GIVE VOICE

Bruce Western tells the complicated, human story of prison and prisoners
THE SIXTH COURSE

GETTING INTO THE FORUM ON A LOTTERY TICKET NIGHT means you feel pretty good even if you’re hanging from the rafters. In November, Ta-Nehisi Coates spoke about race in America. “Much of what people look at in black America and construe as anger is, in fact, deep, deep fear,” said Coates, author of the bestselling *Between the World and Me*. The event was moderated by Bruce Western, director of the Malcolm Wiener Center for Social Policy. Noted sociologists Kathryn Edin and William Julius Wilson later joined Coates and Western on stage.

Photo by Kristyn Ulanday
EXECUTIVE SUMMARY

SINCE THE ANNOUNCEMENT of my appointment as dean, I have had the great pleasure of becoming better acquainted with the amazing people who make up Harvard Kennedy School. I am delighted to be joining a community of such smart and committed individuals.

As someone who has worked for many years on the front lines of public policy, I begin my time at the Kennedy School with a deep appreciation for the work that is carried out here. In my discussions over the past few months with the school’s faculty, staff, and students, I’ve had the chance to learn much more about its expertise in a wide range of policy issues and about its truly global reach. I am extremely impressed.

The work featured on the following pages reflects the breadth and depth of the school’s activities. This issue’s cover story focuses on one of the major issues of our time—our country’s broken criminal justice system and the critical need for reform. Bruce Western’s research starkly illustrates the failures of our current system and offers real hope for change. The issue also discusses Jenny Mansbridge’s research on another vitally important issue—the persistent gridlock of the U.S. political system. Her thoughtful work offers politicians a path toward attaining compromise on issues that divide them. And we cover the work of John Bizzie who helps to monitor the intersection of corporate behavior and human rights.

In addition, this issue showcases some of the important work of alumni who are public leaders in so many areas and in so many parts of the world. You will read about Katherine Chon MC/MPA 2010 and her efforts, beginning as a young college student, to combat human trafficking and support survivors. You will also read about Daron Roberts MPP 2004 and his experiences as an athlete and NFL coach, which he turned into an opportunity to teach leadership skills. And we report on the presence of both faculty members and alumni at the global climate talks in Paris last month.

The stories in this issue demonstrate the key role that our faculty and alumni are playing in tackling the critical issues of our time. As part of the ongoing capital campaign, I have already begun to meet with friends of the school to discuss ways in which we can further advance our work and make an even larger difference to the well-being of our fellow citizens around the world. I am very grateful for the commitment of so many people to the mission of the Kennedy School.

Finally, I want to express my admiration and appreciation for the exceptional service of David Ellwood as dean of Harvard Kennedy School. Thanks to his work, and to the outstanding leadership of Academic Dean Archon Fung as acting dean during the past six months, the Kennedy School is in wonderful shape as I begin my tenure. With all of you, I look forward to building on the foundation of the school’s many past accomplishments as we begin the next phase of its remarkable history. I am confident in, and proud of, the role the Kennedy School plays in making the world a better place, and I am immensely grateful for the opportunity to be a part of it.

Doug Elmendorf
Dean
January 2016

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Top Scholars

HONORS Joseph Hye, Jr., Harvard University Distinguished Service Professor and former Kennedy School dean; Stephen Walt, Robert and Renee Belfer Professor of International Affairs; and Kathryn Sikkink, Ryan Family Professor of Human Rights Policy, were recently named three of the top 15 “most influential scholars of the past 25 years” in international relations by the 2014 Ivory Tower Survey. The survey is a collaboration between Foreign Policy magazine and the Teaching, Research, and International Policy project at the College of William & Mary.

Focus on Tech

ALUMNI Acting Dean Archon Fung kicked off an alumni event at Google headquarters in San Francisco by asking a panel of alumni from the technology sector to describe projects they had worked on that used technology to solve public problems. Panelists at the October event included Kellyn Blossom MPP/MPA 2015 from Uber, Ryan Buckley MPP 2019 from Scripted.com, and Roy Faustino MPP 2012 from One Degree. Benjamin Renda MPP 2008, director of operations and head of global scaled services at YouTube, introduced Fung. Steve Grove MPP 2006 of Google hosted the event.

