate climate change. He argues that this process will be technically feasible and affordable in the near future. "It's hard to overstate the importance of geoengineering's ability to reduce risk for current generations as there are no other methods that can reduce these risks significantly in the next half century," he writes.

Keith acknowledges objections about feasibility, the risks involved, and possible misuse. He contends, however, that geoengineering, should be seriously explored because we may come to discover that it is a necessity.



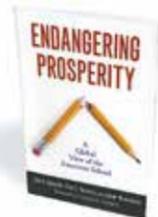
### Presidential Leadership and the Creation of the American Era

Joseph S. Nye, Jr.

As an expert on power, Nye explores in his new book how individuals in the most powerful position in America—the presidency—shaped the country's primacy by the end of the 20th century.

In particular, the former Harvard Kennedy School dean evaluates eight presidents who were instrumental in expanding American power through their foreign-policy initiatives, from Theodore Roosevelt to George H.W. Bush. Some, such as Woodrow Wilson and Ronald Reagan, he categorizes as "transformational," while others, such as Dwight Eisenhower and Bush, he calls incremental in their objectives. Yet the more cautious, "transactional" presidents may also have been the most effective, he contends.

In addition, he focuses on these leaders through the prism of the ethics of their foreign-policy leadership, compiling an "ethical scorecard" for each based on his goals, his means, and the consequences of his actions. Nye also examines 21st-century leadership in light of how more-recent presidents have handled American primacy. A lesson to be learned from their predecessors, he writes, is that "some presidents matter, but not always the ones who are most dramatic or inspiring."



### Endangering Prosperity A Global View of the American School

Eric Hanushek, Paul E. Peterson, and Ludger Woessmann

Linking the quality of the school system to national security and economic vitality, the authors (including Peterson, Henry Lee Shattuck

Professor of Government and director of the Program on Education Policy and Governance) warn that the United States is falling dangerously behind. "The failure to develop adequate skills...has truly profound implications for U.S. productivity growth in the next half century," they write.

The authors document how poorly American students compare with those from other countries in reading and math skills. And they show that raising student performance to that in other industrialized countries would have profound implications. For example, if the United States reached Canada's level of performance by 2025, the resulting gains to GDP could resolve the U.S. debt crisis.

Although the authors don't focus on specific educational reforms, they do contend that the educational establishment has fought to impede systematic change. "Those who work for the schools seem more concerned about their own benefits and privileges than the customers they serve," they write. They argue that needed change may only come from strong bipartisan political leadership. ❖ LR

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classnotes

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from the field

ALUMNI  
VOICES

WINTER 2014 | [www.hks.harvard.edu/alumni](http://www.hks.harvard.edu/alumni)



MARTHA STEWART

Katharine Lusk MPP 2012 is working as Executive Director at Boston University's Initiative on Cities, being co-director by former Boston mayor Tom Menino.



## 1967

**Richard Tuttle** IOP passed away at the age of 92. Judge Tuttle spent a year as a fellow at the Harvard Institute of Politics in 1966–1967, as part of the inaugural class of IOP fellows. “He devoted a chapter of his 2011 memoir to his time at Harvard, where he recounted stories of great dinner parties and of evenings spent in conversation with Arthur Schlesinger, Jr., Pat Moynihan, Dick Neustadt, and Edwin Reischauer, among others,” writes his grandson Greg Kornbluh. “He shared particularly clear memories of a lecture by Robert McNamara, and of earning the ire of UN Ambassador Arthur Goldberg, a featured guest at one of the year’s dinners.”



Dick Tuttle (fourth from the right) and the other fellows with Jacqueline Kennedy at the launch of the IOP in the newly named John Fitzgerald Kennedy School of Government on October 17th, 1966. Inscription at bottom reads: “For Dick Tuttle, with best wishes, Jacqueline Kennedy.”

## 1968

**Frank Popper** MPA continues to teach land-use planning at Rutgers University and, with wife, Deborah Popper, at Princeton University.

## 1969

**Jack Underhill** MC/MPA delivered a paper on prison reform and social justice at the New Orleans meeting of the American Society of Public Administration in March of this year. He is currently preparing a paper on an integrated approach to reducing poverty and inequality in America.



## 1971

**George Gilder** IOP writes, “I have developed a new theory of economics based on Claude Shannon’s Information Theory and published as *Knowledge and Power: The Information Theory of Capitalism and How It Is Revolutionizing our World*, which Steve Forbes declared would ‘profoundly and positively transform economics.’”

**Jack Kisa** MC/MPA returned to Kenya in 1971 and was promoted to principal economist in the Ministry of Finance and Planning. He joined the UN in Ethiopia in 1974 as director of the world employment program for Africa. In 1978, he joined the World Bank in Washington, DC, as a senior economist responsible for development operations in India, Bangladesh, Indonesia, Thailand, Nigeria, Ghana, Liberia, and southern African countries. He retired in 1995 and returned to Nairobi, Kenya. He worked at the president’s office as project manager, and served as director on boards of Diamond Trust Bank and TPS Eastern Africa to date. He’s currently running a personal real estate development company.

**William Myers** MC/MPA coedited (with Michal Bourdillon) a book, *Child Protection Development*, critiquing current international child protection policies and practices as often ineffective and even counterproductive

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for children. He’s now working on a follow-up publication detailing recommended corrective action to more effectively protect children within international development policies and programs. And he’s continuing work on international child and youth protection as visiting scholar in the University of California, Davis Department of Human Ecology.

## 1972

**Rollie Cole** MPP, PHD 1975 coauthored a Kindle ebook, *Wholesale Economic Development*, with a professor of entrepreneurship at Indiana University and plans at least two and perhaps three more books in the same series. The next two will be case studies from “mid-large” and “mid-small” Metropolitan Statistical areas. He is splitting time between Albuquerque, New Mexico, and Austin, Texas, since his wife is university counsel for the University of New Mexico. “Working on HKS alumni chapter with classmate **Ron Luke** and other HKS grads (150 in the Austin area!).”

**Ira McCown** MPA has retired to Miami and finds it a very beautiful area to live. “Despite a reputation for high humidity and temperatures, this happens mostly in July–August, otherwise climate is delightful.”

**Henry Ryan** MC/MPA writes, “My play, *Madam Ambassador* (written under my pen name, Duke Ryan) had five performances at Washington, DC’s Capital Fringe Festival last July, with four full houses. It is a political satire aimed at the government’s habit of giving top ambassadorships to campaign contributors. The story is this: Valerie Butts wants to be ambassador to some really nice place, but those cost money. She has none. And her husband is a total klutz. She needs more money, less husband. What to do?” Look for it on [henrydukeryan.com](http://henrydukeryan.com).”

## 1973

**Clifford Karchmer** MC/MPA joined the Police Foundation and is directing development of a police chiefs’ policy guide to responsible use of drones. The project is funded by the Justice Department’s Office of Community Oriented Policing Services.

## 1974 | 40th reunion

**Miguel Angel Lahura Ponce** MPA writes, “My company celebrated its 30th anniversary in November. We are proud to have helped thousands of travelers to enjoy the experience of a lifetime in our wonderful country: Peru!” Find out more at [perutourism.com](http://perutourism.com).

## 1975

**Phillip Spector** MPP/JD became of counsel in the Washington, DC, office of the law firm of Milbank, Tweed, Hadley & McCloy. Prior to this position, he had served for eight years as executive vice president for business development and general counsel of Intelsat, the world’s largest communications satellite company. His law practice will focus on companies in the telecommunications, media, and technology sectors.

## 1976

**Kenneth Mann** MPA was named general counsel of the Housing Authority of the City of Camden, New Jersey.

## 1977

**Jim Moran** HKS writes, “Another turbulent year in Egypt, where I’m the EU ambassador, grappling with the political fallout from 2011. One thing’s for sure: the long-suffering people of this ancient land richly deserve the democratic dispensation for all that drove their revolution in the first place. Let’s hope it arrives soon. And for those who are thinking of visiting their astounding sites, don’t be put off by TV images from Cairo of strife. Tourist areas are largely untouched by the events: moreover, they desperately need your business.”

## 1978

**Eric Hirschhorn** NSF writes, “After more than three years of work on President Obama’s export control reform initiative, it’s nice to see it coming to fruition. The reforms will improve interoperability with our allies, strengthen our defense industrial base, better focus the government’s export control resources, and ease licensing burdens on U.S. exporters.”

## 1979 | 35th reunion

**Deborah Loeb Bohren** MPA, after 30-plus years in politics and strategic communications in the health care arena, “walked away from it all last year to pursue my lifelong passion of photography full time (ok...there’s a little communications consulting ‘on the side’). I still use decision trees (!) and find that so much of what I learned at HKS is applicable in more than just government and non-profits. Living in New York, and so proud of my son, Jonathan, who is working on a PHD in robotics at Hopkins.”

**Calum Paton** MPP is professor of public policy at Keele University, in the UK. He has published books and articles on the politics of

health policy and in political science more generally. He has advised the Labour Party and is a frequent national media commentator.

## 1980

**William Dalton** MC/MPA writes, “Content in the woods of New Hampshire, living with my wife, Katharine, I have three adult children, two stepchildren, and seven grandchildren. Retired as chief counsel of the American Cancer Society, I write a newspaper column for the *Andover Townsman*, authored *Public Sector Labor Law in Massachusetts*, and coauthored, with my wife, *Legendary Locals of Andover, Massachusetts*. I served as commissioner of the Massachusetts Labor Relations Commission under Bill Weld. I limit my law practice to ‘of counsel,’ am very strict with physical fitness, but understand aging, and am thinking about my next writing project.”

**Alexandra Schweitzer** MPP is the executive director, at Tufts Health Plan, of a Massachusetts-wide coordinated care plan for dual eligibles (Medicare/Medicaid) 65 and older. “We provide medical benefits, services in the home, and comprehensive care management to keep this vulnerable population in the community as long as possible. The plan launched in January 2013 on a small scale and we are about to go statewide. All the excitement of a start-up business and a great mission.”

**Roger Sharpe** MC/MPA reports that his historical research influenced the documentary *The Boy Who Heard at Gettysburg*, released by Colorado State University, Ft. Collins, and producer Joe Vasos for public broadcasting. The documentary was released in commemoration of the 150th anniversary of President Lincoln’s Gettysburg Address. The half-hour production features Archon Fung, Ford Professor of Democracy and Citizenship at HKS, and former governor Michael Dukakis, who taught at the Kennedy School when Roger was a student. The acclaimed actress Rosemary Harris is narrator.

**Jeff Skeer** MPP retired last year from the U.S. Department of Energy, where he had focused on cooperation with the EU and the Asia Pacific region, to join the young International Renewable Energy Agency in Abu Dhabi. “Working to encourage renewables on islands through the Global Renewable Energy Islands Network and on power grids through development of an Africa Clean Energy Corridor. UAE is great for shopaholics and workaholics; I am clearly the latter; visitors welcome!”

## 1981

**Jon Elam** MC/MPA was recently elected president of the Marin Conservation League, one of the largest environmental membership organizations in Marin County, California. He also joined the board of directors for Carbon Cycle, an emerging new company.



**Jon Greenberg** MCRP writes, “Accountability journalism, aka fact checking, hit the scene in the 2008 elections and increasingly is part of the political mix. This year I joined PolitiFact, one of the leading outfits, perhaps best known for its Truth-o-Meter with a “Pants on Fire” rating. Clearly, this is a serious business but we don’t take ourselves too seriously. I’m part of a new effort to hold the talking heads accountable. It’s called PunditFact. We launched with support from Ford, the Democracy Fund, and craigconnects. It’s fascinating and it’s a blast.”

**Richard Paton** MC/MPA, inspired by his HKS experience, has been teaching a management course part-time in the graduate MPA program at Carleton University for 25 years. The course is focused on how to manage in the public sector and on key concepts and strategies for first-time managers. He just published a book based on that course, *The Politics of Management: Thinking Like a Manager*, edited by his spouse, **Z. Julia Paton** MC/MPA 1981. Richard held senior positions in the federal government as deputy secretary and is now president of the Chemistry Industry Association.

**Dick Sheffield** MPA reports that a photo gallery, events calendar, and other changes have been added to his author page — please check it out at [dicksheffield.com](http://dicksheffield.com) and let him know what you think.

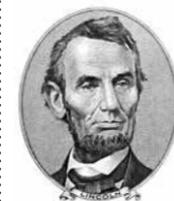
## 1982

**Sarah Carpenter** MC/MPA is still in beautiful Burlington, Vermont, completing her 15th year as executive director of the Vermont Housing Finance Agency. VHFA finances and promotes affordable housing opportunities for low- and moderate-income Vermonters. Sarah just completed 10 years on the board of the National Council of State Housing Agencies. For almost 16 years before joining VHFA, Sarah was the executive director of Cathedral Square Corp. in Burlington, a nationally recognized leader in developing and operating affordable housing and community services.

**Jorene Jameson** HKSEE retired from her position as president and CEO of the Broward Education Foundation. As of January 1 she has been a full-time PHD student and teaching assistant at Florida Atlantic University in their department of public administration.

**Martin Krongold** MCRP is helping homeless veterans find housing as part of the Veterans Administration plan to end homelessness by 2015. “Helping parents in New York City understand the changes in the national education curriculum standards. Three kids in college or just graduating. Still fit into my KSG T-shirts, but there’s a bit less hair on top!”

**David Padilla** MC/MPA has been appointed extraordinary professor of the international law of human rights at the Centre for Human



TOP TO BOTTOM: COURTESY OF RICHARD TUTTLE; PRISON BY LUIS PRADO FROM THE NOUN PROJECT; SHUTTERSTOCK

TOP TO BOTTOM: COURTESY OF POLITIFACT.COM; SHUTTERSTOCK; TSHIRT BY PEDRO VIDAL FROM THE NOUN PROJECT

**Keel Hunt** HKSEE is the author of the new book *Coup: The Day the Democrats Ousted Their Governor*, about the 1979 removal of Tennessee Governor Ray Blanton. Leaders of the governor's own party took the extraordinary step of swearing in Republican Governor-elect Lamar Alexander (now a U.S. senator) three days early to stop a pardon scandal.

**Verna Barden McDaniel** MC/MPA writes, "I'm checking in with my 1983 Kennedy School of Government classmates and wishing them the best! May 2014 bring the best of health and prosperity to you all. Although it has been a rough financial course for Washtenaw County, Michigan, as their administrator we are blessed to have a balanced 4-year budget, 10-year labor contracts, and a healthy surplus! Making that Harvard education pay off, as well as a great commission to work for."

**Jean O'Neil** MC/MPA is having a great time working on policy papers, political campaigns, research projects, and other interesting things, including two grandnieces. "I'm also involved in several local and national groups in ways ranging from photographer to editor to dog-sbody. My Georgetown reunion for the past few years has been in direct conflict with the HKS reunion. I am hoping to make the next edition of Cambridge festivities!"

**Muhammad Siddiqi** MC/MPA writes, "After retirement from the federal government of Pakistan, I am teaching public administration and organizational communication to MPA students at a leading public sector university in Islamabad. It is a pleasure to share my experiences from HKS, MIT, and other universities, and many countries with students."

## 1984 | 30th reunion

**Dale Fathe-Aazam** MCRP and his wife, Bruna, are thrilled to now be full-time Santa Barbara residents. He is pleased to have returned to public service as director of property and development for the Housing Authority of the city of Santa Barbara.

**Peter Henderson** MPP, after 17 years with the National Research Council, has joined the University of Maryland, Baltimore County as senior advisor to the president. His last NRC report, "Research Universities and the Future of America," was the focus of nine regional conferences across the country leading to a national convocation at the NRC in October 2013.

**Judith Lee** MC/MPA writes, "Who would have guessed that I'd be playing in the World Series of Poker? An improbable but profitable week in Vegas was a surprise to me. Statistics, probability, and deductive reasoning paid off!"

**Brian Rogers** MC/MPA was elected chair of the board of governors of the University of the Arctic, a network of 160 universities, colleges,

and research centers in the eight Arctic nations. He is chancellor of the University of Alaska Fairbanks, America's Arctic University.

**Steven Weissman** MC/MPA spent the fall of 2013 living with his wife, Laura, in Barcelona as a Fulbright scholar, teaching energy law at Universitat Rovira i Virgili in Taragona, Spain. He also met with officials of the European Union Commission and the Union of the Mediterranean, spoke at a regional congress on energy efficiency, and interviewed various renewable industry representatives on changes in the industry. He returns to UC Berkeley School of Law to teach in the spring. Steve and Laura have posted a travel blog at [lauraandsteveinbarcelona.wordpress.com](http://lauraandsteveinbarcelona.wordpress.com).

## 1985

**Maria Nuria De Cesaris** MC/MPA is still living in Ciudad Guayana, Venezuela. "The country's crisis has its good sides: I decided to create a community flea market in February 2012 and now El Perolero is a reference in the city, being held twice a month and with nearly 400 vendors... a nice community moment!"

**Alison Hughes** MPA has been providing seminars through local Tucson libraries on how to enroll in the new health insurance marketplace. "Prepared a brochure on the topic, which was copublished by our Women's Commission and Black Women's Task Force."

**Cornelius Prittwitz** MPA writes, "Hallo everybody. Still teaching and doing research in criminal law and criminal justice policy, actually; even more so after two years of service as dean of our faculty. All the best to my classmates!"

**Henry Ramos** MPA recently became president and CEO of the Insight Center for Community Economic Development in Oakland, California. The center advances policy on economic justice issues. "In September, I appeared on the landmark PBS series *Latino Americans*. Finally, I was recently appointed to serve on the board of the New York-based Nonprofit Finance Fund—the nation's leading center for nonprofit financial management. I remain connected to HKS through classmates and my service on the executive advisory board of the *Harvard Journal of Hispanic Policy*."

**Michael Riley** MPA has been named CEO and editor in chief of *The Chronicle of Higher Education* and *The Chronicle of Philanthropy* in Washington, DC. He had been editorial director of *Bloomberg Government*.

**Jim Shultz** MC/MPA continues to live in rural Bolivia with his family and also continues to serve as executive director of The Democracy Center, leading a variety of citizen advocacy efforts worldwide. He was also recently called upon by UN officials to facilitate a planning process in Europe for the UN's new Sustainable Development Goals. When not traveling,

he can usually be found reading *Captain Underpants* to his daughter's fourth-grade class or biking past fields of happy cows.

**David Thornburgh** MPP writes, "I'm still living happily in Philadelphia and serving as executive director of the Fels Institute of Government, Penn's practice-based MPA program. My wife, Rebecca, a children's book illustrator, and I play in a band together called Reckless Amateurs, and I also play pedal steel in an alt-country band called the Miners. Our older daughter, Blair, is an editorial assistant/author here in Philadelphia, and Alice is a senior art major at Vassar. Still keep in touch with a bunch of K-School classmates. I cherish fond memories of my service to the Student Graduating Committee!"

## 1986

**David Anderson** MC/MPA is "obsessively devoted to making the world a tasty place! I founded Famous Dave's of America, the world's best BBQ joint, with more than 700 awards of excellence... more than any restaurant in history. Family foundation supports life skills and career skills for at-risk youth both in the inner city and on Indian reservations both here in the United States and in Canada."

**Brad Brockbank** MPP writes, "Since graduation, I've worked for nonprofits and private consulting firms, served as policy advisor to a state governor, and managed an innovative technology commercialization program at an academic research center. Five years ago, I joined Segue Consulting, a 15-year-old-plus enterprise started by my wife, Claire. We provide policy, business development, and strategy services in health care, innovation ecosystem development, and other areas. We have three kids—two at Stanford and one a freshman at an arts high school."