Schiraldi at Criminal Justice

RESEARCH CENTERS Noted criminal justice reformer Vincent Schiraldi, formerly senior advisor to the New York City Mayor’s Office of Criminal Justice and commissioner of the New York City Sheriff’s Department Five Keys Charter School and Ross Mirkarimi Steve Good (left), the Executive Director of the Five Keys Charter School and Ross Mirkarimi Steve Good (right), former San Francisco Sheriff Deputy Samore, the briefing “tried to present a balanced view of the strengths and the weaknesses of the agreement so that Congress and the public can have dispassionate and objective information in order to make a decision on whether or not to support the agreement.”

Government Innovators

HONORS A charter school for incarcerated and at-risk individuals run by the San Francisco Sheriff’s Department and a New York City participatory budgeting project that fostered greater community engagement in the budget process were recognized for developing innovative and successful government programs by the Ash Center for Democratic Governance and Innovation. The San Francisco Sheriff’s Department Five Keys Charter School earned the 2015 Innovations in American Government Award for developing a high school program for inmates that has a recidivism rate nearly 30 percent lower than that of programs for other prisoners. The participatory budgeting in New York City project, a collaboration that brought “new voices" into the budgeting process, received the Roy and Lila Ash Innovations Award for Public Engagement in Government. Both winners received a $100,000 award in their home cities in October.

Alumni Named White House Fellows

ALUMNI For the second year in a row, Harvard Kennedy School alumni represent a large portion of those selected to the White House Fellows program. Four of the 15 selected this year for the prestigious program are HKS alumni. Last year, six of the 15 fellows were Kennedy School graduates.

Iran Briefing

RESEARCH CENTERS “The Iran Nuclear Deal: A Definitive Guide,” prepared by the Butler Center for Science and International Affairs, received high praise from Washington insiders for its scholarship and bipartisanship. Its editor and lead writer, Gary Samore, executive director for research at the Butler Center, delivered the brief last April to the Senate Foreign Relations Committee, the committee’s staff, and nearly all other congressional staffers. According to Samore, the briefing “tried to present a balanced view of the strengths and the weaknesses of the agreement so that Congress and the public can have dispassionate and objective information in order to make a decision on whether or not to support the agreement.”

HUBweek

EVENTS Last fall, #TechDemocracy Showcase and Challenges, an event sponsored by the Ash Center for Democratic Governance and Innovation, drew more than 350 people to campus, where 28 teams from the local tech community competed to take home cash awards for developing new technologies that benefit civic life. The winner of the Judge’s Choice Award went to Agora, an online civic network dedicated to purpose-driven dialogue between decision-makers and concerned citizens. The winner of the People’s Choice Award was DoneGood, an app that makes it easy to find businesses with like values. The Women and Public Policy Program presented a panel discussion about the public-private-academic partnership that resulted in innovative, research-based interventions to reduce the wage gap in the city, an initiative facilitated by the Office of the Mayor of Boston and the Boston Women’s Workforce Council. The events were part of HUBweek, a joint venture between the Boston Globe, the Massachusetts General Hospital, and Harvard University.

“Great leaders have to think about strategic and more careful ways of doing so.”

Deborah Borda
Steve Jarding, lecturer in public policy, stands in front of his class commenting on the recent one-on-one media training sessions that by now almost all his students have completed. On a 20-point scale, most of the on-camera interviews and speeches given by students rate an 11 or 12, he says, noting quickly that most politicians rarely rate much higher than that. He gives the 2004 Democratic convention speech that helped launch then-State Senator Barack Obama to the presidency a 17 on a 20-point scale—an extremely good score.

“If you are here who are going to run, but they have no willingness to be, and running for office is the ultimate exercise in vulnerability, “ King says. “That person who is running for office someday. Others are simply curious, but maybe—years down the road—they will open that tool kit and run for office. ”

The students in Jarding’s class are here to learn the nuts and bolts of running for office. Many plan to run—or are toying with the idea of running—for elected office someday. Others are simply curious, but many—years down the road—use the lessons learned to seek office. At whatever stage in their careers they decide to run or to work in politics, Jarding’s course is part of the school’s overall curriculum that will help prepare them—if and when the opportunity arises.

Who will someday make that leap isn’t obvious, according to David King, a senior lecturer in public policy who teaches classes on Congress and U.S. public policy. “If I tried to predict, I would almost always be wrong, because you don’t know what’s happening inside somebody’s heart and how vulnerable they’re willing to be, and running for office is the ultimate exercise in vulnerability,” King says. “There are some people here now who are going to run, but they have no idea they’re going to run, and we don’t know they are going to run, but at some point the light goes on.”

For Massachusetts State Representative Lori Ehrlich Mc/Mpa 2005, the light went on soon after graduation. “A Certified Public Accountant (cpa) and activist on clean energy issues, Ehrlich entered the Kennedy School wanting to dig deeper into energy matters so that she could work more effectively with elected officials. Toward that end, she studied energy policy and sought out the Women and Public Policy Program’s From Harvard Square to the Oval Office program—an initiative that supports women in the electoral process—so that she could help candidates she supported run for office.

“It never crossed my mind that I would be that person,” Ehrlich says. “I was that mild-mannered cpa.” But the Oval Office program helped demystify the process. She recalls learning how to fundraise—to shake hands and “ask for something that’s uncomfortable to ask for.”

For Drazen Komarica Mc/Mpa 2012, who plans to run in the near future for a seat in the European Union parliament representing Croatia, the lessons he learned in Jarding’s class have already proved invaluable. As president of the Zrinski Institute for Peace, a social change organization he co-founded, Komarica helped organize a summit in 2013 in the Republic of Srpska that brought together the leaders of parliament from the former Yugoslavia. Komarica credits techniques he picked up in “The Making of a Politician” for helping him deliver his message and welcome summit participants.

“When I walked up to the podium in front of political and religious leaders from all over Eastern Europe and the diplomatic community, my knees were shaking, but Steve’s techniques were running through my head. ‘When you come up to the podium, stop, look out, and look what’s going on around you. Hold it for as long as you can,’ I was freaked out, but I remembered: ‘Whatever you do, don’t stand parallel, one foot forward. Don’t grab the podium.’ All this clicked: when to pause, when to raise my voice; his techniques were so anchoring. And worked in practice.”

Steve Jarding

David King
More than half of India’s population, about 660 million people, live in areas where air pollution is so bad that, according to a paper by ROHINI PANDIT and colleagues, just improving air quality to the national standard would increase life expectancy by 3.2 years on average—a total of 2.1 billion life years.

...undercut that approach, after reviewing Greece’s history. The novelty of the label has been substantial and can be borne by those without a high school education. The effect on the job market, specifically on Florida. Professor GEORGE DAN LEVY looked at the impact that influx had on the job market, specifically on Miami’s labor market. The number of high school dropouts in Miami’s labor market increased by 20 percent, and the wage decline over the five-year period following Mariel was between 20 and 30 percent. BORJAS looked at the impact that influx had on the job market, specifically on those without a high school education. The number of high school dropouts in Miami’s labor market increased by 20 percent, and the wage decline over the five-year period following Mariel was between 20 and 30 percent. BORJAS looked at the impact that influx had on the job market, specifically on those without a high school education. The number of high school dropouts in Miami’s labor market increased by 20 percent, and the wage decline over the five-year period following Mariel was between 20 and 30 percent.

More than 100,000 REFUGEES left Cuba for America during the 1980 Mariel boat lift. More than half of those settled in South Florida. Professor GEORGE DAN LEVY looked at the impact that influx had on the job market, specifically on those without a high school education. The number of high school dropouts in Miami’s labor market increased by 20 percent, and the wage decline over the five-year period following Mariel was between 20 and 30 percent. BORJAS looked at the impact that influx had on the job market, specifically on those without a high school education. The number of high school dropouts in Miami’s labor market increased by 20 percent, and the wage decline over the five-year period following Mariel was between 20 and 30 percent. BORJAS looked at the impact that influx had on the job market, specifically on those without a high school education. The number of high school dropouts in Miami’s labor market increased by 20 percent, and the wage decline over the five-year period following Mariel was between 20 and 30 percent. BORJAS looked at the impact that influx had on the job market, specifically on those without a high school education. The number of high school dropouts in Miami’s labor market increased by 20 percent, and the wage decline over the five-year period following Mariel was between 20 and 30 percent.
A LOT HAS HAPPENED in the decade since John Ruggie was tapped to head the United Nations effort to monitor the difficult and volatile intersection of human rights and corporate responsibilities.