**James Faier** MPP writes, "Greetings from Chicago! Illinois needs a two-party system! Ideas? We have a \$100 billion pension deficit. Nepotism: The attorney general is the daughter of the speaker of the Illinois House and the Cook County assessor has kids on the payroll. HKS help! I hypothesize gerrymandering is the problem. At the more grassroots level, Debbie and I are raising our three boys, Aaron, Zev, and Isaac, who all attend the Jewish School. Debbie still works in affordable housing, and I still protect IP, register TMS, and write patents. Come visit!"

**Shirley Halleen** MC/MPA, class marshal, was one of three women and seven men recently inducted into the South Dakota Hall of Fame. South Dakota has been her home for half her 78 years. She served in the state legislature and was the first woman to be a candidate for lieutenant governor. A community activist, she has helped found several educational and human service organizations

and has served on over 20 nonprofit boards, both locally and nationally. Although retired for the past eight years, she is a weekly columnist for the *Sioux Falls Argus Leader* and is in demand as a speaker throughout the region. Her three children and seven grandchildren, who are scattered all over the country, are still her proudest achievements!

**James Junke** MC/MPA recently retired after 40 years of public service with the Canadian government as a career diplomat. "I serve as the vice president for the Harvard Kennedy School on the Harvard Club of Ottawa executive. Giving serious attention to my bucket list: travel, reading, running 10K races slowly, volunteering in the areas of children's literacy and nature conservation. Proud parent of two adult children."

**Alasdair Roberts** MPP, PHD 1994 reports that Cornell University Press published *The End of Protest: How Free-Market Capitalism Learned to Control Dissent* as the first volume in its new Cornell Selects e-book series.

**Barry Smitherman** MC/MPA announced his candidacy to become the 51st attorney general of the state of Texas. "Through my service in the Harris County District Attorney's Office, my seven-plus years at the Public Utilities Commission, and as chairman of the Texas Railroad Commission (which oversees oil and gas production), I've utilized the skills I learned at Harvard to be a better leader and manager. Please visit [barryfortexas.com](http://barryfortexas.com)."

## 1987

**Vicki Arroyo** MPA writes, "In addition to serving as executive director of the Georgetown Climate Center at Georgetown Law and teaching here, I've been recently promoted to assistant dean for centers and institutes and director of the Environmental Law Program. Who knew I would follow in Cal's dearily footsteps? Hi to all my friends from 1986 and 1987! Loved the chance to reconnect with **Tiffany Bluemle** MPA this year on some visits to Vermont!"

**Sam Barnes** MC/MPA is still living in Mozambique after a 2009 "retirement" from the UN, "in which I spent over 17 years working in both development and peacekeeping. Now traveling to interesting places—spent October in Iran and May in Peru, while also consulting four or five months a year. Now in New Delhi working."

**Margaret Blood** MC/MPA is working in the Guatemalan Highlands to prevent child malnutrition and hunger and to ensure that children there complete sixth grade healthy and literate. She founded Mil Milagros (A Thousand Miracles) after spending several vacations volunteering at a school for child workers. Guatemala has the fourth highest rate of child malnutrition in the world, and only 40 percent of the children complete sixth-grade.



# One Population

FROM THE FIELD | KYU RHEE MPP 1996

Taking care of one population at a time

Keeping track of cancer is a vital public health objective. Knowing who has it, what type, and whether and how it is treated allows health officials to monitor the disease. But although cancer registries are taken for granted in wealthy countries, they are virtually nonexistent in developing ones.

With cancer rates soaring in Africa, Asia, and Latin America, public health officials there are flying blind as they attempt to track the disease's path. Kyu Rhee MPP 1996, global health director at IBM, is helping to change that. Working with the Union for International Cancer Control (UICC), an international NGO, a team of IBM specialists is providing the big data expertise to bring cancer registries to Africa. The project was inaugurated in November.

Rhee has worked at the intersection of medicine and policy his entire life. Uncertain which path to pursue, he covered both, attending the Kennedy School and then medical school; practicing as an internist and a pediatrician in underserved urban areas; and serving as medical director at the National Institutes of Health and the Health Resources and Services Administration (the primary federal agency tasked with improving access to health care for uninsured, isolated, or medically vulnerable people).

Since 2009, Rhee has been with IBM, serving as the company's lead on issues such as employee health and health coverage, but also helping the company fulfill its corporate citizenship role, leveraging IBM's technical and consulting expertise in, for example, providing asthma care in large urban areas in America and battling obesity in Brazil. "The idea of taking care of one patient at a time got me excited," Rhee says. "The opportunity of taking care of one population at a time got me more excited." ❖ RDO



Chris Bizzacco MPP 2010, chief operating officer, Rebecca Katz MPP 2009, fifth-grade teacher, and M. Scott Knox MC/MPA 2009, chief development officer, at the Edward W. Brooke Charter Schools in Boston.

Mil Milagros partners with the children's mothers and grandmothers to feed the children at school at an average cost of \$1 per day. Last year, 98 percent of the sixth graders supported by Mil Milagros graduated.

**Luise Druke** MC/MPA is cochair for UN Studies, a fellow at the Harvard Humanitarian Initiative, and visiting scholar at Harvard Law School. Her 2013 book, *Innovations in Refugee Protection, A Compendium of UNHCR's 60 Years*, contains case studies on Vietnamese boat people in Singapore, the exile and return of Chileans during the military dictatorship, the repatriation of Namibians via Angola, and early warning and humanitarian partnerships with IT communities, reflecting her 30 years at UNHCR (1977–2006). "I still enjoy living in Cambridge and Hannover, Germany, and look forward to staying in touch with schoolmates. Peace."

**Scott Eblin** MPA writes, "We went from east to west last year when we moved from DC to Santa Monica. Still working with leaders and organizations around the country and the world on what to pick up and let go of when different results are needed. Also completed 200-hour yoga teacher training this year. Kicking into gear on my next book, *Overworked and Overwhelmed: The Mindfulness Alternative*, which will be out in the fall. Give me a shout if you've got a story about mindful living and leadership or if you find yourself in Los Angeles."

**Nadine Hack** MC/MPA, the CEO of beCause Global Consulting, was awarded the 2013 Excellence in Business Award. Her definition of organizational trust was included in the just-published book *Trust: Strategies for Building Your Most Valuable Asset* and she

was interviewed on *Huffington Post* about how to build cross-border, cross-sector strategic alliances.

**Jim Lederman** MC/MPA is now the longest-serving foreign correspondent in Jerusalem. For the past 21 years he has been the senior Israel analyst for Oxford Analytica.

**Torsten Thiele** MPA writes, "After a long career, both in the public sector at the European Bank for Reconstruction and Development and as head of telecoms project finance with private sector firms in London, I am excited to return to Harvard as a 2014 Advanced Leadership Fellow, focusing on ocean governance."

**Jack Werner** HKSEE 1983, 1987 is executive director of the Institute for Sustainable Power, which develops and administers international energy training standards/certification/accreditation programs. He is an ANSI assessor and cochair of the Standards Working Group of the UNF/UN Sustainable Energy for All Initiative. Jack also serves as a senior fellow of the Climate Institute and senior associate of the Stella Group, Ltd. He was director of the District of Columbia Government Energy Office from 2007 to 2009 (and deputy director 1979–89).

## 1988

**Robert Cerasoli** MC/MPA was appointed, in March 2013, by Massachusetts House Speaker Robert DeLeo to serve on a committee of multidisciplinary experts to advise the speaker on legislative solutions to address gun violence in the Commonwealth. Appointed by former governor Cellucci, Cerasoli has been serving as a member of the Massachusetts Gun Control Advisory Board

for 14 years. It is the responsibility of that board to advise the Executive Office of Public Safety on matters relative to firearms sales, purchases, and licensing.

**Robert Crawford** MPP now lives in the French Alps, just below Geneva. "I am a freelance writer, with clients in international organizations, business schools, and occasionally a bit of journalism. My specialty is in-depth case studies. After graduation, I went to Washington, DC, as a PMI. To put it mildly, I did not like DC and left in 1990, which, given what has happened since then, I have never regretted. I am happily married, with two children. My wife works in NGOs. I have the great fortune to be in touch with many MPP classmates and invite friends to get in touch."

**Christopher Dorval** MC/MPA recently left the Obama administration, where he was an appointee for two years as a senior advisor on global health issues to Secretary of State Hillary Clinton. "Now back running my global marketing, communication, and crisis management firm. And my lovely daughter, Isabel, is in her third year at the University of St. Andrews in Scotland. With my wife, Liz, we all live in Washington, DC."

**Joe Friedl** HKSEE has published a book, *West Virginia, Lincoln's Free State*, that celebrates the 150th anniversary of Lincoln's Emancipation Proclamation and the creation of a uniquely loyal state that did not want to secede from the Union.

**Rodney Marks** MC/MPA writes, "My wife, Debra, and our then-18-month-old returned to Sydney, Australia, straight after graduation 25 years ago. I have worked full-time as a corporate and stand-up comedian since then. Benjamin is a comedy writer, his brother, Joshua, 23, is a documentary filmmaker, and his brother, Samuel, 22, is a final-year IT student at Macquarie University, in Sydney. Debra is an assistant principal at a government infants school. We think fondly of the Kennedy School."

## 1989 | 25th reunion

**Susan Froetschel** MC/MPA reports that her fourth novel, *Fear of Beauty*, is about a woman desperate to learn how to read after the mysterious death of her son. *Publishers Weekly* called it "an exceptionally well-written tale of love, loss, trust, and greed."

**Russell Hawkins** MC/MPA is program counsellor with the Korea Trade and Investment Promotion Agency, the economic section of the Korean Embassy in South Africa. He is also a freelance writer for the prestigious *Leadership* magazine. His latest article was an interview with the mayor of Johannesburg that appeared in the October issue. He has been in South Africa since 1994 and has traveled extensively in southern Africa.



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### ON THE WEB

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**Nancy Hutter** MC/MPA writes, "Having retired from an extremely satisfying public service career with Philadelphia city government, I am having a great time working with my son, Paul, on the rollout of his new book, *The Golden Age of Ivy League Basketball, from Bill Bradley to Penn's Final Four (1964–1979)*."

**John Jostes** MC/MPA is the 2013 recipient of the Sharon M. Picket Award for Environmental Protection through Conflict Resolution, from the Association for Conflict Resolution. The award recognizes "significant and important" contributions to environmental protection over the length of one's career. John is a senior mediator and principal with Interactive Planning and Management, based in Santa Barbara, California, as well as a senior advisor with RESOLVE, based in Washington, DC. John is also visiting faculty at the Bren School of Environmental Science and Management at UC Santa Barbara, where he teaches environmental negotiation and leadership courses.

**Julian Yulin Yang** MC/MPA reports that his article, "Legal Services Reform in China: Limitations, Policy Perspectives and Strategies for the Future," was published in October by the *Journal of Political Risk*.

## 1990

**Izzat Dajani** MC/MPA is a board member of financial institutions and business groups including Alternatifbank in Turkey and FEBC International in UAE, and also leads private equity, corporate, and financial advisory for investments in MENA, Europe, and Asia. Previous positions include: chairman and CEO of Citibank Qatar; head of chief and priority clients for the investment management division of Goldman Sachs, Dubai; chief executive of the investment and development office of the government of Ras Al Khaimah, UAE, leading most investment activities of the sovereign wealth fund; and chairman and board member of various large corporations in real estate, oil and gas, education and health care.

**William "Bill" Decker** MC/MPA, still in Washington, DC, is with the Centers for Medicare and Medicaid Services (CMS) in DHHS, most recently overseeing policy and performance management where the Medicare program intersects with the private health insurance industry. Bill's wife, Laura Diamond, is the director of advocacy communications for the College of American Pathologists (CAP). CMS and CAP often have conflicting financial agendas, which occasionally generate interesting dinner conversation.

**Robert Dodge** MC/MPA had a historical perspective of "American exceptionalism" published, *Which Chosen People? Manifest Destiny Meets The Sioux* (Algora Publishing,

## Thanks to Harvard, I keep society, environment, and science together.

— Alfonso Rosas Solis  
HKSEE 1991



Robert Dodge has a new book *Which Chosen People? Manifest Destiny Meets The Sioux* (Algora Publishing, New York 2013).

New York, 2013). "My *Schelling's Game Theory* (Oxford, 2012) was recently released in Chinese characters by Xinhua of Beijing."

**Merritt Helfferich** MC/MPA writes, "This year (2013) we flew into Alaska's Wrangell-St. Elias National Park on a float plane for a week's camping next to Grizzly Lake (no bears appeared!). This park is one and a half times the size of Massachusetts and with only one road partway into the wilderness. In October we joined a bike and barge tour with several friends from Bruges, Belgium, to Amsterdam and followed it with a visit to Copenhagen and later to Berlin, where we visited three MC/MPA 1990 classmates. I'm continuing consulting work in Alaska and some in New Mexico."

**Leslie Loble** MC/MPA was recently named one of 100 Women of Influence by the *Australian Financial Review*. She is chief executive of the Office of Education in New South Wales.

**Larry Bud Meyer** MC/MPA writes, "My debut novel, *Mother Fracker*, is an environmental drama set in the pristine Virginia Piedmont, where we have a home... the kind of place you wouldn't want to see messed up by fracking."

**Kathleen Stephens** MC/MPA, former U.S. ambassador to the Republic of Korea (2008–2011), is at Stanford University's Shorenstein Center for Asia-Pacific Research this year to write about issues in U.S.–Korean relations.

**Jeffrey Thinner** MC/MPA advises global companies on their ethics and compliance programs. "We are interested in anticorruption experts who can assist us in training in Africa, Latin America, Asia, and Eastern Europe."

**Fernando Tovar** MPP moved from Dubai to Panama. He is leaving his position as general counsel for GDF Suez Energy International for South Asia and Middle East and Africa and will take over as CEO for GDF Suez Energy International for Central America and the Caribbean, based in Panama City. "Look forward to hearing from any classmates also based in Central America."

## 1991

**Michael Brown** MC/MPA is mourning the loss of his teacher and mentor, Chris Argyris. "I was lucky enough to be a student in his seminar at Harvard Business School when I was at the Kennedy School. He was always available and accessible. When I saw him a couple years ago, when he was still working, his advice was 'Find something you love and stick with it.' Thank you, Chris. May your memory always be a blessing." Michael is working as an organizing consultant for the Fairmount Community Development Collaborative in Boston and as a trainer for NeighborWorks America, among other organizations. He and his family recently traveled to Nicaragua, where he reconnected with classmate

**Salvador Mayorga Sacasa** MC/MPA 1991, who is leading an organization to re-forest Nicaragua. He is also mourning the loss of our classmate **Gojko Vuckovic** MC/MPA 1991, who died in October in Los Angeles.

**Eric Halverson** MPP writes, "Living in exile in Madrid with my Spanish wife and three children, I continue to wallow in the private sector, waiting for a higher calling. Should any class of '91 graduates find themselves similarly in Madrid, please do contact me."

**Paul Legler** MC/MPA has recently published a novel, *Song of Destiny*. He and his wife, Julie, live near Minneapolis, where he continues to do public policy consulting work at Innovative Social Policy, LLC.

**Shaun McNally** MC/MPA, after four years of leading local governance projects in Iraq and Afghanistan, writes, "I am wrapping up a terrific first year in Armenia, where I lead a parliament strengthening program. Great partners and staff, fascinating part of the world."

**Charles O'Malley** HKS recently launched the Responsible Leadership Forum. "RLF provides spaces for senior executives from across business, government, and civil society to explore how we can act most effectively as leaders in a complex and unpredictable world in order to make a meaningful impact on our most critical social and environmental issues. Currently RLF is operating in the UK, but looking to expand internationally."

**Dan Owen** MPA married Lisa in September. "Still working in and around the South Caucasus and Eastern Europe."

**Sally Peabody** MC/MPA reports that her third career, as a niche travel specialist in France, Turkey, and Spain, lets her travel in these richly layered cultures and immerse her clients in culinary and cultural experiences. Her companies are Turkish Journeys and Your Great Days in Paris.

**Alfonso Rosas Solis** HKSEE writes, "I've been working attending oil spills due mainly to robbery. Our goal is first to keep the nearby population safe from potential dangers and then clean up soils and waters affected by the spill. Thanks to Harvard, I keep society, environment, and science together."

**Robert Simon** MC/MPA writes, "Dear colleagues, 2013 is my last year of work (I am responsible for a team of 60 people working on social issues in the suburbs of Paris). I decided to retire to take care of our twins (who are 7) and of my mom (93). I am running for office in the local elections in Paris (March 2014). I am planning also to be active in some human rights NGOs. Please come to visit."

**Carolyn Thompson** HKSEE has been mayor of the city of Elkton, Tennessee, since 2010. The case studies at HKS helped to build a good foundation for this job. Retired, after 32

years, as deputy chief of staff for strategic planning and analysis at the U.S. Army Missile and Space Defense Command.

**Jackie Weatherspoon** MC/MPA was appointed to the State Advisory Committee of New Hampshire by the U.S. Civil Rights Commission.

## 1992

**Geri Augusto** MC/MPA is in Brazil this year as a Fulbright scholar researching how quilombola (Afro-descendant maroon) communities and institutions in Bahia are using, thinking, and resignifying digital media. She will also visit the Federal University of Minas Gerais's faculty of letters to give a talk reflecting on black transnationalism and the praxis of translation. While in Brazil, she will also continue collaborative work with the Steve Biko Education and Cultural Institute, in Salvador, and conduct a graduate workshop on transformation of higher education in pluralist societies, drawing on her experience in post-1994 South Africa and on the Gulf Coast, post-Katrina.

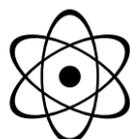
**Frank Avorkliyah** MC/MPA has just retired from government service and is working as a development economics consultant on a UN SUN project in Ghana.

**Manfred Lorenz** MC/MPA writes, "We are building a management reporting system based on Sharepoint and Microsoft BI. This brings back memories of Malcolm Sparrow's class in 1992 with exactly this topic. What management wants to know and what the technicians think they will is not always the same, mind you. Therefore we have set up an evaluation board where demands for reports are channeled through. This is designed to reduce the number of reports as well as to avoid duplication. I am responsible for the process design of all the system."

**José Nuño García** MPA and his husband, Andrés Mario Zervigón, moved to Washington, DC, this past summer. José accepted a position as senior advisor and member of the board at the World Bank, representing Spain for the next year, while Andrés was awarded the Paul Mellon Senior Fellowship at the Center for Advanced Study in the Visual Arts (CASVA), National Gallery of Art. They look forward to enjoying the capital and all it has to offer. If you are around or pass by, please drop a note.

**Robert Smith III** HKSEE, USN Rear Admiral (Ret), is president and CEO of Texas A&M University, Galveston.

**Marti Trudeau** MC/MPA is the administrative director for the Philadelphia site of the Veterans Administration Center for Health Equity Research and Promotion (CHERP). CHERP's mission is to promote equity and quality in health and health care among veterans and other populations.



**Junsuke Usami** MPP is now leading Fast Retailing Management and Innovation Center to develop business leaders to achieve Fast Retailing Group's growth aspiration of becoming a no. 1 global brand (e.g. Uniqlo) by 2020. "I joined Fast Retailing after spending 18 years in the strategy consulting industry, including 14 years at the Boston Consulting Group as a managing director and partner."

## 1993

**Beth Arman** MPP is pursuing a PhD in education policy at the University of Maryland, Baltimore County. "I continue to work full-time as a continuing education director at the Community College of Baltimore County."

**George Bresnick** MC/MPA writes, "In November 1862, Union troops occupied Stafford Courthouse, Virginia, and ransacked their historic records. In November 2013, I repatriated two 18th-century records to Stafford County. I had found them in an attic in an old parsonage in Worthington, Massachusetts, left by the grandnephew of a Union Army private. In a ceremony in Washington, U.S. Representative Richard Neal, of Massachusetts, handed over the papers to U.S. Representative Rob Wittman, of Virginia. The papers were delivered to the clerk of Court of Stafford County, where they will be on permanent display."

**Ellen Engleman Conners** MC/MPA writes, "After almost four wonderful years serving as the director of external relations for NASA's Johnson Space Center in Houston, my husband, Michael, and I are back in Washington, DC, where I am now starting my third year as the deputy director of governmental and public affairs for the U.S. Coast Guard, working with fellow classmates Admiral **Steve Metruck** MC/MPA 1993, **Dan Butler** SMG 2002, and Vice Admiral (retired) **Sally Brice-O'Hara** MC/MPA 1993!"

**Jeff Hamond** MPP, after 12 years as a top economic policy advisor in the U.S. Senate, is building a government relations practice focused exclusively on foundations and philanthropy at a well-known firm in Washington, DC. He is interested in hearing from any HKS alumni with perspectives or ideas to share!

**Kiyoshi Mori** MC/MPA is deputy DG of the Bureau of Trade and Economic Cooperation, Japanese Ministry of Economy, Trade & Industry (METI), responsible for promotion of infrastructure development and inclusive businesses in Africa, the Middle East, South Asia, and ASEAN countries.

**David Stringer** NSF writes, "If you ever want to see the biggest space test facilities on earth, visit NASA's Plum Brook Station in Sandusky, Ohio, which I've had the privilege of heading since I retired from the Air Force, in 2007. You can get a glimpse in the opening

scenes of Marvel's *The Avengers*. SpaceX has also tested here this year, making their Falcon 9 much more sure of success than otherwise."

**Manar Zarrroug** MPP is based in Abu Dhabi, UAE, married with four kids, and working in private equity. "Let me know if you have interests in the region or industry. Missed out on the fun at the reunion this year but looking forward to hearing from you and catching up."

## 1994 | 20th reunion

**Lubna Alaman** MC/MPA, representative and country director of the United Nations World Food Programme (WFP) in Egypt since June 2013, manages a country program focused on safety nets, food subsidy reform, and school feeding. Prior to that, Lubna was WFP representative in Yemen for two years, where she was responsible for scaling up the emergency assistance to 5 million beneficiaries. Lubna's career with WFP spans 18 years since graduating in 1994, serving in the Sudan, Somalia, Afghanistan, Yemen, and Rome, at WFP's headquarters, as deputy director of external relations from 2004 to 2008.

**Clifford Garstang** MC/MPA writes, "My novel in stories, *What the Zhang Boys Know*, which portrays the lives of the residents of a multicultural condominium building in Washington, DC, was awarded the 2013 Library of Virginia Award for Fiction. The Library of Virginia's prestigious annual literary awards were first given in 1998 to recognize the best books published the previous year by Virginia authors."

**Diara Holmes** MPP is enjoying his law practice at Caplin & Drysdale, representing nonprofit organizations. "On the home front, there's never a dull moment with two kids, Miles (age 9) and Maya (age 7)."

**Steve Laubacher** MPA was selected this past summer as visiting faculty in nonprofit management for Evergreen State College in Olympia, Washington. "In addition to team teaching in their MPA first-year core course, I am also teaching three graduate courses in nonprofit management. For the past 10 years I have been working as a consultant and turnaround specialist for a number of nonprofits. I am planning to return to this type of work following my year in Olympia. Greetings to all my fellow mid-career colleagues!"

**Kenneth Walker** MC/MPA finished a career as a U.S. Navy submarine captain and is now working in the nuclear remediation industry, cleaning up nuclear sites around the world. "Currently working at our nation's largest nuclear site in Hanford, Washington. Moving gradually into more mainstream operations and project management roles, having com-

pleted projects in the UK and Abu Dhabi. Would love to connect with HKS grads in similar fields."

## 1995

**Mark Adamshick** MC/MPA, USN Captain (Ret), is now the endowed chair for the study of officership at the U.S. Military Academy, West Point.

**Cheryl Claus** MC/MPA writes, "I have returned to work in dynamic Asia after five years covering the Americas. As an international economist, I now monitor the United States' agricultural trade relationship with Indonesia, Malaysia, Singapore, Brunei, and Papua New Guinea."

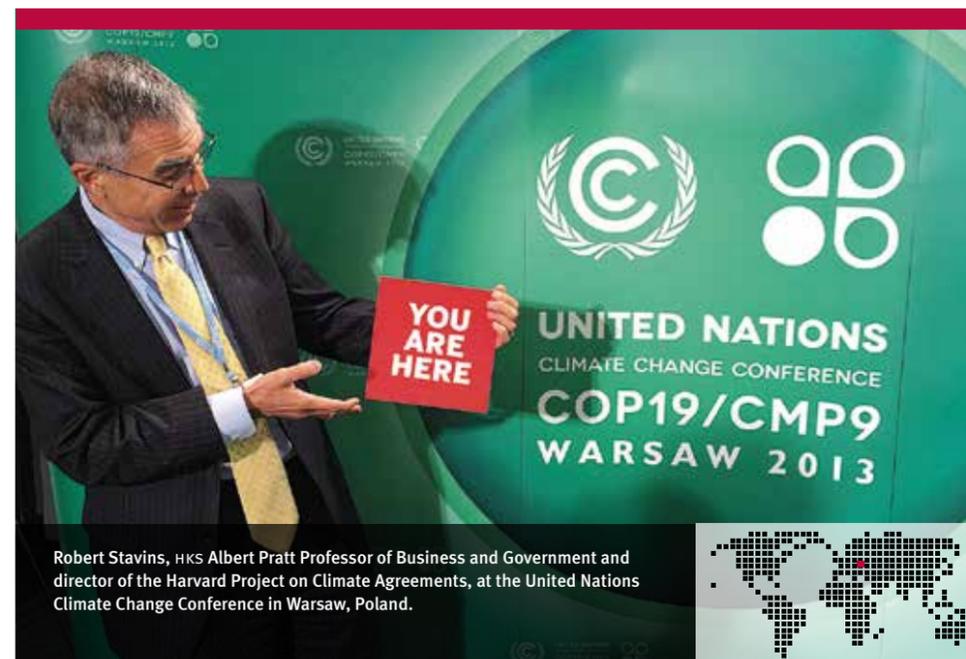
**Christopher Delbrueck** MPA writes, "After many years in the energy industry, I have moved to become CEO of E.ON Global Commodities, the commodity trading arm of Germany's E.ON SE. A fascinating business ensuring that societies keep warm and have lights on. We will open a trading business in Chicago soon, so I am finally back in the United States, now for business reasons. Kind regards."

**Elias Freig** MC/MPA is general coordinator of the 10 northern states' delegations to Mexico's Instituto del Fondo Nacional para la Vivienda de los Trabajadores (INFONAVIT). The federal institute is one of the three largest social housing mortgage banks in the world. He is responsible for supervising the core programs, services, and projects in the states of Baja California, Baja California Sur, Sonora, Sinaloa, Chihuahua, Coahuila, Durango, Nuevo León, Tamaulipas, and Zacatecas, a region representing more than 40 percent of INFONAVIT's coverage, loan placement, and portfolio.

**Ellen Goldberg** MC/MPA works for Integrity Action, a UK-registered NGO that trains governments, corporations, civil society, and academics to work together to make integrity the norm in public services, business, and organizations in developing and post-conflict countries. "We also help citizens monitor public programs, often in collaboration with local government. I mainly work with academics to teach integrity in a variety of disciplines, to use interactive, student-centered teaching methods, and get their students out into the community to learn about integrity management in their personal and professional lives. I am a grandmother of one, with two more on the way."

**Gustavo Merino Juarez** MPP writes, "After many years working for the Mexican government, at the Ministry of Social Development and more recently as CEO of Financiera Rural, a public development bank for rural areas, I am now living in Rome, working at FAO as director of the Investment Center Division."

**Matt Koch** MPP writes, "After graduating, I continued my naval aviation career until a brain tumor and loss of vision in one eye



Robert Stavins, HKS Albert Pratt Professor of Business and Government and director of the Harvard Project on Climate Agreements, at the United Nations Climate Change Conference in Warsaw, Poland.

The job is the perfect blend of press, politics, and policy that I studied at HKS.

— Todd Harper  
MPP 1996

caused an early retirement. I moved to Richmond, Virginia, with my family. Ten great years with Capital One and four years as the COO of the Virginia Department of Game and Inland Fisheries brings me to today. I am looking for my next career, whether that be at the federal, state, or local government level, higher education, nonprofit, or alternative energy industry. Our oldest of four boys is applying to colleges now, with Harvard on his list. All the best!"

**Sam Liccardo** MPP had a busy year, with much to celebrate. He married Jessica Garcia-Kohl in May, and the couple enjoyed a honeymoon in San Miguel de Allende. In October he launched his bid to become mayor of San Jose, California, and the heart of Silicon Valley. As the June 2014 primary approaches, Sam has secured the support of an overwhelming majority of San Jose's past mayors and vice mayors. The fundraising phase of the campaign began in December.

**Jeff Tryens** MC/MPA is heading back to Oregon after two-plus years in New York City, where he served as deputy director for performance management in the mayor's office of operations. Future plans include skiing, rafting, and, possibly, a little consulting.

**Mike Walker** MPA recently launched Alter Action, a consultancy dedicated to large-scale behavior change and social marketing. Alter Action helps nonprofit, government, and corporate clients develop and apply strategies that drive new behaviors among employees, customers, members, and communities.

## 1996

**Nancy Brune** MPP, HKSEE 2013 after almost four years at Sandia National Laboratories, where she studied national/energy security, is now serving as the inaugural executive director of a new bipartisan think tank in Nevada, the Kenny Guinn Center for Policy Priorities, which provides data-driven analysis on economic and education policies. "I am happy that my days of telecommuting are over so that I can spend more time with my husband and our three young kids in Vegas. I recently graduated from the National Hispanic Leadership Institute's Executive Leadership Program, which allowed me to spend a week at the Kennedy School in January."

**Luis Caraballo** HKSEE, after a long and successful career in Oregon state government and as a locally elected official, has retired and moved to work as an assistant vice president in business and finance with California State University, Chico. "A great move to an outstanding new community."

**Todd Harper** MPP reports that working to explain and propose new financial services rules continues to be a challenging and interesting endeavor. "For the past three years, I've been serving as the head of public and congressional affairs at the National Credit Union Administration. The job is the perfect blend of press, politics, and policy that I studied at HKS."

**Joy Howell** MC/MPA has been launching George Washington University's Office of Online Education and Academic Innovation. She will soon receive certification as one of the nation's first 100 certified strategic plan-

ners. She is dividing her time between strategic planning, change management, and crisis management for universities, corporations, and individuals.

**Jeremy Hunter** MPP delivered the talk “How to Change Your Future” at TEDxOrangeCoast.

**Natalie Keng** MPP writes, “After starting my own culinary entertainment and specialty foods business, folks are quite surprised to learn that I’m a Harvard graduate, especially during a chef demonstration or sampling table of our award-winning My Sweet Hottie sauce in Whole Foods Market. From explaining how one can be Chinese and southern to educating buyers about sustainability and urban food deserts, connecting eating to social and environmental policy isn’t as glamorous as having my own Food Network show, but ‘opening minds, one mouth at a time’ is tasty and rewarding. Here’s to less gridlock and more potlucks!”

**Anthony Kesler** MC/MPA was appointed in October to the Finance and Audit Committee of the Oregon Health Insurance Exchange Corporation and recently accepted a new management position with Goodwill Industries of the Columbia Willamette in Portland, Oregon, where “our business is changing lives. Always glad to meet up with folks in this grand land of Portlandia!”

**Takehiko Kusaba** MC/MPA writes, “I am still working for TV, Japan Broadcasting Corporation-NHK and hope to see you here in Tokyo.”

**Elizabeth McKeon** MPP relocated to Amsterdam in January, where she will work as program director for the IKEA Foundation.

**Patrick Mendis** HKSEE has authored another book, *Peaceful War*. It provides an epic analysis of the unfolding drama between the clashing forces of the Chinese dream and American destiny. Just as the American experiment evolved, Deng Xiaoping’s China has been using “Hamiltonian means to Jeffersonian ends” and borrowed the idea of the American Dream as a model for China’s “peaceful rise.” With a possible “fiscal cliff” in America and a “social cliff” in China, the author revisits the history of Sino-American relations to explore the prospects for a return to the long-forgotten Beijing-Washington love affair.

**Lisa Simpson** HKSEE was honored to be one of the 2013 class of newly elected members of the Institute of Medicine. Lisa is president and CEO of AcademyHealth, the professional society for health services research and health policy, with over 5,000 individual and organizational members.

## 1997

**Christian Duve** MPA has been appointed an honorary professor at Heidelberg University’s law faculty. While Christian continues his

practice as lawyer with Freshfields Bruckhaus Deringer LLP in Frankfurt, he teaches classes on such topics as negotiation and arbitration. Since he frequently sits as arbitrator at the Court of Arbitration for Sport (CAS), Christian offers classes on football and law. His securities-related classes deal with the impact of the sovereign debt crisis on disputes.

**Joy Howell** MC/MPA writes, “What have I been up to? Growing my consulting firm by creating winning strategies for people, established companies, and new ventures... helping a major university develop a strategy for online education... doing crisis communications for key executives... serving as an elected official on the town council... ping me and tell me what’s new with you! [Joy@cambridgestrategicpartners.com](mailto:Joy@cambridgestrategicpartners.com).”

**Pol Klein** MC/MPA, at Future Group, is art directing, designing, and developing interactive and print visual communications used by government ministers in developing countries worldwide to influence policy with their legislators to improve the lives of their citizens. For the Washington, DC–Georgetown campus of Boston University, Center for Digital Imaging Arts, Pol is directing the web development program for adult graphic and web design and development certificate students. Pol continues to enjoy residing in the District of Columbia and welcomes classmates and friends.

**Christopher LaMonica** MPP continues to work (at the U.S. Coast Guard Academy in New London, Connecticut) on development and security issues in sub-Saharan Africa both in the classroom and, more and more, via grants. Son, Leonardo, was born in August 2012, leaving daddy, at 50, still buying diapers. Very open to dialogue with others interested in all things related to Africa.

**John Meredith** MC/MPA recently became the executive director and general counsel for SpringSpirit, a Houston-based nonprofit working with at-risk youth and families.

**Paul Musselman** MPP is president and CEO of Carnegie Speech, the “intelligent language learning company.” Over 150 enterprise, education, and government customers worldwide use our award-winning, patented, cloud-based SaaS product to improve spoken English grammar, fluency, word stress, and pronunciation.

**Monica Warren-Jones** MC/MPA resides and works in the Capitol Hill neighborhood of Washington, DC, with her family, including husband and two active daughters (Simone, 14 and Sophia, 9). With interests in education and affordable housing, she serves as the elected member of the DC State Board of Education and works full-time for Enterprise Community Partners, a national financing intermediary that leverages financing and policy to ensure that low- and moderate-income persons have affordable and sustainable housing. Monica leads business devel-

opment efforts in the DC region by linking developers to a range of financing products, including grants, loans, and tax credit equity.

**Del Wright Jr.** MPP writes, “This past summer, I taught International Financial Regulation in Cambridge, England, and caught up with **Demetrios Zoppo** MPP 1995. Currently, I serve as a law professor at Valparaiso University Law School, teaching courses in financial and tax law. When not writing, teaching, or researching, or enjoying my family, I am preparing for the Senior PGA Tour.”

**John Zakian** HKSEE has, during the past year, been vigorously employing concepts and tools retained from executive programs while serving as a technical assistance consultant supporting New York City’s efforts to deploy \$1.77 billion in Superstorm Sandy Recovery Funds through a comprehensive HUD, approved action plan.

## 1998

**Gerard Belliveau** HKSEE was recently appointed executive director of the Regional Services Commission for Southeast New Brunswick, Canada. “I am enjoying the challenge of establishing municipal and community partnerships throughout this area.”

**Nico Ducote** MPP ran his first campaign for elective office to his district’s city council (in Pilar, in the Province of Buenos Aires), in Argentina’s elections last October. He won and was sworn in in December. He will be transitioning out of his current position as undersecretary for political affairs of the city of Buenos Aires, to run for the post of mayor of Pilar in the elections of 2015.

**John Kenagy** MPA uses adaptive design to enable complex organizations to simultaneously develop leaders at the front line and in traditional management hierarchies—all focused on creating new value. “The result is patient- or customer-centered innovation in real time as part of everyone’s everyday work, rather than through projects, initiatives, task forces, or technology. I have also partnered with the School of Pharmacy, University of Pittsburgh, to create an online learning course, Experience Adaptive Design. Keep up with me at [kenagyassociates.com](http://kenagyassociates.com)!”

**Jenny Korn** MPP was doubly blessed last November to spend time in person with both **Michael Whitlock** MPP 1998 and **Virginia Valdez** MPP 1998. Though Jenny saw each individually, plans were in the works for a reunion of all three in Chicago when Michael visits for work. If you’re in the Chicago area and would like to join us, please contact me.

**Juanita Olaya** MPA, after setting up Transparency International’s global program against corruption in public procurement and an initiative for transparency in the extractive

industries, set up her private practice in Berlin. Since 2009, she has supported companies, governments, and NGOs across the world in their efforts to improve their governance and sustainability and to curb corruption ([juanitaolaya-impactools.com](http://juanitaolaya-impactools.com)). Performing also as a professional musician in a number of projects, her lively patchwork family is her most treasured source of energy.

**John Theriault** MC/MPA founded Truventus LLC, which provides integrated marketing services to medical practices, regional health institutions, and hospitals. The company provides end-to-end marketing services for medical providers across the full spectrum of digital and traditional media, including online reviews, scheduling, and the latest in mobile technologies. He has presented at numerous conferences on the changing nature of the patient-physician relationship. He lives in the Boston area with his partner, Scott Kellogg.

## 1999 | 15th reunion

**Sergio Espejo** MPP, a former secretary of state for transport and telecommunications, was elected in March 2013 as vice president of the Chilean Christian Democratic Party. In November, he was also elected congressman for Colchagua and Cardenal Caro, an area well known because of its world-class vineyards and agricultural traditions.

**Matt Goldberg** MPP was appointed to the position of deputy city attorney for the city of San Francisco, where he will litigate cases on behalf of city workers and consumers on the affirmative and complex litigation team.

**Eric Gouvin** MC/MPA was appointed dean of the School of Law at Western New England University, in Springfield, Massachusetts.

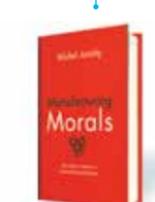
**Munir Merali** MC/MPA writes, “Since leaving HKS, I have been extensively involved in international development and diplomacy—working in diverse cultures to develop and promote innovative but sustainable, models of partnerships and investments in the public and private sectors. During my tenure in South and Central Asia, I was responsible for managing and facilitating the portfolios of diverse and complex programs related to the social, economic, and humanitarian spheres.

**Maria Susana Ople Osorio** MC/MPA writes, “So much has happened in my life since I left the Kennedy School of Government, but the latest milestone that I wish to share with you is my being named as one of the 10 Trafficking in Persons Heroes for 2013 by the U.S. State Department. This was followed by the approval of a resolution by our Philippine Senate recognizing my work in this advocacy. I have seen human trafficking up close as we continue to rescue many of its victims. I hope you join me in fighting modern slavery.”