First came the six years of travel and the scores of consultations with multinationals, nonprofits, advocates, and, of course, governments. Then came the drafting of a document—a sort of charter of corporate responsibilities that addressed those contentious concerns for the very first time. In 2011 came the unanimous adoption by the UN itself. And in the period since has come the harder work of putting the United Nations Guiding Principles on Business and Human Rights (to give them their full name) into practice.

“The world has discovered that it’s not enough to rely on states and state-based institutions to advance respect and protection of human rights,” says Ruggie, the Beitz Professor in Human Rights and International Affairs at Harvard Kennedy School.

Traditionally, human rights were the responsibility of states and the business of NGOs, such as Amnesty International, which monitored state compliance and advocated for greater respect. But, spurred by the acceleration of globalization in the 1990s, attention shifted to the human rights implications of the operations of approximately 80,000 multinational corporations and their 800,000 subsidiaries. Mining and oil companies were coming under fire for practices that saw communities displaced and natural environments degraded. Through successful international campaigns, people began to connect the purchase of a T-shirt or soccer ball from their favorite apparel maker to the appalling conditions in the sweatshop where it was made, half a world away.

Ruggie had served as an assistant secretary-general at the UN and had worked on establishing ties between the business community and the world body. When he was tapped by then Secretary-General Kofi Annan to work on the guiding principles, Ruggie found a business community that had already begun to take heed. “It was clear that a community of practice was being built up, especially among the leading companies,” he says. “They increasingly realized that they needed to on-board the capacity to deal with some of the social and environmental consequences of their actions, if only to reduce reputational risk or the risk of being sued by somebody.”

Corporations also saw competitive advantages. “I remember one CEO visiting us in the secretary-general’s office,” Ruggie says. “He happened to be the CEO of one of the world’s biggest oil companies, and he said, ‘Look, we are basically an engineering business. Everybody can pay the same salary. What’s our competitive advantage vis-a-vis other people, other companies? We want to retain the best possible engineers. We want to make them feel good about where they work. We want them to feel committed to the company, and one way to make them feel committed is to ensure that the company does everything possible to do the right thing.’

Corporations with long time horizons—those that expect to be in a community for decades—knew that getting off on the right foot would make all the difference.

The guiding principles have come under fire for their lack of teeth, especially from the advocacy community. That criticism is also perhaps commonly directed at the United Nations itself. Like the UN, however, the charter influences not by force but by its convening and normative power, Ruggie argues.

“When business associations would come up with their own set of standards, China would say, ‘Who are you? You’re the chemical industry, why should we be paying attention to you?’” Ruggie says. “But when the UN based recommendations on universally accepted principles that governments themselves had endorsed, China was fine with that, and India was fine with that, and Brazil was fine with that.”

Four years after the adoption of the guiding principles, the international community is indeed showing signs of falling into line. A recent case in point: FIFA. Beyond the scandals roiling its Swiss headquarters, the world governing body of soccer has been criticized for the dangerous conditions endured by laborers building the stadiums for the 2022 World Cup, which is scheduled to be held in Qatar. By some counts, more than 1,200 workers, mostly imported from South Asia, have died during construction. Together with Mary Robinson, the former president of Ireland and UN high commissioner for human rights and now patron of a nonprofit in London called the Institute for Human Rights and Business, Ruggie reached out to FIFA offering to provide the organization with a blueprint for human rights reforms. In 2015, the global sports body announced that it would revise its bidding requirements and has asked for help in creating a system that will build respect for human rights into its contracts. The issue is now on the agenda of other mega sporting events, such as the Olympics, the Commonwealth Games, and Formula One racing.

“Today, there are large communities of practice in the private sector whose job it is to manage these issues,” Ruggie says. “So, in that sense, we’re certainly making progress. Are we where we should be? No. There’s lots more work to be done.”