I have seen human trafficking up close as we continue to rescue many of its victims. I hope you join me in fighting modern slavery.

— Maria Susana Ople Osorio MC/MPA 1999



Michel Anteby recently published *Manufacturing Morals: The Values of Silence in Business School Education*.

**Mina Reddy** MC/MPA received a doctorate in education from the University of Massachusetts, Boston in December 2012. Her study focused on the transition to college for students from Adult Basic Education programs.

**Mary Sansalone** MC/MPA last summer was appointed founding dean of the Faculty of Arts and Sciences at the Aga Khan University (AKU). In this role, she is the chief academic and administrative officer for the faculty on all AKU campuses. She has responsibility for overseeing the development of the Faculty of Arts and Sciences in Arusha, Tanzania, and Karachi, Pakistan, as well as the arts and sciences component of the new Faculty of Health Sciences program in Nairobi, Kenya. Mary is based in Karachi.

**Mark Schissler** HKSEE was recently promoted to lieutenant general in the U.S. Air Force and began a new job as deputy chairman of the NATO Military Committee in Brussels.

**Lillian Shirley** MC/MPA is the new director of public health for the State of Oregon. “I have been working in Oregon’s effort transforming the health care system as the vice-chair of the Oregon Health Policy Board, the oversight board for Oregon’s Health Authority. The next phase of our work is to improve overall population health. This new role is an exciting place to influence that work. Oregon is on the forefront of transforming the health delivery system. Do visit!”

## 2000

**Michel Anteby** MPA recently published *Manufacturing Morals: The Values of Silence in Business School Education*. “Have you ever wondered how the Harvard Business School tries to ensure that its faculty and students embrace proper business standards?” Michel asks. He uncovers the surprising role that silence plays in the school’s process of codifying values. Relying on his first-hand experience as a faculty member at the school, he uses diary entries and field notes to conduct his ethnographic investigation of HBS. The book shows that specifics are often left unspoken and that the school’s socialization model rests on a system where significant decision-making is asked of those involved, but little direct guidance offered from above. The book argues that a model such as this, which tolerates ambiguity, offers opportunities but also challenges for promoting moral pursuits.

**Christine Casatelli** MC/MPA is manager of the News in Education program at the *Boston Globe*, where she works with teachers to provide digital subscriptions, online curriculum, and iPad technology to classrooms across Massachusetts. She is also president of the Harvard Kennedy School New England Alumni Association and was just elected to her sixth term on the Melrose School Committee.

**Robert Marshall** HKSEE is retiring early next year. “Will be looking for opportunities to continue to contribute to strengthening our government, our country, and our relationships with other nations.”

**Tim Mather** MC/MPA writes, “Just threw my hat in to run for the North Dakota Senate again in the 2014 election! Government is hard work but, hey, we got the training at HKS to do it. Also building a cabin on a piece of land I call the Dakota Sanctuary. Need some peace? Come.”

**James Morris** HKSEE retired in June as general counsel of the Farm Credit System Insurance Corporation. James had been FCSIC general counsel since 2007 and executive assistant and counsel to the chairman of the Farm Credit Administration prior to that. The FCSIC board of directors’ resolution stated that it “will miss the wise counsel and expert advice Mr. Morris provided.” James continues to practice law as a member of the Washington, DC, New York, and Illinois bars.

**Kimberly Manno Reott** MPA writes, “I’m now based in Brussels, with my family (husband, two young daughters) and my company, Context Partners. Please come visit!”

**Paul VanDeCarr** MC/MPA has cofounded an organization called *WorkingNarratives.org* that uses “story strategies” to effect social change. “Currently we have two main projects. One is ‘Storytelling and Social Change: A Strategy Guide for Grantmakers,’ which is also useful for activists and media-makers. Our other big project is *NationInside.org*, a network of grass-roots groups challenging mass incarceration, for which we provide training in how to tell stories and communicate effectively, technology to produce and share media, and conferences to build movement strength.”

## 2001

**Moshe Arenstein** MC/MPA left New York and moved with his family to Israel for two years. He is currently working as night editor for the *Jerusalem Post* and enjoying lots of Middle Eastern food. “Please come visit!”

**Chris Beecroft** MC/MPA became the director of the Joining Forces Initiative at Human Rights First in October. “My job is to build and lead an international coalition of retired high-level military leaders and security-sector and law-enforcement officials with whom I will work to convince countries that not only is torture illegal and immoral, it is counterproductive, unreliable, and will increase violent extremism. We will also work with international organizations and law-enforcement training centers that deal with counter-terrorism practices. If you have suggestions for retired officials who might want to join, please contact me at [beecroft@humanrightsfirst.org](mailto:beecroft@humanrightsfirst.org).”



Patrick Mendis’s latest book, *Peaceful War*, was published by University Press of America.

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COURTESY OF PATRICK MENDIS

TOP TO BOTTOM: CORRUPTION BY UNITED UNKNOWN FROM THE NOUJIN PROJECT; COURTESY OF MICHEL ANTEBY



Colonel Mike Shinnars (holding sign) MC/MPA 1999 Commander of Regional Support Command-South, Kandahar, Afghanistan, and members of his team host the Command's Afghan partners for Thanksgiving holiday dinner on Kandahar Air Field.



**Josiah Brown** MPP writes, "I am enjoying working with the Yale–New Haven Teachers Institute, living in New Haven, and volunteering with *literacyeveryday.org* and as a youth basketball coach. My wife, Sahar Usmani-Brown, and I have two children, who are now students in New Haven public schools. Recently we visited with **Adam Moccio** MPP, his wife, and their baby boy. We see **Reggie Solomon** MPP 2000 periodically. Last year, we visited with **Corinne Herlihy**, **Mayra de la Garza**, and **Shereen Aboul-Saad** (all MPP 2001). We hope to see more friends/classmates in the year ahead."

**Malia Du Mont** MPP made the switch from defense contractor to government civilian and is now working as a strategist in the Office of the Secretary of Defense, where her portfolio includes intelligence, risk, and strategic futures. She also remains active in the U.S. Army Reserve; her current assignment is the U.S. Pacific Command's Directorate for Strategic Planning Policy, and she was recently promoted to the rank of major.

**Bruce Holmes** HKSEE retired from NASA in 2007. "Joined the launch team for DayJet, the first per-seat, on-demand air carrier; un-launched during the 2008 financial calamity. Founded NextGen AeroSciences to revolutionize airspace performance optimization and safety management, as well as global transportation modal preference demand modeling. Swinging for the fence. From our classes, I remember 'I love the smell of gunpowder in the morning,' 'Born Ready,' and 'If not us, who? If not now, when?'"

**Maria Teresa Petersen Kumar** MPP is the founding president of Voto Latino and is an Emmy-nominated MSNBC contributor. Under her leadership, Voto Latino has transformed civic engagement by using technology and celebrity voices. *Fast Company* named her among the most creative minds in 2012. *Elle*

*Magazine* named her among the 10 most influential women in Washington, DC. She is cochair of the Aspen Institute Task Force for Internet and Learning and sits on the Planned Parenthood Action Fund board. She lives in DC with her husband, **Raj Kumar** HKS 2001, and daughter, Lucia Mercedes, who will be a big sis come February.

**Paul Miller** MPP 2001 published *Armed State Building* from Cornell University Press last summer. "The book, based on my PhD research at Georgetown, which I completed in 2010, explores the causes of success and failure in armed state building operations—i.e., the effort by the United States or UN to compel weak and failed states to govern more effectively, accountably, and humanely. Given the civil war in Syria, the ongoing international project in Afghanistan, and possible interventions in places like Mali and the Horn of Africa, the topic is timely and relevant."

**Rick Minor** MC/MPA has been serving as chief of staff to Mayor John Marks in Tallahassee, Florida, for the past three years. In this role he's responsible for managing the mayor's office, coordinating various projects and press communications, and serving as the legislative and intergovernmental liaison. He and his wife, Jessica, were expecting their first child, a daughter, in January 2014.

**Dania Palanker** MPP is in Washington, DC, working as senior counsel at the National Women's Law Center on the Health and Reproductive Rights team. "I recently hosted a fundraiser with other HKS alumni for our classmate, Congressman **Raul Ruiz** MPP." [See a profile of Ruiz on page 14.]

**Manuel Reyes Sanchez** MC/MPA writes, "Since my graduation in 2001 I have been back in Manila, Philippines, serving in different senior management positions. I received four presidential appointments during the last

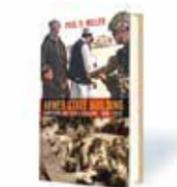
administration, including my last post as CEO/chairman of the Energy Regulatory Commission up to 2004. In September 2010, I was appointed by President Benigno Aquino as president of the Home Guaranty Corporation, the only agency authorized to grant sovereign guaranty to cover private loans to finance socialized and low-cost housing in the country."

**Ken Rizer** MC/MPA writes that after completing a 25-year U.S. Air Force career as the commander of Andrews Air Force Base, "I retired to Iowa and joined Goodwill of the Heartland as their senior vice president for operations. One of my responsibilities is creating jobs for homeless vets and people with disabilities, which we've done by starting up a Goodwill Great Cookies business, among other things. Finally, between getting an MBA from Iowa and cheering on the Hawkeyes with my wife and kids, I'm running for the Iowa House. Check out the campaign at *kenrizer.com* or on Twitter/Facebook @ *RizerForHouse*."

**Margaret Stock** MPA was named a 2013 MacArthur Fellow by the John D. & Catherine T. MacArthur Foundation. [See a profile of Margaret on page 6.]



Read Margaret Stock's story on page 6.



Paul Miller authored *Armed State Building: Confronting State Failure, 1898-2012*.

## 2002

**Amy Anderson Boutwell** MPP launched a physician-led health care improvement and thought leadership firm to support implementation of the Affordable Care Act. She practices medicine at Mass General and Newton-Wellesley Hospitals and lives with her husband and three kids in Lexington, Massachusetts.

**Tory Bruno** HKSEE is currently an executive with Lockheed Martin, running the business unit responsible for nuclear deterrence and missile defense. "Loved my time at the Kennedy School, which has served me well."

**Angie Datta Kamath** MPP recently became executive director of Per Scholas, a national nonprofit headquartered in the South Bronx in New York City, which trains and places low-income adults in IT careers. Prior to this, Angie worked for seven years in New York City government overseeing the city's adult workforce development programs.

**Emanuela Cernoia Russo** MPA writes, "I am just back to London after a six-month career break. With my husband and three children we sailed on a catamaran from Turkey to southern France via Greece and Italy from April to early September. A marvelous (albeit challenging) experience we will never forget. Boat schooling the children was the biggest challenge, together with rescuing objects thrown off the boat by my three-year-old daughter. Now I am back to work at Transport for London. I look forward to catching up with the class soon."

**Christopher Gentile** HKSEE is now associate counsel in the Special Projects Division, Office of the Assistant General Counsel of the Navy for Intelligence, Washington, DC.

**Kam Ng** HKSEE retired from the Office of Naval Research in June 2012 after 30 years of federal service. Currently, he is the CEO at the Louisiana Immersive Technologies Enterprise (LITE) in Lafayette, Louisiana. LITE is a nonprofit organization developing immersive and digital media technologies.

**Naw Helen Pe** MC/MPA is currently working as director of operations for Thabyay Education Foundation (TEF) in Myanmar. TEF is a nonprofit organization that empowers change through higher education and professional development. Since graduating from Harvard Kennedy School, Naw has been working with INGOs/NGOs and UN agencies in the sectors of education, health, relief, and development, focusing on programs that include HIV/AIDS, malaria, tuberculosis, maternal and child health, community development, relief and rehabilitation, education, and food security.

**Maya Dillard Smith** MPP is serving her second four-year term as a Senate-appointed commissioner on the California Commission of Judicial Performance (CJP). The CJP is the constitutionally created state agency responsible for investigating complaints of judicial misconduct and judicial incapacity and for disciplining the state's 1,800 judges. Maya is chair of the Rules Committee and member of the Legislative and Personnel and Administration Committees. She is completing law school and currently working for the chief justice of the California Supreme Court. Her daughter, Makayla, who was five when Maya attended HKS, is now 18 and a freshman in college.

**Dan Wagner** MC/MPA, since July 2012, has been in Queensland, Australia, working as a project manager for Bechtel on a liquefied natural gas project. "My wife, Virginia, and three daughters, Theresa, Dania, and Errin, remain in Frederick, Maryland. My wife is a saint and I treasure her support. Great exposure to the impact of project leadership within an international workforce. Volunteer work with Missions to Seafarers and Special Olympics. Triathlons keep me fit and busy. We are working to protect the Great Barrier Reef and send clean energy supply to China and Japan by 2015. Using HKS skills daily to solve problems."

## 2003

**Jeffrey Bielicki** MPA, PHD 2009 is now an assistant professor of energy policy at The Ohio State University, in a joint appointment between the Department of Civil, Environmental, and Geodetic Engineering and the John Glenn School of Public Affairs. His research investigates the interactions between energy and environmental systems and policy.

**Myles Duffy** MPP recently joined, as vice president, Faith in Public Life—a strategy center in Washington, DC, that helps amplify the voices of progressive faith leaders.

The MC/MPA CLASS of 2003 is deeply saddened to announce the passing of our beloved classmate **Komla Afeke Dumor** MC/MPA 2003. An internationally acclaimed BBC World News broadcaster, Komla died of a heart attack at age 41. Recently named one of the 100 most influential Africans, Komla was the journalist selected by the Mandela family to discuss the passing of President Nelson Mandela. Passionate about his children, Komla was a devoted father to Elinam, Elorem, and Emefa. He will be remembered for his love of life, sense of humor, loyalty to his friends, and deep commitment to work, family, and faith. The class is setting up a scholarship fund for Komla's children that will be announced in a class email. Please share your tributes on Komla's memorial website: *komla-dumor.com*. Our love and prayers are with Komla's family.



I wanted to serve a tour of duty and assist as I could the too-small group that has carried too heavy a deployment load for too many years.

— Ryan Friedrichs MPP 2003

**Ryan Friedrichs** MPP spent mid-2012 to mid-2013 deployed to Afghanistan as an active-duty parachute infantry team leader with the 173<sup>RD</sup> Airborne Brigade. "After running a national nonprofit organization headquartered in Detroit, Michigan, in the years following my time at HKS, I wanted to serve a tour of duty and assist as I could the too-small group that has carried too heavy a deployment load for too many years. I remain stationed in Vicenza, Italy, until late 2014, when my tour completes. It has been my honor to serve in combat with the men and women Sky Soldiers of the 173<sup>RD</sup>."

**Vuk Jeremic** MPA/ID completed his term as president of the UN General Assembly in September 2013, returning to Belgrade to retake his seat in the Serbian Parliament, as an independent member. He established the Center for International Relations and Sustainable Development (CIRSD), a think tank that aims to deepen understanding of economic, social, environmental, legal, and foreign policy choices, while promoting the post-2015 sustainable development agenda. CIRSD's board of advisors includes fellow Harvard alums Jeff Sachs, former Kuwaiti foreign minister Mohammad Sabah Al-Salem Al-Sabah, EU Commissioner and Cypriot Foreign Minister Markos Kyprianou, and Indonesian Foreign Minister Hassan Wirajuda.

**Toivo Klaar** MC/MPA was appointed in September to head the EU monitoring mission in Georgia, which monitors the Administrative Boundary Line between Georgian government-controlled territory and the breakaway regions of South Ossetia and Abkhazia. "I am privileged to be working with high-level profes-

sionals from almost all EU nations and grateful to HKS for the knowledge and skills that I can now draw upon for conflict resolution."

**Matthew Kohut** MC/MPA and former Belfer Center Communications Director John Neffinger cowrote *Compelling People: The Hidden Qualities That Make Us Influential*, and collaborated with HBS Associate Professor Amy Cuddy on an article that appeared in the July/August issue of *Harvard Business Review*.

**Nikitas Konstantinidis** MPP is a university lecturer in international political economy at the University of Cambridge, in the Department of Politics and International Studies, and a member of the Greek Public Policy Forum, an academic initiative led by a small number of Greek scholars in British universities.

**Tarjei Kristiansen** HKS writes, "After completing the fellows program at HKS, I have finished my PhD and work in the electricity trading business."

**Marty Martin** MC/MPA writes, "My Research Triangle Park, North Carolina–based law practice provides legal, tax, and training services for nonprofit and tax-exempt organizations, nationally and internationally, which includes more than 200 workshops and presentations. In June 2014, my service on the IRS Advisory Committee for Tax Exempt and Government Entities and related Exempt Organizations ends. I teach the capstone class for students in the nonprofit minor at North Carolina State University and am a BoardSource-certified governance trainer."

**Albert Partee** HKSEE is a senior counsel at the Office of the Tennessee Attorney General (OAG). He is currently serving as team leader for the Non-Medicaid False Claims Team in the Division of Consumer Advocate & Protection. He returned to the OAG in October 2011 after working four years as general counsel at the Tennessee Department of Health, where he supervised 21 attorneys, 10 paralegals, and 4 support staff who performed a variety of legal work in support of that department's mission.

**Pablo Pinell** MC/MPA returned to Bolivia after Harvard to promote the sustainable use of tropical forests. "My work allowed me to learn more about poverty, institutional weakness, and deforestation. I am focused on the conservation of Amazonian forests and the improvement of living conditions of dependent populations. This job applies market-based strategies and best practices through the formulation and implementation of programs with international cooperation, public offices, and private businesses.

**Jack Schnirman** MPP, city manager of Long Beach, New York, was named to the 2013 Long Island Press Power List, which honors Long Island's 50 most influential people.

**Chris Tyson** MPP was recently named the Newman Trowbridge Distinguished Associate Professor of Law at the LSU Law Center. He has also announced his candidacy for the Louisiana secretary of state. Information about his campaign can be found at *ChrisTyson2015.com*.

**Susana Vasquez** MC/MPA is now executive director for USC Chicago and just launched a \$40 million “Campaign for Neighborhoods” at an event with Mayor Rahm Emanuel.

## 2004 | 10th reunion

**Cheryl Abbott** HKSEE is a member of the board of directors of the HKS New England Alumni Association, Inc. She serves as the board’s liaison to Community Action Partners, which convenes teams of consulting alumni from both HBS and HKS to benefit local and international nonprofit organizations based in New England. Recently, she completed a project for them with South Africa Partners; currently, she consults with A Far Cry Chamber Orchestra.

**Manuel Almazan** MPA has been recently appointed treasurer of the Mexican Institute of Social Security. The institute has a budget of \$33.7 billion.

**Philipp Bleek** MPP is back to his assistant professor position at the Monterey Institute of International Studies in California, after spending the past year serving as senior advisor to the Assistant Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs in the Office of the Secretary of Defense. Although he misses DC, colleagues, and friends, he’s happy to be back in the classroom, not to mention running on the beach, and his work regularly takes him back to DC and abroad, most recently to Istanbul to help the Turkish navy grapple with countering weapons of mass destruction issues.

**Gerald Culliton** HKSEE was awarded the National Mentor of the Year Award recently by the U.S. Department of Veterans Affairs. The award recognizes a career of mentoring students and staff members to become leaders across the department and government.

**I. David Daniels** HKSEE writes, “I’ve recently had the opportunity to hang my photo of the class of 2004 in my new office in the City Hall of Atlanta as the executive director of safety. I will never forget my time at Harvard, it was definitely ‘life changing.’”

**Richard Davis** MC/MPA is CEO and managing director of ARTIS Research, a research and development company with specializations in politically motivated violence, energy and natural resources, cyber defense, and health and medicine in conflict areas. Rich also holds appointments as a senior research fellow at

the University of Oxford and is a member of the Permanent Monitoring Panel on Terrorism for the World Federation of Scientists. Prior to ARTIS, Rich worked at the White House for President George W. Bush as the director of terrorism prevention on the Homeland Security Council. Rich’s home is in Arizona with his wife and daughter.

**Regis de Silva** MC/MPA writes, “In January 2013, my NGO, Global Medical Knowledge, Inc., obtained a substantial grant from the GE Foundation to initiate a maternal and child health intervention in Honduras. This country has one of the highest rates of mother and newborn deaths. Reducing maternal and child mortality are two of the eight UN Millennium Development goals.”

**Richard Farias** HKSEE was awarded a Lifetime Achievement Award by the city of Houston in 2011 after having founded Tejano Center for Community Concerns and developing one of the most comprehensive models for addressing the needs of low-income children and families. “In 2012 I started the American Latino Center for Research, Education & Justice, focusing on developing solutions to the dropout epidemic of low-income minority students from public schools.”

**Nicolas Fasquelle** MPA writes, “I am still living in Madrid with Alejandra, whom I met at Harvard, and we now have two little kids (Mathéo, 5, and Magali, 3) who make our days very lively and intense! I started a company in the solar energy sector, so I’d be pleased to discuss this with anyone interested in that field. See you in May for the class reunion.”

**Stephen Frost** MPP has written a book, *The Inclusion Imperative*, which features the inclusion legacy of the London 2012 Olympic and Paralympic Games and how other companies can improve their performance in diversity and inclusion to business and social benefit. “Thanks to HKS for the visiting fellowship!”

**Arlyn Gajilan** MC/MPA, in addition to getting married earlier last year, welcomed with her wife, Robin Winn, a new addition to their family. Tobias Fox Gajilan Winn was born June 11, 2013. All three are looking forward to the HKS reunion in May.

**Peter Greer** MPP released his latest book, *Mission Drift*, in January 2014. Focusing on the small incremental steps that lead organizations away from their founding vision, this book is a wake-up call for leaders to determine what aspect of their identity is worth protecting.

**Louisa-Jayne (L-J) O’Neill** MC/MPA, in addition to her role as senior executive at Montrose Associates, was appointed CEO of the Information Assurance Advisory Council (IAAC), a nonprofit bringing together UK government, business, and academia on issues relating to cyber security. IAAC produces research and guidance on information assur-

ance and, last summer, led the delivery of a pilot internship scheme. She will be pleased to be in touch with fellow alumni working in this area, and looks forward to catching up with classmates at the 2014 reunion.

**Lala Qadir** MPP graduated in May 2013 from Georgetown Law School, where she was the editor-in-chief of the *Georgetown Law Journal*. Before attending law school, she served as director of strategy and performance in the Abu Dhabi Judicial Department, following several years working as a public sector management consultant with Booz Allen Hamilton, Virginia. Lala is presently clerking for one year with Chief Judge James E. Baker of the U.S. Court of Appeals for the Armed Forces in Washington, DC, and is a member of the Strategic Planning Council for the dean of Georgetown Law.

**Ken Robbins** MPA spent 18 fantastic months commanding a Stryker battalion in Europe. After changing command, he returned to Washington, DC, where he now serves as a special assistant to the U.S. Army Chief of Staff. Ken helps develop strategic messages and writes speeches on various policy topics for the chief.

**Ken Shulman** MC/MPA is developing *Away Games*, a television travel series that uses sport as a lens to view lives, conflicts, and cultures around the globe. “Our pilot, shot this January in Delhi, India, traces a history of the India-Pakistan conflict through their shared passion for cricket. PBS/World Channel has expressed strong interest in *Away Games*, and would like to air the first season on its national network. We are actively seeking sponsors and contributors.”

**Dan Zuberi** PHD is associate professor of social policy and RBC Chair at the University of Toronto. His second book, *Cleaning Up: How Hospital Outsourcing Is Hurting Workers and Endangering Patients*, was just published by Cornell University Press.

## 2005

**Michael Fleming** HKSEE was nominated, in August, by newly elected Los Angeles Mayor Eric Garcetti to serve on the Board of Water and Power Commissioners—the panel that oversees the nation’s largest public utility. Michael continues to serve as the executive director of the David Bohnett Foundation—a grant-making foundation that has funded more than 100 scholarships for LGBT elected and appointed leaders to HKSEE.

**Bernie Henderson** HKSEE, in August 2013, completed requirements of the Dignity Memorial Network and is now a certified funeral celebrant. He is director for family and community relations at Woody Funeral Home & Cremation Service in Richmond, Virginia.

**Margot Hoerrner** MC/MPA writes, “Join us in Mumbai, India, on November 15, 2014, for the Third Annual KSG/HKS 2005 MC/MPA Dinner! I started this initiative as a personal effort to remain connected with friends and colleagues from my time at the Kennedy School. The launch event took place in 2012 in Washington, DC, gathering 65 classmates from six continents. The 2013 dinner took place in October in Dubai, hosted by Gayane Afrikan, Masuda Sultan, and Andrew Woodcock, bringing classmates from around the world for a weekend of reconnecting and great conversation. Join us in 2014 in India! Contact hoerrner@gmail.com for more information.”

**Annie Lord** MPP writes, “Hey everyone! It has been a big year. I moved to Dallas last fall with my fiancé, Nick Borja, started a new job as vice president for community development with Citigroup, got married, and now we’re expecting a boy in March. I think of you all often and hope to see you at our 10-year reunion in 2015!”

**Shawn Magill** HKSEE celebrated 31 years of federal service in November 2013, all within the U.S. Department of Defense. “I’m finishing up doctoral coursework in administration and leadership studies, heading into dissertation with a focus on diversity, workplace culture, and performance. I constantly reach back to core concepts learned during my time at HKS to analyze a situation or develop a thoughtful intervention.”

**Christopher Mora** MPA was awarded the Defense Meritorious Service Medal, the Afghanistan Campaign Medal, and the NATO Non-Article 5 Medal following his deployment as the Chief International and Operational Law Judge Advocate with NATO Training Mission-Afghanistan and Combined Security Transition Command-Afghanistan. During his deployment, he reviewed international agreements, developed operational orders to execute missions, and worked with planners to remission, close, or transfer bases as part of the drawdown of combat forces. Based in Kabul, Mora frequently traveled throughout Afghanistan, training hundreds of soldiers in the Law of War and Rules of Engagement.

**Ryan Raffaelli** MPP recently completed his PHD and has accepted a tenure track faculty position at Harvard Business School. He teaches courses on leadership, innovation, and organizational behavior. He is currently researching how innovations transform industries and the role of leaders during periods of organizational instability. Ryan and his wife, Carrie, were eagerly awaiting the arrival of their first child this November.

**Moira Shea** MC/MPA was recognized by the Foundation Fighting Blindness, a national nonprofit organization dedicated to finding preventions, treatments, and cures for vision-robbing retinal diseases, with its Builders of



Brigitte Alepin published her third book (and the first one in English), *Bill Gates, Pay Your Fair Share of Taxes... Like We Do!*



Sight Award, acknowledging her extraordinary commitment to accelerating sight-saving therapies into clinical trials and out to the millions of people impacted by these diseases. Moira has Usher syndrome, a condition that robs her of both hearing and vision, and she’s been involved with the Foundation Fighting Blindness since 1980.

**Jim Sideras** HKSEE is the fire chief of Sioux Falls Fire Rescue, which is one of fewer than 150 internationally accredited fire departments. The public access defibrillator (PAD) program he developed with no budget now has over \$1.5 million worth of PADs throughout the community. It received the Harvard Kennedy School Ash Center’s Bright Ideas Award for innovative government programs. Jim has been interviewed by the BBC World as a subject expert, written over 25 articles on fire and emergency medical topics, and presented to world conferences on disaster management.

**Warren Wilhide** HKSEE, on a two-week mountaineering trip to Russia in July 2013, successfully climbed Elbrus, which at 18,510 feet is the highest mountain in Europe and one of the noted Seven Summits (the highest mountains on each of the seven continents).

## 2006

**Brigitte Alepin** MPA, a senior tax policy adviser, published her third book (and the first one in English). *Bill Gates, Pay Your Fair Share of Taxes... Like We Do!* demonstrates that the crisis in public finances in various countries is being caused mainly by the fact that our traditional tax systems, which have now been operational for about one hundred years, have become outdated. In the 21st century, a growing number of wealthy taxpayers are no longer sufficiently taxed and a serious fiscal crisis is in the offing if this problem is not resolved.

**Ken Ansin** MC/MPA has, since 2012, been the community banking director at Enterprise Bank and Trust Company, “which allows me to engage with older industrial cities in hopes of increasing economic development. Fitchburg, Massachusetts, is our latest project. Jane, Ben, and Libby have successfully made the shift from the Bay Area to the land of Red Sox Nation. They were rewarded with a World Series victory. And lobster.”

**Dolores Bernardo** MC/MPA, based in northern California, leads manager development at Google. She loves the fast-paced, ever-changing world of technology and enjoys developing managers into great leaders. She and her husband, Victor, have two kids, ages 3 and 6.

**Sean Carberry** MC/MPA has spent most of his time since graduation as a radio journalist traveling and reporting in the Middle East—among other places. Since last summer, he’s been living in Afghanistan as NPR’s Kabul

correspondent. He regularly runs into **Dave Fogelson** MPP 2006, who’s working in the press office at the U.S. Embassy in Kabul.

**Santiago Creuheras** HKSEE was appointed director general for energy efficiency and technology innovation at Mexico’s Ministry of Energy. He was also elected president of the Harvard Club of Mexico 2012–2014.

**Ruben de Lara** HKSEE belongs to the first batch of the HBS-ACCION Program on Strategic Leadership for Microfinance. “After I retired in 2010 as executive director of an NGO in the Philippines, I decided to establish my own NGO. Serving Humanity through Empowerment and Development (SHED) was my first major enterprise. I launched SHED as a movement to help end poverty sustained by microfinance.”

**Robin Hamilton** MC/MPA recently won a regional Emmy for a documentary about the contributions African Americans made in the building of the nation’s capital. She also created and heads the ARound Robin Production Company.

**Dan King** MC/MPA has served as president of the Red Lake Nation College (RLNC) since 2010. The RLNC is a tribal college that serves his home reservation, the Red Lake Band of Chippewa Indians, located in northern Minnesota. One of his current duties as president is leading the construction of a new RLNC campus in 2013–2014 on the shores of beautiful Red Lake. The college serves as a crucial opportunity and access bridge to higher education for his rural, poverty-stricken reservation.

**Lois Merriweather Moore** HKSEE was appointed by California Governor Jerry Brown to serve as a director for the 4th District Agricultural Association, Sonoma-Marín Fair Board. The mission of the Sonoma-Marín Fair is to promote and showcase agriculture, while displaying the diverse talents, interests, and accomplishments of the citizens of California.

**John O’Shea** MC/MPA recently left his position as senior health policy advisor for the U.S. House of Representatives’ Committee on Energy and Commerce and is now a visiting scholar in the Engelberg Center for Health Care Reform, Economic Studies Program at The Brookings Institution in Washington, DC.

**Mark Rasmussen** MC/MPA spent the first half of 2013 as a visiting researcher at the Stockholm International Water Institute in Sweden, working on an assessment of the region’s implementation of the Baltic Sea Action Plan and supporting the development of transboundary water resource management in Kaliningrad, Russia.

**Robert Sykora** MC/MPA writes, “After 30 years and 11 days together, Paul Figlmiller and Robert Sykora finally tied the knot. On August 1, 2013, Minnesota’s Marriage Equality law took effect, and as the sun set that evening, Paul and Bob were married on their humble



Peter Greer released his latest book *Mission Drift* in January 2014.

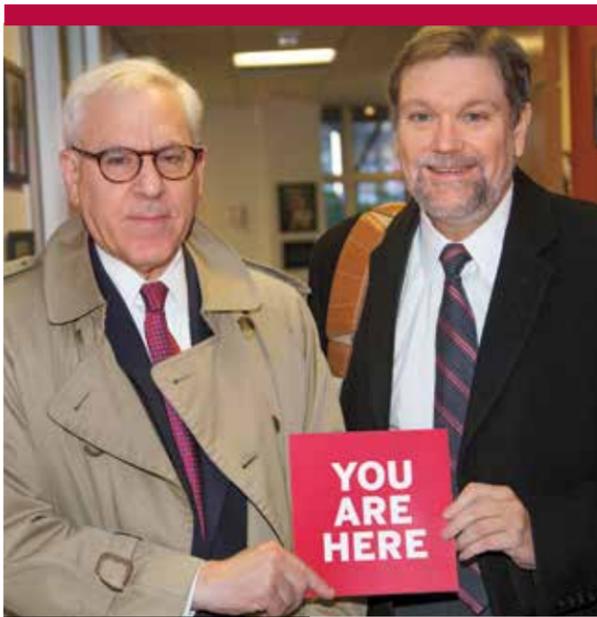
Submit a classnote at [ken.sc/hksclassnote](http://ken.sc/hksclassnote)

### ON THE WEB

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TOP TO BOTTOM: BREASTFEEDING BY LUIS PRADO FROM THE NOUIN PROJECT; COURTESY OF PETER GREER

TOP TO BOTTOM: FIREFIGHTER BY SIMON CHILD FROM THE NOUIN PROJECT; ISTOCK; COURTESY OF BRIGITTE ALEPIN; WATER BY EDWARD BOATMAN FROM THE NOUIN PROJECT



HKS Capital Campaign Chair David M. Rubenstein (left) with Dean David Ellwood.



sailboat in White Bear Lake. The Honorable Tim O'Malley pronounced the legal union, while Brian Jacobson and William Lowell provided witness. Thank you, Governor Mark Dayton and Democratic majorities in Minnesota's house and senate. Thanks especially to Sen. Scott Dibble and Rep. Karen Clark: each a lifelong advocate for Equal Justice Under Law."

## 2007

**Dwi Bhakti** LEE KWAN YEW PROGRAM writes, "It was a memorable class by Professor Akash Deep in fall 2007. An Advanced Risk Management Class inspired me on how to mitigate some risks we face. A remarkable teaching by Professor Akash led me to be appointed to the Risk Management Committee in the company."

**Sharon Chae** MPP and her husband, Chris Haver, welcomed their first son, Lewis Chae Haver, on June 26, 2013.

**Tim Coates** MPP recently accepted a new position with IBM Corporate Citizenship, responsible for the organization's economic development programs, including Smarter Cities Challenge and programs for small business. He and his wife have moved to White Plains, New York.

**John Felix** MC/MPA recently published a reference book on marine mammal parasites (published by University of Nebraska Press).

**Hedieh Rahmanou Fusfield** MPP and her husband, Eric, welcomed their daughter, Esther Bessie Fusfield, on July 8, 2013. Big brother Emanuel ("Manny") is enjoying his

new sister. Hedieh was also recently promoted to senior analyst at the Government Accountability Office, where she works on social policy for the education, workforce, and income security team.

**Nathan Herman** MC/MPA joined JP Morgan Chase in 2011 after working for the FBI and U.S. Cybercommand. "My initial work in the bank was focused on building a military and veterans program. This has been very successful with the key initiative being the 100,000 Jobs Mission, which more than 122 larger companies now participate in. After promotion to managing director, I moved into a senior operational risk role covering cybersecurity, global security/investigations, and global resiliency for the firm. Recently asked to move into the auto/student lending business, where I currently am responsible for the end-to-end control environment."

**Jordi Honey-Rosés** MPP writes, "Last summer, I accepted a faculty position as assistant professor in the School of Community and Regional Planning at the University of British Columbia in Vancouver, Canada. I am teaching a course on ecological planning and another on water management, often using the case method, and relying on cases from Harvard Kennedy School. I am surrounded by talented and energetic master's students, who are looking for valuable projects in which to invest their energy. Please let me know if you have opportunities for them. Also, visitors to Vancouver would be welcome."

**Idrissa Kanu** MPA/ID serves as the director of revenue and tax policy at the Sierra Leone Ministry of Finance and Economic Development. "Before spending almost a year in Liberia consulting for the World Bank on tax matters, I worked with the Sierra Leone National Revenue Authority, where I successfully rose to head the monitoring, research, and planning department. These opportunities allowed me to meet and discuss national development issues with heads of institutions, ministers, and even our country's president. I feel greatly honored, proud, and fulfilled, intellectually and professionally, for attending the MPA/ID program. Its training is greatly transforming my life."

**Beau Kilmer** PHD is a senior policy researcher at the RAND Corporation, where he codirects the RAND Drug Policy Research Center. Some of his current research projects include estimating the size of illegal drug markets, assessing the consequences of alternative marijuana policies, measuring the effect of South Dakota's 24/7 Sobriety Program on drunk driving and domestic violence outcomes, and evaluating other innovative programs intended to reduce violence. His coauthored book on marijuana legalization was published by Oxford University Press and

his essays on marijuana policy were recently published by CNN, the *New York Times*, *USA Today*, and the *Wall Street Journal*.

**Kai Monheim** MPP writes, "Last year brought a few changes in life for us: our son Linus was born and grows incredibly... I finished my PhD on climate change negotiations at the London School of Economics, and am now back with BCG at their Hamburg office for strategy consulting. Excited what the next step will be. Please, come and visit us in Hamburg!"

**Markus Redl** MC/MPA, in an effort to promote regional development, began managing several ski resorts for the state of Lower Austria in 2011. He was also appointed by the state minister for economic affairs to lead tourism development in nine mountain resorts over a five-year period starting in 2013. In this new role he is working with both public and private stakeholders.

## 2008

**Ernie Almonte** HKSEE writes, "I have decided to take my education, experience, ethics, and maturity to run as a Democrat in the race for Rhode Island general treasurer. I welcome any and all support (both financial and wisdom). See *Almonte2014.com*."

**Axel Brugger** MC/MPA joined German Chancellor Angela Merkel's Federal Chancellery as an advisor on international economic policy, external economic affairs, and bilateral economic relations.

**Ryan Buckley** MPP reports that his company, *Scripted.com*, now has over 20 employees in San Francisco. "We're a new way to get high-quality original writing, and we help businesses around the world get great content. I'm still looking for our first big government client — leads are welcome!"

**Molly Clark** HKSEE 2008, 2009 has cofounded Neto Community Network with colleagues who are leaders from low-income communities. Neto, which means "exactly equal" or "the real thing" in Spanish, is a nonprofit consulting and training center that promotes equitable, people-centered community development models.

**Steven Cohen** MPP is an assistant professor of communication at University of Baltimore's Klein Family School of Communications Design, and an instructor at the Harvard Division of Continuing Education. He is an award-winning teacher who has delivered more than 75 courses and workshops on the art of public speaking. Steven works one-on-one with leaders who are preparing for job interviews, media appearances, or public events. To learn more, please visit *stevencohen.net*.

**Donna Hockey** MPP published her first book, *The Underground League*, in December. It is a young adult adventure novel that explores the economic divide and the difficulties of overcoming social stigma. "My hope is that this type of book will allow young people to engage in dialogue about these issues in a different way and infuse those ideas into their current or future work."

**Alagi Yorro Jallow** MC/MPA is a full-time lecturer with the Martin de Tours School of Management and Economics at Assumption University in Bangkok, Thailand — one of the prestigious English universities in Southeast Asia. He just published a new book, titled *Delayed Democracy: How Press Freedom Collapsed in The Gambia*.