*They increasingly realized that they needed to on-board the capacity to deal with some of the social and environmental consequences of their actions, if only to reduce reputational risk or the risk of being sued by somebody.*

John Ruggie
A large map of Eastern Massachusetts, covered with tacks, hangs on the wall of Bruce Western’s spare Harvard Kennedy School office. Each one represents a man or a woman who has spent time in prison, identified by different colors according to gender, race, and ethnicity. The tacks are placed, approximately, at the person’s last known address.

For each former prisoner Western has a file containing transcripts from interviews as well as personal information. The information is coded, allowing Western and his team to compile, categorize, and score the grim statistics of the incarcerated: crimes committed, economic hardship, history of family violence, drug dependency. But the files also contain unique stories, told by the prisoners in their own voices, describing their experience.

There are only 150 tacks, but in a sense the map tells a story of America’s prison system, which on any given day counts more than 2.2 million inmates: overwhelmingly male, disproportionately black, and concentrated among the poorest.

Through massive data sets and intimate portraits, Bruce Western, Daniel and Florence Guggenheim Professor of Criminal Justice Policy and director of the Malcolm Wiener Center for Social Policy, is working relentlessly to document the moral, economic, social, and personal costs of a failed system and spur it to change.
Western remembers a moment when he realized the depth of the problem. A research associate had just given him a number, and Western, thinking it was off by a decimal point, asked her to run it again. As part of a research project into the country’s prison system, he was looking at the incarceration rate for African American men under 40 who had failed to finish high school. The research associate had come up with 35 percent; the national incarceration rate was 0.7 percent. So she ran the numbers again. But it didn’t change; it was frighteningly accurate.

“I thought, ‘We’ve stumbled on a new social fact here,’” recalls Western, who speaks in a slow, thoughtful voice marked by an Australian accent.

America has 5 percent of the world’s population but accounts for 25 percent of the world’s prisoners. Its rate of incarceration, with about one of every 100 adults in prison or jail, is five to 10 times higher than those of other Western democracies, and the number of American men and women in prison is about eight times what it was in the early 1970s.

Most of those behind bars are male, under 40, saddled with drug or alcohol addiction and mental illness and little in the way of education or marketable skills. Minorities account for 60 percent. Hispanics are sentenced at three times and African Americans at six times the rate of non-Hispanic whites. At the beginning of the millennium, more than a million black children—nearly 50 percent of those under 18—had a father in prison or jail.

Western, a sociologist, began his career studying union workers. Perhaps because of his mixed-race heritage in a predominantly white society (his mother was Thai, his father white), he was always drawn to the underrug, he says, and in his native Australia the underrug was the union member—the factory worker or laborer. Western was interested in comparing union participation in different countries and understanding the contexts of organized labor and inequality. He moved to the United States as a graduate student to continue his work. Several years later, during a casual conversation, a friend and former colleague made a joke: Europe has a social safety net, America has a prison system. Western never lost sight of the real crimes, often violent and with terrible consequences, committed by many of those behind bars. But he focused on the penal system’s emergence “as a novel institution in a uniquely American system of social inequality.”

In 2003, Western published Punishment and Inequality in America, which attempted to look behind the bars at the men who populated prisons and jails and at the social conditions that formed them and that they in turn helped form, focusing particularly on the aspect of race. Later work with the National Research Council, including a seminal report titled The Growth of Incarceration in the United States, added to a body of evidence that the country’s criminal justice policies were creating and hiding more problems than they were solving.

“I’ve been talking about the statistics of mass incarceration for a long, long time, and I thought the numbers would speak for themselves,” Western says of his quantitative work. His work has gained some traction in policy reform. And both the Great Recession, which pushed states to reduce the enormous costs of keeping so many prisoners, and the post-Ferguson conversation on race and criminal justice policy have played large roles in refocusing the conversation. But Western is dissatisfied with the appetite for rethinking and for reform. He is keen to see more being done and believes that the moment is ripe for change.

Just as he had been changed by his direct experience interacting with those behind bars, it began to occur to Western that perhaps more compelling than all the shocking numbers were the voices of those caught in the criminal justice system. Allowing them to speak, through deep scholarly research that also told their stories, could help steer the national conversation about prison reform and the underlying social problems in a different direction.