**Todd Lapointe** HKSEE is director for safety management for a \$6 billion federal environmental management program ensuring that the legacy of America's nuclear weapons production and research activities is managed efficiently and effectively protects the public, our workforce, and the critical environmental ecosystems surrounding our sites and facilities around the country.

**Matt Nohn** MPP is enjoying his Loeb Fellowship at Harvard Graduate School of Design, working on strategies for more inclusive, more sustainable, and more resilient development strategies in rapidly urbanizing cities of the global South. "I am in residency in Cambridge with my wife, Sabrina, and our children Ida (2 1/2) and Moses (7 months). We are looking forward to meeting you."

**Allison Ohle** MPP is the founding administrative dean of the High Tech High Graduate School of Education in San Diego. Jackson (who was frequently seen in a sling, and later toddling around) is in second grade and a proud brother to his little sister, Anika.

**Radha Ruparell** MC/MPA writes, "I moved to New York after my MPA/MBA and joined McKinsey, where I worked for four years as part of the social sector office on global public health and social innovation efforts. Most recently, I have been part of the launch of Ideapod, a digital social platform for ideas that brings together world leaders, business leaders, social entrepreneurs, and innovators to exchange ideas that can shape the future."

**Caroline Schmutte** MPA/ID, having spent the past year in Washington, DC, as part of the World Bank's YPP, writes "I am starting a new and exciting position as a senior policy officer with the Bill & Melinda Gates Foundation. I just moved back to Europe, and you'll find me in Berlin and London!"

**Jamie Snashall** MC/MPA has been deputy director of government relations for Telstra, Australia's largest telecommunications and information services company, since late 2009. "Married to Narelle Luchetti, with one son, 2-year-old Darcy, and a second arriving

late February 2014. In my (very limited) spare time, I write creatively and am also co-convenor of the Canberra chapter of the Harvard Club of Australia."

**Gordon Sumner** HKSEE left his presidential appointment and started consulting.

**Lawrence Tan** HKSEE was admitted to the bar of the U.S. Supreme Court in June 2012. Tan is currently chief of emergency medical services for the New Castle County (Delaware) Department of Public Safety.

**Bina Venkataraman** MPP took a position in summer 2013 as senior advisor for climate change innovation in the Executive Office of the President of the United States. (She is on leave from MIT and the Broad Institute.) Her charge is to help advance the preparedness of communities, citizens, and companies for climate change impacts, especially by leveraging data and private sector innovation. The best part of being in DC is seeing former Kennedy School classmates, and she welcomes the chance to catch up with more of them.

**Matt Wilson** MC/MPA is entering his second year as the executive director of MASSCreative, a new advocacy voice for Massachusetts's arts, cultural, and creative community. In its first year MASSCreative organized the arts sector to successfully advocate for an increase of more than \$11 million of state investment in the creative community. MASSCreative also worked this year to make sure that the arts were on the agenda for the Boston mayoral campaign, and encouraged the new mayor Marty Walsh, to pledge to lead an "Arts Renaissance" in the city.

**Peter Worrell** HKS is the managing director of Bigelow LLC, an independent mergers and acquisitions advisory firm. McGraw-Hill recently published his first book, *Enterprise Value: How the Best Owner-Managers Build Their Fortune, Capture Their Company's Gains, and Create Their Legacy*. He writes, "An organization's long-term success relies on its ability and willingness to learn and evolve."

## 2009 | 5TH reunion

**Rajendra Aneja** HKSEE writes, "The insights gained at the leadership program at HKS have stood me in great stead when commencing my own consulting firm in India. We provide advisory services in marketing, distribution, retailing, leadership skills, and recruitment. I am hoping that there will be a class reunion sometime and all of our classmates will meet sometime soon, to exchange notes and benefit from the interactions."

**Elena Barmakova** HKSEE is founder of Fontvielle Capital Inc. (FCI), a New York-based financial consulting firm. FCI specializes in developing opportunities in Russia for

foreign investors and in introducing Russian investors to opportunities in other world economies. In 2009 Elena was honored by the World Economic Forum (WEF) as an active member of Young Global Leaders.

**Jean-Baptiste Blanc** MC/MPA and his wife, **Naoko Koyama** MPA/ID, launched ENTIA, a social enterprise dedicated to bringing social changes and alleviating poverty through business-led solutions ("actually it is more subtle but space is limited"). The company, based in Kenya, is set to operate on the entire continent. "After a few years teetering with diverse social impact projects, we are set for the ride!"

**David Callaway** MC/MPA was appointed the director of operational and disaster medicine at Carolinas Medical Center, where he runs the disaster medicine fellowship program. Recently, he was awarded an Eisenhower Fellowship to travel to Jordan and Turkey to examine the effects of the Syrian crisis on regional health care and security. "If any of the HKS family are in Jordan or Turkey, please let me know. I'd love to catch up and learn about what the past two years have brought."

**Mwila Banda Chigaga** HKSEE continues to work for the International Labour Organization as regional gender specialist. She is promoting the economic empowerment of women as a means of improving the agency of women and closing the gender gap. One of the regional initiatives she is spearheading is financial inclusion of women entrepreneurs in Africa. ILO has developed a tool — FAMOS — that helps to build the capacity of financial institutions, including commercial banks, to design products that meet the needs of women entrepreneurs in Africa.

**Katherine Ellis** MC/MPA is living in London, heading up youth affairs for the Commonwealth. Her responsibilities entail working with the 53 member governments of the Commonwealth to enhance the political, social, and economic empowerment of their young people. She welcomes the recent launch of the Commonwealth Youth Council, which will be the recognized voice of the 1.2 billion young people of the Commonwealth, and a framework for youth-led development initiatives.

**Bruce Haupt** MPP is super happy to report he got married in May to the new Mrs. Emily Haupt, and is moving to Chengdu, China, to live for the 2014 calendar year. Outside of daily exposure to tantalizing Sichuan cuisine and the joys of learning a new language, Bruce is spending his time in the realms of local government, civic technology, and innovation. He's teaming with civic tech start-up OpenCounter to deploy a product that simplifies government permitting in Houston, and is working with U.S. and Chinese organizations on local government innovation best practices. "If you're in China, say hello!"



After a few years teetering with diverse social impact projects, we are set for the ride!

— Jean-Baptiste Blanc  
MC/MPA 2009

TOP TO BOTTOM: TOM FITZSIMMONS; MARIJUANA BY GARETH FROM THE NOON PROJECT

**David Holden** MC/MPA recently joined the California Association of Social Rehabilitation Agencies as deputy director. “Streeter and I are settling into our new home in El Cerrito, California, and very much looking forward to the reunion next May.”

**Christopher Hughey** MC/MPA, after a 15-year career as a lawyer in Washington, DC, including more than a year as acting general counsel of the Federal Election Commission, decided to switch to diplomacy, joining the State Department in 2012 as a foreign service officer. He currently lives with his wife and two daughters in Brasilia, Brazil, where he works at the U.S. Embassy.

**M. Scott Knox** MC/MPA writes, “Three HKS alums are working to support the fastest-growing public charter school network in Boston.

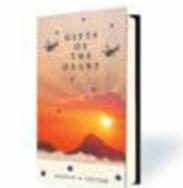
**Becca Katz** MPP, fifth-grade teacher, **Christopher Bizzacco** MPP 2010, chief operating officer, and I, chief development officer, are all members of the professional community at the Edward W. Brooke Charter Schools. For the fourth year in a row, Brooke scholars (94 percent black and Latino, and 80 percent who qualify for free/reduced-price lunch) have scored #1 on several state assessments, eclipsing fellow students from wealthy suburban districts.” [See page 42.]

**Erica Matthews** MPP and **Andrew Sullivan** MPP, are engaged and living in Harlem, New York. Andrew joined Hill & Knowlton Strategies, where he is building the firm’s New York City public affairs practice. Erica works as the chief of staff for PepsiCo CEO Indra Nooyi.

**Harotsilavo Rakotoson** MC/MPA writes, “During my stay at HKS, there was a coup d’etat in my homeland. The government I worked for was overthrown and the president of Madagascar left the country. By the way, I decided to come back to my country in July 2009 after my degree. I created a political party in 2010 to oppose those who ruled Madagascar without the consent of the Malagasy people. We fought back during three years. Currently the country faces a presidential election and our political party is supporting a good man and we hope our homeland will have a new start.”

**Paul Ritchie** MC/MPA, following the 2013 general election, has been appointed senior advisor for communications to Australian Prime Minister Tony Abbott.

**Maura Sullivan** MPA had the opportunity to honor more than 7,000 American World War II heroes on Memorial Day 2013 at Margraten American Cemetery in the Netherlands. Maura served as the honored speaker, representing the United States and the American Battle Monuments Commission, before more than 5,000 guests at the ceremony. Maura spoke in her capacity as a Marine Corps veteran and



Hassan Tetteh reports that he has a new novel, *Gifts of the Heart*.

During my stay at HKS, there was a coup d’etat in my homeland.

— Harotsilavo Rakotoson MC/MPA 2009



Commissioner on the American Battle Monuments Commission, to which she received a presidential appointment in 2010. Maura delivered the Memorial Day address at Oise-Aisne American Cemetery, France, and Sicily-Rome American Cemetery, Italy, during the 2012 Memorial Day commemoration.

**Hassan Tetteh** MC/MPA reports that his new novel, *Gifts of the Heart*, about a military combat surgeon, recently made the electronic book platform best-seller list and he was featured on C-SPAN’s Q&A program with host Brian Lamb.

**Femi Tolani** MC/MPA, a public policy expert, is the director of policy and project development at the Strategic Partnerships Office of the Alberta Ministry of Infrastructure in Canada. In this role, he is responsible for creating policies, procedures, and best practices related to public-private partnerships (P3s) in the province. He leads and manages change while negotiating innovative solutions to complex, interrelated, and urgent public challenges. He was a Mason Fellow at Harvard and he recently completed a doctoral program at the University of Calgary with specialization in P3s.

**Leah Vincent** MPP wrote *Cut Me Loose: Sin and Salvation After My Ultra-Orthodox Girlhood*, a memoir that was published by Nan A. Talese in January. You can learn more about the book at [leahvincent.com](http://leahvincent.com).

## 2010

**Nasser Almehairbi** HKSEE writes, “I managed to get a scholarship from the UAE government to continue my master’s degree in government (with a concentration in security studies) at Johns Hopkins University. I’m looking forward to graduating next summer.”

**Armando Barrera Barrios** HKSEE was appointed dean of arts and mass media at the University of the Americas in México City. He is also one of the founders of the Conamp Think Tank for North American studies, based in Houston, Texas.

**Louis Botta** HKSEE is retired and looking forward to settling in New Hampshire’s Lakes Region and working on the Hillary ’16 campaign.

**George Covert** HKSEE received the U.S. Army Operational Test Command’s Volunteer of the Quarter Award for fourth quarter 2013. The recognition was for volunteer time and service with several organizations, the majority with Boy Scouts of America.

**Gustavo Cuadrado** HKSEE is working as a chief of staff and communication in Tarragona and head of the marketing department. He recently attended the Mediterranean Games.

**Davor Cutic** HKSEE writes, “In the past three years, due to some changes in the system, I was, from the position of head of the international defense cooperation department, appointed senior expert in the budget depart-

ment. I concluded my doctoral study with a thesis titled “Defense Resources Management in System of National Ministries of Defense.”

**Madani Dakhil** HKSEE, since December 2011, has served as president of the University of Tripoli, in Libya. The university is the largest (with a student population exceeding 100,000) and the best known in Libya. “The university is expected to take on a very important role in the new Libya, and we look for strong ties with other reputable institutions. There is a great potential for mutual cooperation. The job has not been easy, but we are determined to make the needed change since our future lies with our youth.”

**Nizar Farsakh** MC/MPA writes, “After two years working as general director of the Palestinian Delegation in Washington, DC, I’ve moved to work as program director for civil society partnerships at the Project on Middle East Democracy. The work is challenging but very interesting, as I get to assist civil society in four Arab Spring countries improve groups’ capacity to influence policy. I also continue to do leadership training independently whenever I get the chance.”

**Erica Harrison** MPP is in her second year of legal practice at Alston & Bird LLP in Atlanta and has taken on several clients as a volunteer attorney with both the Tuancy Intervention Project and the Wills Project. Recently, Erica was welcomed by KIPP Atlanta Collegiate Charter School as an advisory board member. Happily, Erica is still connecting with fellow HKS alums and welcoming new clients for education consulting services through her venture: HarMcC Heritage LLC. The big news? Erica is now engaged to be married!!!

**Brandt Hershman** HKSEE, Senate majority floor leader and tax chairman, was recently named the Aviation Association of Indiana’s Legislator of the Year. The award recognizes his efforts on a new law that has generated dramatic gains in revenue and job creation in Indiana’s aviation sector.

**Ke Ji** MPP is an international trade specialist at the U.S. Department of Commerce’s Office of China and Mongolia in Washington, DC, where she focuses on addressing trade and investment issues affecting U.S. market access in China.

**Rasheba Johnson** MPP and Eric Stevenson were married in October along the Hudson River in New Jersey. Last fall, Rasheba started a new role as program officer of early childhood and youth at the Robin Hood Foundation in New York City. Eric, a 2010 graduate of HGSE, is executive director at iReform, a New York-based nonprofit focused on school, family, and community engagement. “Who knew what might happen when you take a cross-listed class your last semester of graduate school? We are enjoying reconnecting with our fellow HKS and HGSE alumni on both sides of the Hudson River!”

TOP TO BOTTOM: SHUTTERSTOCK; COURTESY OF HASSAN TETTEH

MARTHA STEWART

**Jasmin Johnson Glaeser** MPP married Micha Glaeser (a GSAS PhD candidate) on 10 August, 2013, in Kuala Lumpur, Malaysia. Present at the wedding were HKS alums **Jo Aylor** MPP, **Kathrin Bimesdorfer** MPP, and **Jared Glanz-Berger** MPP 2011, Professor Mathias Risse, and many other friends from the Harvard community.

**Selene Sunmin Lee** MPP is currently working as an education officer for UNICEF’s Nepal office. “I am implementing and monitoring projects to educate and empower adolescents, especially adolescent girls (through adolescent club activities, homework clubs, sports clubs, life skills sessions, community Young Champions, pre-vocational activities, WASH and menstrual hygiene management orientations, and communication campaigns). I have been working in Kathmandu since March 2012 and will stay here until March 2014.”

**Bryon Line** HKSEE served U.S. Strategic Command in Omaha as a counterintelligence analyst, focused on China and East Asian foreign intelligence threats. “Involved also as a central committee member with both the Nebraska Democratic Party and the Douglas County Democratic Party. And painting a lot too.”

**Mary Lydon** HKSEE is executive director of the Urban Land Institute San Diego/Tijuana. “My time with the women and professors at the Women in Leadership program impacted my life greatly and it continues to keep on giving.”

**Aaron Magezi** HKSEE continues his public service career by joining “The Authority” in Washington, DC, as manager of treasury planning and operations, serving the good citizens of Maryland, Virginia, and Washington, DC. He completes his Johns Hopkins University master in public management and policy degree next year. “It’s been a truly exciting and fast-paced year, and Hilda, my amazing and beautiful wife, has kept me well grounded! Our twins, David and Daniel, turn two. Happy Birthday!”

**Tase Odibo** HKSEE writes, “My husband, **Moses Odibo** HKSEE 2007, 2008, 2010, and I just welcomed to the world our first granddaughter, Eliana. We are all doing fine. My cleaning services business and the women’s counseling group are also thriving. I have recently been speaking at women’s seminars at home and in the United Kingdom. The participatory experience at the FIPED also helped me a lot. Thanks and love from my family to you all.”

**Brendan Rivage-Seul** MPP recently finished a one-year diplomatic tour at the American Embassy in Kabul, Afghanistan, where he served as a special assistant to U.S. Ambassador James Cunningham. Brendan will move back to Washington, DC, in late February 2014 to begin an assignment as a staffer in the office of Secretary of State John Kerry.



# A Stake in the Ground



FROM THE FIELD

BILL FORRY MC/MPA 2010

The more local... the more likely to survive you are.

“Everyone’s anticipating the imminent demise of newspapers,” says Bill Forry MC/MPA 2010. “In our experience, the more local and the more niche, the more likely to survive you are.”

Forry should know. He’s the editor and publisher of Boston Neighborhood News, a group of local newspapers and websites that cover specific neighborhoods, such as Dorchester, and specific communities, such as Irish Americans and Haitian Americans, in the Boston area.

The busy news year has probably helped. Marty Walsh, a state representative from Dorchester, was elected to replace Mayor Tom Menino, who spent two decades in City Hall, and Forry, who had covered Walsh’s career from the beginning, was a sought-after analyst, adding his voice to cable coverage of the election.

Boston was also prominent in the news world following the Marathon bombings, in April 2013, and Forry’s Dorchester neighborhood was at the center of one of the most anguishing stories: the death of eight-year-old Martin Richard, whose mother, sister, and father were all hurt in the blast. Forry’s relationship with the family allowed him to speak about their great pain, as both a friend and a journalist, to national and international media.

Forry’s family, too, has contributed to the news cycle. His wife, Linda Dorcena Forry MC/MPA 2013, was elected in May 2013 to the state senate, becoming the first Haitian American to represent a historically Irish American fiefdom.

That feeds (if they needed feeding at all) Forry’s deep roots in the community—which in turn feed his commitment. “The importance of having local people own and manage and have stewardship over the community news outlets is still an important asset for us,” Forry says. “It distinguishes us from corporate entities that don’t have a personal stake in what happens in a place.” ❖ RDO

**Ashraf Swelam** HKSEE has a new position as lead counselor to the committee of 50 amending the Egyptian constitution.

**David Tier** MC/MPA reports that HKS alumni at the George C. Marshall European Center for Security Studies in Garmisch-Partenkirchen, Germany, watched the 2013 Harvard-Yale football game broadcast via live-streaming internet. Attendees also included **Bob Brannon** NSF 2002, **Janis Mikits** MPP 2007, and **Stacey Williams** MPP. “A fun time was had by all, and we plan to do it again next year.”

## 2011

**Saleh Alawaji** HKSEE attended the Comparative Tax Policy and Administration program.

**Diego Bonomo** HKSEE, since May 2013, has led the trade division at the National Confederation of Industry—CNI, Brazil’s largest business organization. At CNI, he works on trade policy reform in Brazil and on the conduct of business diplomacy in key markets for Brazilian goods, services, and investments, including the United States, Europe, Japan, and other BRICS countries. He is also engaged in Down syndrome awareness and advocacy in Brazil. Diego is married to Christiane Aquino, a Brazilian career diplomat, and has two children, Vito, a 3-year-old boy with Down syndrome, and Lara, a 1-year-old girl.

**David Bray** HKSEE was selected as one of two recipients across the nation to receive the Roger W. Jones Award for Executive Leadership—intended to recognize exceptional leadership among persons who have devoted themselves to a life of public service. He currently is the chief information officer for the Federal Communications Commission.

**Sebastian (Tianu) Burduja** MPP/MBA and his wife, Holly, a Harvard graduate, got married on May 3, 2012. After an amazing year at Dalberg in development consulting, Sebastian is currently a social development consultant at the World Bank, focusing on Europe and the Central Asia region. Work often takes him to his home country of Romania, where he is involved in a technical assistance program to improve the country’s performance in managing EU structural funds in the areas of regional and social development.

**Mike Chen** HKSEE writes, “I work in environmental protection. I hope my classmates share their ideas, knowledge, and comments on environmental management with me.”

**Francis Saidy Dopho II** HKSEE, who attended the Comtax class of 2011, is a 2011 graduate of Williams College, with a master of arts in policy economics. “I served as deputy commissioner for tax policy in Liberia, and now the deputy comptroller of the National Port Authority. I am hoping to enter politics in 2017 to contest for the native constituency as representative to the national legislature.”

**Joel Engardio** MC/MPA is a columnist for the *San Francisco Examiner*, writing about the people and politics of the Bay Area. Last year, he lost his first bid for public office (city council) but finished close to third in a field of nine candidates. Joel won the coveted endorsement of the *San Francisco Chronicle*, which said, “Engardio lacks the money of his opponents but he is rich in ideas. He promises to be a sharp-eyed advocate for residents.” The endorsement came with the headline “The Right Stuff.”

**Krishna Gyawali** HKSEE writes, “The Leaders in Development course boosted my confidence as a senior public servant. Currently as an industry secretary to the government of Nepal, I am working to enact a new law on industrial enterprises to enhance foreign and domestic investment. I am also trying to promote micro and small enterprises by creating skilled jobs. I believe in competence, integrity, and optimism with critical insight.”

**Mikael Clason Hook** MPA/ID, after 11 years in international development, including the last two years with the World Bank in South Sudan and Somalia, writes “I am returning to New York to focus on the start-up I have been working on with my brother and business partner. I am moving away from development, but our company, Madera Trade (*madera-trade.com*), will allow me to continue working to address development issues that impact society. Our goal is to introduce a new way to bring sustainable wood products to the green building and design industry that protects our natural resources and supports local economic development.”

**Mike Kramer** MPA was married to Jenn Chu on October 12 at the San Diego Museum of Art. The happy couple celebrated with several of Mike’s HKS classmates from the classes of 2011 and 2012. Jenn and Mike met at Wharton in 2008, while Mike was completing the business half of the dual MPA/MBA program. The couple lives in New York City, where Mike works as a project leader at the Boston Consulting Group, focused on public sector and social sector clients. The couple is active in politics in New York and Connecticut.

**Vivek Kumar** HKSEE writes, “The global financial crisis in 2008–09 showed us in Singapore that professional, managerial, and executive workers (PMES) are as vulnerable in the workplace as rank-and-file workers. Yet, a majority of PMES are not unionized currently in Singapore. My team piloted a new model in 2011, U Associate, for the unions to organize PMES—to serve them with some protection, advisory and other benefits. While developing the pilot, I benefited much from Professor Marshall Ganz’s HKSEE program, “Leadership, Organizing and Action: Leading Change.” U Associate was launched as a full-fledged program by the Labour Movement in October 2013.



Alums gather to watch 2013 Harvard-Yale game via live-streaming, attendees included: (left to right) David Tier MC/MPA 2010; Stacey Williams MPP 2010; Bob Brannon NSF 2002; Janis Mikits MPP 2007; and friends.

Submit a classnote at [ken.sc/hksclassnote](http://ken.sc/hksclassnote)

## ON THE WEB

Find alumni contact information in the online directory at [hks.harvard.edu/about/alumni/directory](http://hks.harvard.edu/about/alumni/directory)

**Jesse Lava** MPP runs Beyond Bars, a media campaign to fight mass incarceration. “We make videos and engage social media to help build a sense of public urgency for reforming the justice system.”

**James Murphy** HKSEE was reelected to the position of Saratoga County district attorney for a fifth four-year term. Governor Cuomo has also appointed him to the New York State Commission on Forensic Science, which oversees all public crime labs in New York to ensure quality control and best practices.

**Ken Nason** HKSEE, of Halifax, Nova Scotia, was appointed to the Complaints Committee of the College of Registered Nurses of Nova Scotia for a three-year term commencing January, 2013. As well, in June 2013, he was elected to serve a final two-year term as a public representative on the governing Council of the Nova Scotia Barristers’ Society. He continues to volunteer as a resource person at the School of Public Administration, Dalhousie University.

**Peter Nicholson** HKSEE writes, “In addition to my day job as head of government relations for BAE Systems Australia, I am chairman of the Kokoda Foundation, an independent think tank conducting research into national security and strategic advice to government.”

**Victor Perez Centeno** HKSEE, current president of the World Network of Young Leaders and Entrepreneurs (*wnyle.org*), is leading the implementation of the Global Inspirational Voices challenge. This initiative is meant to touch 1 billion youths by 2020. The concept is simple: youths of any nationality are encouraged to record an inspirational development-driven message lasting no more than four minutes and upload it to YouTube. As of now, talented youths from 30 countries have joined, and submitted videos have been watched more than 50,000 times.

**Matthew Raifman** MPP is currently working at the World Resources Institute in Washington, DC, and is looking for an appointment as a 2013 Presidential Management Fellow. Previously, he served in the office of Governor O’Malley in Maryland as a StateStat analyst. He is engaged to be wed in May 2014.

**John Reed** HKS says “Thanks.”

**Scott Richardson** MC/MPA writes, “In 2013, I moved from Washington, DC, to Boulder, Colorado; got engaged to, and then married, the wonderful **Yvonne Stone** MPP 2006 (Yvonne and I were introduced by fellow HKS alum **Stephanie Wade** MPP 2006); started a new business venture with former classmate **Andrew Ganahl** MC/MPA 2011, called Linden Street Partners, which is focused on development of transit-oriented housing in walkable urban neighborhoods in underserved markets of the U.S.

**Erica Smith** HKSEE works with the Collective Management Organisation (CMO, or copyright society) in Barbados. “I did the HKS course on

governance for nonprofits. Since I completed this course, I did some more work in the field as it relates to CMOS. This year I started my doctoral research and it is focused on corporate governance for emerging music CMOS in developing countries. I had done my master’s thesis on corporate governance years ago but the HKS course really reinvigorated my interest in the field. Follow me @manageintellect.”

**Jennifer Stoff Sood** MPP and **Sumit Sood** MPP exchanged their own vows on a beautiful fall day on Saturday, September 28, in an intimate Jewish and Hindu ceremony in the backyard of Jenni’s childhood home in Bexley, Ohio. Jenni and Sumit met during an ice-breaker on the first day of HKS orientation in 2009 and never looked back. After graduation, the couple moved to Washington, DC, where Jenni works as special advisor for social innovation in the mayor’s office in the District of Columbia, and Sumit supports U.S. policymakers with briefings and written assessments on security issues in the Middle East.

## 2012

**Ilana Alazeh** HKSEE is a producer, video editor and writer for the Service Employees International Union. “Radical, interfaith, feminist, multiracial Muslim involved with Occupy, founder of Muslims Against Homophobia and LGBT Hate, Immigrant Stories and Ask An American Muslim. Has been invited to the White House and State Department several times. Featured in *Washington Post*, *NPR*, *State Department Blog*, and frequent guest on *Huffington Post Live*.”

**Eduardo Alencar** HKSEE, Global Change Agent Program, is a public policy project manager at the Secretariat of Strategic Affairs—Presidency of the Republic of Brazil—SAE/PR, 2013. He works in projects related to racial equality, early childhood, immigration, and sustainable development.

**Haifa Al-Khraisha** HKSEE, international political affairs manager at the office of His Majesty King Abdullah II Ibn Al Hussein of Jordan, is responsible for all foreign policy and diplomatic outreach related issues within the Royal Hashemite Court, in close coordination with the government of Jordan.

**Oniel Bailey** HKSEE writes, “At Unitas of Jamaica we are trying to get the organisation in a position to become sustainable. The training I got from HKS is playing an important part to develop the new ideas. I also got some vital information from other alumni from other countries. Keep up the good work.”

**Antonio Barreca** HKSEE writes, “Had a great time, met great people that are now friends. I’m in Rome managing the Italian Association of Tourism Industry but looking forward to coming back and experiencing again the vibrant atmosphere I still have in my mind. Ciao!”



**Jay Bhatt** MPA started a new job as managing deputy commissioner, and chief strategy and innovation officer, with the Chicago Department of Public Health. Jay is an internist with the Erie Family Health Center and a health system physician at Northwestern Feinberg School.

**Daryl Caudle** HKSEE is currently serving as the chief for security cooperation in the Office of Defense Representative, Pakistan. “A challenging and unique assignment that allows me to interface closely with the Pakistan military leadership with the goal of improving their regional and maritime security through security assistance programs, foreign military sales, as well as international training, engagement, and education opportunities. The importance of the U.S. and Pakistan relationship will continue to grow and evolve as the operations in Afghanistan begin winding down in 2014.”

**Leland Cheung** MPA writes, “My wife gave birth to Lela Marie Zhou at 6 pounds, 6 ounces on August 30. It’s been a hectic few months but she’s finally sporadically sleeping through the night! She’s already received her passport and is looking forward to traveling the world in HKS style. On November 5, I was reelected to the Cambridge City Council, not only topping the ticket but tying for sixth place in terms of overall margin of victory in the history of ranked choice voting in Cambridge. Thanks to all the many alums who supported my campaign in that!”

**Luis Cubria Falla** HKSEE, now in Belgium, is participating in the restructuring of an industrial company under the supervision of the Walloon government.

**Yuri Cunza** HKSEE writes, “Great things have happened since attending Harvard last year. My newly acquired knowledge translated into growth for my organization and increased the public value of my work. Not exactly being a sports connoisseur, it was kind of surreal to stand before 68,000-plus people and receive the Tennessee Titans’ NFL Hispanic Heritage Leadership Award on September 22 at their Hispanic Heritage game. A humbling experience, as this date marked the seventh anniversary of the day I became a U.S. citizen.”

**Josh Dickson** MPP recently started as the director of the Center for Faith-based and Neighborhood Partnerships at the U.S. Department of Commerce, where he works to promote stronger partnerships and collaboration between businesses and community organizations at the local and national levels.

**Charles Doyle** HKSEE writes, “The pitfalls of PPP obviously didn’t deter me from leaving my comfortable job at Transport for London for the vagaries of private equity, where I am running the SPV responsible for delivering a £1.5bn train order for Thameslink, a major cross-London commuter rail line. I would love to return to Harvard in a few years and tell everyone how

it went, hopefully as a success story, not a disaster! The advice of Tony, Henry, and Akash is ringing in my ears! All the best.”

**Rey Faustino** MPP, founder and CEO of One Degree (*1deg.org*), has been selected for the Petra Fellowship for Social Justice, honoring individuals making distinctive contributions to the rights, autonomy, and dignity of others. Rey, the founder of an innovative online platform for organizing nonprofit and social services, wants to get the social service sector out of the Internet dark ages.

**Angela Flores** HKSEE is working as a regulatory affairs manager at Backus SABMiller in Lima, Peru. “Still remember the remarkable experience of HKS in regulation and I keep reading my class notes to complement my current strategic activities.”

**Arturo Garita** HKSEE sends “greetings to all my fellows.”

**Liliana Gil Valletta** HKSEE, inspired by rich discussions about “nudges” and behavioral economics while studying at HKS, writes “I have gone back into the private sector and boardrooms of my *Fortune* 500 clients to apply what I am now calling ‘Cultural Economics.’ Leveraging the principles that spark behavioral change in society, I feel strongly the C-suite is missing the power of turning cultural trends into opportunities and profits. There is power in the convergence of public and private sectors, and my time at HKS has pushed me to connect the two worlds. An America of shifting demographics calls for a shift in thinking and approach.”

**Chaminda Dilhanake Hettiarachchi** HKSEE writes, “I am currently based in my home country, Sri Lanka, as an international management consultant and a researcher of strategic studies. I do my research work on disaster management, energy security, regional integration, and ICT4D in South Asia. I also teach strategic management and project management to MBA students. I am glad to collaborate with HKS alumni from different parts of the world on exciting projects.”

**Nouman Khan** HKSEE writes, “I had a dream to have a Harvard certificate on my office wall. The day I sat in my first lecture, I thought my dream had come true, but by the end of the lecture I knew the movie had not ended. In fact it was the beginning of a journey. My classmates and lecturers had created a willingness to listen and participate in each lecture. Today it is not just a certificate on my office wall, but countless bonds, which I shared with 27 nationalities round the globe.”

**Yuki Kondo-Shah** MPP writes, “**Richmond Blake** MPP 2011 and I currently work at the U.S. Embassy in La Paz, Bolivia. We work in the political and public affairs sections, respectively, and love life here! Come visit!”

**Brigitte Kubri** HKSEE, after an exciting COM-TAX encounter in 2012, was appointed finance analyst in charge of an enabling investment climate at the Cameroon Ministry of Finance—Directorate General of Taxation.

**Scott LeRoy** HKSEE recently purchased a home in northern New Milford, Connecticut. “Spending time on the swing set with my 3-year-old daughter, Payton, as well as fixing up the home with my wife, Susan. Fall is nice up here!”

**Claire Levy** HKSEE will be drawing on some of her HKS lessons in her new role as executive director of the Colorado Center on Law and Policy. “I can continue my advocacy work on behalf of low-income Coloradans in a different role—learning to bring a staff of bright, committed experts together, giving the organization visibility in the community, seeking out national funders who are interested in economic opportunity and poverty reduction, and working with community partners.”

**Christina Martinez** HKSEE is the owner and CEO of two very successful companies in Arizona. Adelante Public Affairs & Communications specializes in public affairs, communications, and corporate/community connections. InTheMix Live Marketing & Special Events specializes in *Fortune* 100 and 500 brand activation. She employs over 60 individuals and is very active in the community, with national nonprofits and local and national politics. You can follow her blog on the Huffington Post or @AdelantePAC.

**Anthony Nguyen** HKSEE is an honor USAF, legal scholar, architect, and educator. He is director of the Air Force Law Center Inc. as a Department of Defense advisory group in legal, technology, research, and education areas. He expanded service for the defense community by founding the American Immigration Center.

**Kemela Okara** HKSEE has become a director of the state-owned Bayelsa Development and Investment Corporation (BDIC), in Bayelsa State, Nigeria. Bayelsa is in the poor but oil-rich Niger Delta region of Nigeria, which has suffered from years of neglect, militancy, and kidnapping of foreign oil workers. “The corporation was set up to act as a catalyst in growing and diversifying the local economy. It has been an instructive eight months since we started, our main challenge being instilling best practice in a state-owned enterprise.”

**Michael Owens** HKSEE is vice president for policy and government affairs of the National Black & Latino Council (NBLC). Michael will set strategy, develop tactics, and oversee the execution of NBLC’s public policy advocacy agenda at the federal, state, and municipal levels, and will develop and drive strategies involving legislation, regulations, and public education and outreach. He will work as a part of NBLC’s executive team to develop key messaging to advance the National Black & Latino

Council’s mission and to identify opportunities to align political, economic, and policy goals with NBLC’s programs.

**Guillermo Ramirez** MPP was chosen, by the prestigious Chilean newspaper *El Mercurio* and the Leadership Institute of Adolfo Ibáñez University, as one of the 100 leaders of his country. The award ceremony took place in December and was marked by a special edition of *El Mercurio*, focusing on the 100 leaders. “I am very surprised because this recognition includes people from many different disciplines: sports, politics, arts, entrepreneurship, academy, journalism, social action, etc.”

**Yusuke Saito** MC/MPA is working at Japan Bank for International Cooperation as the deputy director of the Credit Risk Management Division. “Please feel free to contact me if you are visiting Tokyo.”

**Andrew Savage** HKSEE of AllEarth Renewables in Vermont was recently elected to serve on the board of the Solar Energy Industry Association, the U.S. trade association for more than 1,000 solar businesses.

**Shaloo Savla** MPP 2012 writes, “Dear classmates, I hope you are all well. After a great summer in Toronto with my family, I will be starting work with Fidelity Investments in the greater Boston area. Please let me know if you are ever in town—it would be great to catch up in person! Cheers.”

**Heidi Sieck** MC/MPA recently moved to New York City from her beloved San Francisco to serve as chief operating officer of *Democracy.com*, a new social platform for politics founded by her 2012 classmates **Talmage Cooley** MC/MPA and **Ray Rivera** MC/MPA at the Harvard Innovation Lab. **Kirsti Samuels** MC/MPA 2012 and **Jonathan Karush** MPP 2007 are also on the founding team. *Democracy.com* powerfully supports Heidi’s devotion to elect women to political office by leveling the playing field of campaigning—offering a free website and essential campaign technology tools to every candidate in every election at every level.

**Sarah Sosan** HKSEE became national officer of the Federal Republic of Nigeria in September 2012 and in August 2013 became a fellow of the Nigerian Institute of Management. “Thanks to HKS Executive Education.”

**James Su** HKSEE is the president of Hollywood Chinese American Film Festival.

**Alex Way** MPP 2012 is director of strategy at MASS LBP in Toronto. There, he has written the health system strategy for the local health authority responsible for Vancouver’s Downtown Eastside, and also run citizen juries on new provincial legislation for Ontario’s condos, new revenue streams to fund investment in public transit in Toronto, and digital services in British Columbia.



**Edward Zipprich** HKSEE has been nominated by the Monmouth County Democrats as a candidate to run for the New Jersey General Assembly. If elected, he will become the first openly gay candidate to represent the 11th District of New Jersey and the third LGBT member of the state legislature. Edward, a 2012 Senior Executive in State and Local Government alumnus, is currently serving his second term on the Red Bank City Council. He is the first openly LGBT member of the council. He was a David Bohnett Fellow at HKS through the Gay & Lesbian Victory Leadership Institute.

## 2013

**Chike Aguh** MPA writes that after graduating in May, “I got engaged to Crystal and we moved to Laurel, Maryland—equidistant between Baltimore and Washington, DC. I have joined a few nonprofit boards in the area related to education and technology. I have joined the Advisory Board Company as an associate principal in their higher education, corporate strategy, and new ventures department. I will be spending my days trying to find opportunities to use technology to drive excellence and equity in the education space, particularly global higher education, at-risk student retention, and online learning.

**Gogo Chimaroge Anyanwu** HKSEE has just been reelected as the president of the Senior Staff Association of Ecobank Nigeria (Association of Senior Staff of Banks, Insurance and Financial Institutions) for a second term. “In addition to my bank duty as a branch manager, I have been serving humanity via this medium since 2008. In 2010, I founded a network (Gogo Humanitarian Support Network) engaged in supporting indigent students in secondary schools to live their education dreams.”

**Jeremy Balkin** HKSEE is a finalist in the Young Australian of the Year Awards, recognizing his incredible achievements in philanthropy and finance. *Huffington Post* recently profiled Jeremy’s nonprofit philanthropic platform called Give While You Live. Jeremy was part of the World Economic Forum of Young Global Leaders module.

**Cheryl Burrell** HKSEE is delighted to announce that she was recently one of 11 recipients of the Women of Achievement award given by the YWCA.

**Sourin Chakravorty** HKSEE is an industry fellow in the Department of Management, Monash University. Following his nearly 26 years of service in the Victorian public sector, Sourin decided to join Monash University to share his experience in government, and is currently teaching a master’s unit in public sector financial management. Sourin lives in Melbourne with his wife and three children.

**Recep Erdem Erkul** HKSEE has a new role at Microsoft as regional national plan manager for the Middle East and Africa. “I attended IFED 2013—Professor Calestous Juma’s program.”

**Andy Eyo** HKSEE just began a new project with CDC to provide antiretroviral therapy to thousands of Nigerians living with HIV/AIDS. “It’s exciting to imagine the number of lives that will be extended through this project with improved quality.”

**Sherman Gillums Jr.** HKSEE is currently serving as an associate executive director of veterans benefits for Paralyzed Veterans of America in Washington, DC.

### Alumni Board of Directors

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#### EXECUTIVE COMMITTEE

Francine LeFrak, Chair\*

impact on business and society.” Bernabe attended the Senior Executives in National and International Security Program.

**Marsden Hanna** MPA started his post-HKS life as manager of global regulatory policy and strategy at Opower, Inc., based in Washington, DC. Opower, a software-based energy efficiency company, uses behavioral psychology and “big data” analytics to help families save money on their utility bills and reduce their carbon footprint.

**Joanna Ilizaliturri Diaz** HKSEE completed her fellowship with the National Hispana Leadership Institute, Executive Leadership Program

*Swiss Reinsurance Company*  
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TOP TO BOTTOM: ISTOCK; SOLAR PANEL BY CORNELIUS DANGER FROM THE NOUN PROJECT; MARTHA STEWART



## Thinking of Yourself

**FROM THE FIELD** ZAHER NAHLE MC/MPA 2013

You start thinking of yourself as a global citizen.

Zaher Nahle MC/MPA 2013 was born in Beirut, Lebanon, in 1974, just as the country was about to fall into a 15-year civil war. His family moved constantly, their homes burned down twice, and they were even injured during the fighting, but it was something else that really shaped Nahle's life. As his older sister was about to graduate from medical school, she was diagnosed with Hodgkin's lymphoma. If she pulled through, he decided, he would go into medical research.

By 2012 Nahle was in the United States and had a PhD in physiology and biophysics, his own laboratory, funding, and articles appearing in prestigious publications. (His sister, who made a complete recovery, is now an accomplished oncologist.) But something moved him to "broaden his horizons" further, and he looked at the Kennedy School, eager to help his country of origin overcome its troubles. He is a strong believer in the technocratic paradigm of governance and is developing such movements to solve social problems.

Nahle is also a cofounder of Ibrak Partners. The venture sprang from his close friendship with classmate Mukhtar Abdi Ogle MC/MPA 2013, a Kenyan student who had suffered from polio and could not walk. Nahle persuaded his friend to seek medical help and, with the aid of the podiatric laboratory at Beth Israel Deaconess Medical Center, Ogle was eventually able to walk by himself. Ibrak, which the two friends founded at the end of their year at HKS, is an attempt to pass that miracle on to children suffering from the terrible effects of polio and other physical disabilities.

"The thing that happens to you at the Kennedy School is that you start thinking of yourself as a global citizen of the world," Nahle says. "You lose your given identity and you start thinking of yourself as someone who will put his energy where it's needed the most. It so happens that where it's needed the most right now is on this project." ❖ RDO

in October and is the founder of the Transformational Leadership Consortium to mentor post-undergrad students for executive level decision-making roles to diversify boardrooms. She continues to tour with the coauthors of her book, *8 Ways to Say I Love My Life*.

**Bruce Jackson** MC/MPA has taken the role of vice president of people, culture, and philanthropy at Epic—a worldwide health and wellness company. "Our goal: to build leaders worldwide who, through their business success, move beyond self and make change in their local communities. Looking forward to working with my classmates at HKS to seek opportunities to build leaders, solve local problems, and make a difference through engaged service. Direct sales have been responsible for building the most per-capita millionaires of any other business model, but success, not significance, has been the focus. I'm hopeful that in this role, we'll make history through our efforts."

**Alberto Lara Gheno** HKSEE was legal matters director of Delegación Tlalpan in Mexico, D.F., until July. Subsequently, he has worked as an attorney-at-law in electoral matters and consulted for some candidates in Citizens Committees and People's Councils. He was also appointed as electoral attorney-at-law by Beatriz Velazquez, candidate to subdelegate (tribal authority) in the town of Topilejo, Tlalpan. He is currently an independent attorney-at-law.

**Bernice Lerner** HKSEE recently spoke on "Holocaust Education in the University" at a conference on Holocaust Education in the 21st Century at the University of Augsburg, Germany. The conference also included a presentation of the German translation of her book, *The Triumph of Wounded Souls: Seven Holocaust Survivors' Lives*.

**Vaibhav Lodha** HKSEE, as a World Bank consultant, advised the Indian government on policy and implementation strategy for projects over \$1 billion. Currently, he is engaged with a business house working on luxury business opportunities and a political leader drafting the campaign strategy for parliamentary elections in India. Over the past few years, he has conducted research across the globe, uncovering insights and identifying opportunities to inform and inspire corporate strategy and policy affairs. In 2012, he won the Power 30 Under 30 award in USA.

**Alejandro Lozano** HKSEE had the great opportunity to attend "Driving Government" at HKS Executive Education for the second time. "And each day of the course I learned so much from the academic staff, my classmates, and personal experiences I've been able to apply to my work as state legislator. Once again, being at Harvard University has been one of the best experiences of my life."

RICHARD HOWARD

**Tim Lyden** MPA started his new job with Oliver Wyman as a management consultant in its health and life sciences practice in July. He is working to transform the U.S. health care system, but will settle for a steady paycheck. In much more exciting news, Tim and his wife, Abbie, are expecting. "Our first little bundle of joy is due to arrive on St. Patrick's Day, which is awesome. Looking forward to connecting with other HKS grads in Chicago."

**Monte McMurchy** HKSEE writes, "The past 14 weeks saw me in the DRC/Africa where I spoke and lectured to graduate students in law, members of parliament, and members of the Executive Council on Prescriptive Legal Ethics and Social Responsibility. A stoic attitude towards 'good governance' helps, coupled with a sense of acute humor. My courses at HKS have indeed provided me with the essential intellectual professional tools required to advance this endeavor in progress."

**James Mendonca** HKSEE was selected to attend the prestigious FBI National Academy in Quantico, Virginia, Session 256, from January 12, 2014, until Friday, March 21, 2014.

**Gary Milliman** HKSEE received recognition for 40 years of service in city management from the International City/County Management Association (ICMA) in September. He is currently serving as city manager in Brookings, Oregon, and was also appointed as a municipal court judge pro tem there in August.

**Gianna Montinola** MC/MPA has just been appointed vice president for corporate affairs at Far Eastern University, in charge of marketing, communications, and external relations for all five schools. "I have also rejoined the board of directors of Hands on Manila, a volunteer organization, and have been very busy this past month with the disaster relief and recovery work caused by Typhoon Haiyan in the Philippines. The Filipinos are truly grateful for the concern and generosity of the Harvard Kennedy School family and of many around the world."

**Michael Lane Morris** HKSEE, Skinner Professor of Management, was appointed the associate dean of undergraduate studies and student affairs in the College of Business Administration at the University of Tennessee. The college has approximately 3,900 undergraduate students. Prior to his new appointment, Michael was the director of the Global Leadership Scholars Undergraduate Honors Program at college. He values his HKS learning experience and is enjoying the practice of adaptive leadership in his new administrative role.

**Uchral Nyam-Osor** HKSEE is president of the Mongolian Royal Academy.

**Paul Obi** HKSEE writes, "Hello All, It's been a while and just to know how you are all doing. I am fine here with work and family. Regards."

I recently cocreated a leadership-based program run under Ganz's teachings for high school students.

— Alan Padilla  
MC/MPA HKSEE 2013



**Alan Padilla** HKSEE writes, "The Harvard Latino Leadership Initiative at Harvard Kennedy School has truly made me feel I can change the world. The Latino Leadership Initiative has transformed me and provided me the tools necessary to become an agent of change. Marshall Ganz taught me that leadership is the ability to enable others to achieve shared purpose under conditions of uncertainty. I recently cocreated a leadership-based program run under Ganz's teachings in which high school students in a marginalized neighborhood will find solutions for the adversity their communities face. HKS, you have changed my life for the better."

**Tushar Pandey** HKSEE has recently taken charge of the Public and Social Policies Management (PSPM) Group at YES BANK, India. As a division unique to the banking sector, PSPM is focused towards developing effective policy instruments and championing institutional innovation through Public Private Partnerships and Collaborative Community Models. Tushar writes, "Through field projects like developing Cooperative Tourism Models in rural India and developing sustainable business models for Climate Smart Villages, we are placing emphasis on the implementation of social equity models based on PPP principles."

The Class of 2013, with deep regret, informs the HKS community about the sad demise of **Mariana Filgueira Risso** MPA. Her husband, also an HKS alumnus, said "she lived 100 years in 33" and that's how we remember her, as a strong leader remarkable for her energy and accomplishments. Mariana was born in Patagonia, Argentina. She wanted to join Mother Teresa's Order and devote her life to the greater good. Instead, she graduated in psychiatry among the top tier of her class and devoted her life to the betterment of humanity. At Harvard, she was editor-in-chief of the *Latin America Policy Journal* and president of the Harvard Argentine Student Society. She was loving, patient, generous, humble, and smart. As a front-runner for the HKSSG elections, she chose the motto "Let's Connect." She connected with the deeper virtues of every human being and brought out the best in everyone. Her memory will continue to inspire us.

**Eric Rodriguez** MPP writes, "I live and work in New York City for Bank of America Merrill Lynch. It is a challenging and rewarding experience on two levels: The work itself involves a high degree of quantitative analysis, and the culture is much different than the public sector where I spent most of my time working prior to enrolling at Harvard. At any rate, I value the experience tremendously and thank the Kennedy School not only for preparing me in quantitative and qualitative analysis, but also for teaching me to be bold and take risks, such as entering a completely new field."

**Sikiru Smith** HKSEE is a staff member at the Nigeria's Ministry of Defence, and holds the rank of air vice marshal. He holds BSc, MSc, MBA, and PhD degrees. He has held several appointments, including as commander of 401 Aircraft Maintenance Depot, chief of logistics, and chief of defense communications, among others. He retired from the military in October 2013. He is a consultant in security, aviation, logistics, and administration. He would like to partner with any organization that needs his expertise.

**Darryl Stroud** HKSEE got a PhD and was made president of the Police Training Institute Alumni Association at the University of Illinois Urbana-Champaign and of Aunt Martha's Youth Service.

**Rajesh Talwar** HKSEE writes, "What's new in my life is a very special book on the tragic Nirbhaya case that came to be heard and talked about all over the world. The book has a strong legal slant, but is targeted at a lay audience. The title is *Courting Injustice: The Nirbhaya Case and Its Aftermath*.

**Dylan Taylor** HKSEE was awarded the CEO Rising Start award by CEO Connection.

**Muazu Usman** HKSEE writes, "Since my return from the COMTAX program in June 2013, we have embarked on a total reform of our Internal Revenue Service with particular emphasis on automating the process of our tax administration system. We have developed a robust service charter which redefined our behavior towards taxpayers and set a delicate balance between the concept of good customer service delivery and enforcement of the tax law leading to improved taxpayer confidence and an increase in voluntary compliance."

**Patricia Lozada Valderrama** HKSEE is coordinator to the Center of Excellence for the Prevention of Chemical Precursors in Latin America and the Caribbean at the United Nations Office on Drugs and Crime.

**Reeves Whalen** HKSEE recently graduated from Vice President Al Gore's Climate Reality Leadership Program and was elected to the board of directors of the Colorado Trial Lawyers Association. Reeves is a trial lawyer with the Burg Simpson law firm in Denver.

**Hanna Choa Yu** HKSEE is currently serving as a Security Council adviser and alternate press attaché for the Philippine delegation to the United Nations in New York. Her portfolio includes issues relating to the Middle East and North Africa, sanctions, children and armed conflict, and women, peace, and security.

### In Memoriam

**William Bango** MC/MPA 2009, HKSEE 2005  
**Komla Dumor** MC/MPA 2003  
**Robert Pastor** MPA 1974  
**Mariana Filgueira Risso** MPA 2013  
**Richard Tuttle** IOP 1968  
**Gojko Vuckovic** MC/MPA 1991

## A Transformative Gift

DURING A VISIT to the Kennedy School last year, Sheila Johnson spoke to students at the Center for Public Leadership about film and social change, sharing stories from a life full of achievement and success, difficulties and obstacles. As she spoke, she sensed in the students a familiar hunger for mentors who could provide advice and networking opportunities as they prepared to make a difference in the world. She didn't realize how transformative that meeting would be, both for future Kennedy School students and for her.

"After I spoke with the students," says Johnson, "I realized there was a void and that they need to be more connected with others."

This is one reason she gave \$5 million to HKS to support the Sheila C. Johnson Fellows, the first of whom will matriculate in fall 2014. The fellowship will enroll up to 10 students a year for five years in any HKS degree program, with the goal of creating a cadre of individuals who are fervent advocates for creating positive change in underserved communities and other marginalized populations.

Johnson didn't exactly have much tutelage when she cofounded Black Entertainment Television (BET) in 1980. The nascent cable TV industry was poised for rapid expansion when she and her then-husband, Robert Johnson, sought to give African Americans a voice in the new medium. "It was a groundbreaking time, but it was hard being an all-African American network," she says. "People didn't believe we could do it—or they didn't want us to succeed."

Despite the obstacles, success came, especially financial: In 2001, the couple sold BET to Viacom for \$3 billion. But she and Robert divorced soon thereafter, and Johnson found herself alone with no job. "I decided that rather than crawl under a rock, I would take another path and start a hospitality business [Salamander Hotels & Resorts]," she says. "Everyone is going to hit bumpy areas

in life, so being able to have the resiliency, passion, and strength to keep going even when curveballs are thrown at you is crucial."

This is a message she wants to impart to the new fellows, who, she hopes, will be "fearless" and open to change. "I want them not to be tunnel-focused on where they want to go. They should bring critical thinking into their lives and really attack the status quo and believe in their voice."

Helping others is part and parcel of just about everything Johnson does. She is a one-woman dynamo who, in addition to being the first African American woman to have an ownership stake in three professional sports teams (the Washington Capitals [NHL], the Washington Wizards [NBA], and the Washington Mystics [WNBA]), has produced socially relevant films such as Lee Daniels' *The Butler*, *Kicking It*, *The Other City*, and *A Powerful Noise*. Woven throughout her films is a strong desire to bring significant social issues to the forefront.

"*Kicking It* is a story about homelessness, about how we take people off the street and get them involved with sports to help them kick their addictions," says Johnson. But in a characteristic twist, she notes that all the people helped in the film are men. Rather than simply make this observation, Johnson created not one but nine soccer teams—dubbed the Lady Salamanders—for homeless women across the country.

"I love to bring social issues to life," says Johnson. But she does more than shed light on problems; she is moved to take action. She hopes her fellows will share this proclivity, particularly in the area of education and entrepreneurship among people of color.

"When desegregation happened, we had more entrepreneurs in the African-American community than ever before," she says. "But we have lost our voice and our passion for what we really believe in. You don't need much money to

start a business. You need guts, patience, and passion—and connections and access." Johnson, who is a member of CPL's new Leadership Council and has joined the Executive Committee of the Kennedy School, is eager to see the fellows linked closely with an extensive network of alumni, mentors, and practitioners around the world.

The Center for Public Leadership will serve as a home base for the fellows on campus, providing leadership development and cocurricular programming that will complement their academic work. Says David Gergen, a codirector (with Max Bazerman) of CPL, "The millennial

generation is not only the biggest but also the most diverse in American history. Some 40 percent are minorities. It is essential that we prepare more leaders to serve underrepresented communities in the coming years."

For her part, Johnson says she is going to have a close relationship with her fellows. "I'm going to be very hands-on to make sure they get what they need out of their fellowship program. I want to make sure they are going to make a footprint in our underserved communities." **MM**



Sheila Johnson

**"You don't need much money to start a business. You need guts, patience, and passion — and connections and access."**

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FINAL SAY

## Common Goals

**Q What do you use the most today from your Kennedy School courses?**

My time at HKS helped shape my view of the positive impact government can have on our communities, from providing education to promoting a healthy economy and business sector. In my role with the state of California, our office supports the economic strategy for the world's eighth largest economy on issues relating to business development, private sector and foreign investment, and international trade. HKS's programs on mastering negotiations and senior executives in state and local government gave me an analytical framework that I use to tackle the varied challenges that come about in state government affairs. They also provided an opportunity to learn from the wealth of experience of my classmates.

**Q Why do you serve on the HKS Alumni Board?**

I am proud to serve on the Alumni Board to represent our diverse alumni family—more than 50,000 alumni from over 170 countries. I have had the opportunity to interact with alumni in New York, Washington, DC, Los Angeles, San Francisco, San Diego, and Paris and to advocate for their ideas and feedback. Through one-on-one conversations, I have learned how HKS helped shape their work and their passion for continuing the connection to the Kennedy School.

I have met a diverse group of executive program graduates—from ambassadors to state senators to nonprofit leaders in emerging economies—and I am continually impressed by the important role HKS plays in bringing new insights to individuals working to improve governments and communities globally. As an HKS alumnus, I believe we need to increase our ties to one another across graduate and executive programs. We all share common goals that brought us to HKS, and we can do so much more by working together. Executive program graduates have much to offer in terms of connections, career coaching, and financial support. As a board, we need to pull them in and continue the rich tradition of HKS.

**Q How do you advise alumni to become more involved with the school?**

There are many ways to stay involved, from participating in a local network to hosting a seminar for fellow alumni to making a financial contribution to help ensure that HKS can support the next generation of students.

Also important is creating pathways for new and upcoming graduates to have a network of support worldwide, including mentoring, internships, and potential job opportunities. For example, the Office of Alumni Relations and Resource Development and the Office of Career Advancement are sponsoring the J-term shadowing initiative in nine locations globally, where students visit alumni hosts at their workplaces during one day and get a firsthand view into their careers.

Additionally, we are developing a role for alumni global ambassadors to promote engagement regionally and back at HKS, and we welcome involvement. I look forward to hearing from the Harvard community on how we can enhance the connection between alumni and HKS, so please feel free to e-mail me at [jorge.jaramillo@post.harvard.edu](mailto:jorge.jaramillo@post.harvard.edu).  MM

**Jorge Jaramillo**  
HKSEE 2010, 2012



**Lives** | San Francisco, California

**Profession** | Deputy director, California Governor's Office of Business and Economic Development

**Passions** | Sustainable community development, mentoring, HKS

**HKS involvement** | Vice chair of the HKS Alumni Board of Directors and member of the HKS San Francisco Network



Ziad Haider MPA 2011, an attorney at White & Case LLP and vice president of the White House Fellows Foundation and Association, shares his experience in one of the nation's preeminent leadership and public service programs, the White House Fellows program, at the Kennedy School's Office of Career Advancement's Washington Networking Night. "The opportunity to interact with HKS students at OCA's Washington career panel was a welcome reminder of not just the remarkable breadth of HKS's student body and its commitment to public service but also the friendships and skills I have carried forward with me in my own career since graduation." OCA has run a January Washington program for 25 years. The Networking Night, hosted at the National Press Club, started in 1997 with the support of Richard Westebbe MPA 1953 and Barbara Friday MPA 1984. A snowstorm this year did nothing to dampen enthusiasm: 170 students and 93 organizations signed up.

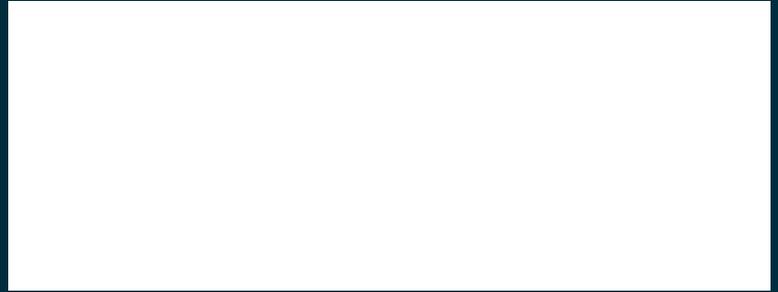


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