“It became more and more urgent for me to give voice and shine a light on really a very impenetrable institutional domain,” Western says. “To try and explain the human stories that are in the penal system, and the prisons, and seeing a light on really a very impenetrable institutional domain, and the prisons, and the reality of what it was. And so, in the early 2000s, while still on the faculty at Princeton University, he began digging, and as he dug further, he realized he was unearthing something new and important.

“I really felt I was sort of stumbling onto something big here that wasn’t well understood, and that got me going into prisons, teaching in prisons, and speaking to people,” Western recalls. “I was a quantitative social scientist who was used to crunching these big data sets; this was taking me into a very different social reality from what I was used to, but I found it very compelling.”

His interest developed as America’s prison population was peaking, fueled by decades of tough-on-crime policies that included more-aggressive policing and more and longer prison sentences. Western never lost sight of the real crimes, often violent and with terrible consequences, committed by many of those behind bars. But he focused on the penal system’s emergence “as a novel institution in a uniquely American system of social inequality.”

In Bruce Western’s office, Azan Reid is rolling out the names of the state correctional facilities he was locked up in: Norfolk, Pondville, Concord. (Prison authorities don’t want to ever let you get too comfortable, he says, explaining his frequent moves.)

He is about to speak to a Harvard sociology class. Poverty in America, and is catching up with Western, whom he has known since 2012. Reid, now 33, was convicted of being an accessory after the fact to a murder. He spent seven years behind bars and was released in 2013. He has since worked hard to rebuild his life. He runs a small business with a friend, selling clothes they design. And he works advising at-risk teens on their future, helping them to avoid the pitfalls that he could not.

The pitfalls began when he was eight years old, riding around the neighborhood on his bike and acting as a lookout for drug dealers. His father struggled with drug use and his mother raised him largely on her own, working two jobs.

By 13, he was getting in trouble with the law. He was dealing drugs. School interfered with prime drug sales hours (early morning to noon)—“You’ve got to know these things when you’re dealing,” he says)—and nobody was around to encourage him to make different choices, to study a little more, to stick with basketball. When the police did arrest him, it was for stuff he wasn’t even guilty of, he says, like the time he was nabbed for trespassing while sitting on a friend’s porch. And then came the accessory conviction.

“It’s just a bunch of violence, drugs, and hard living,” Reid says, summing up his life in Mattapan.

You get to know them as people, you begin to care about them as people, and it became important for me to write about that, too.

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Western appreciates Reid’s directness and thoughtfulness, the way he can see in his own situation and upbringing (while making no excuses for his criminal life) the larger forces at play: the poor schools, the lack of social services, the lack of mentoring or role models. And Reid is here, on a November day, to share his insights with Harvard undergraduates and answer their questions.

Western began looking closely at the lives of former prisoners like Reid in 2012. More than 600,000 prisoners are released each year, most to poor neighborhoods, often with little in the way of support. He wanted to see what happened when they reentered a community, so he and a group of researchers launched the Boston Reentry Study, a collaboration between Harvard researchers and the Massachusetts Department of Corrections.

The researchers studied 122 prisoners, as representative as possible of the general prison population in age, gender (59 were women), race and ethnicity, length of sentences, and offenses, which included violent, drug, and sex crimes. (The sample was about one-third of all prison releases to Boston, and the researchers maintained a 94 percent response rate over a year of follow-up—a much higher rate than in previous studies.)

It was a new type of work, Western says, though in the tradition of community studies done by sociologists in the past. In the meticulously kept files (given the strict privacy rules, each physical file is identified only by a number, with no name; the names associated with each number are kept on a secure computer that is completely offline) is as much information as possible: prison records, unemployment insurance, family history, and, of course, the five interviews conducted immediately before and then subsequent to release.

Although all the interviews have been conducted and several research papers have been published, the study is still ongoing. But it is already apparent that the study is important both for what it describes and for how it describes it: The research includes exhaustive data of a large sample as well as the transcripts of the in-depth discussions.

“Because we’re collecting data at such scale, we can see things that qualitative research doesn’t observe,” Western says. “But we’re doing it with a level of depth that you can’t get with a regular survey.”

Qualitative studies, such as deep interviews conducted with small samples, can lead to overgeneralization. “We think of prisons often as repositories for young men involved in violence and drugs,” Western says. “But it’s the end of the road for all the different social policy failures. They can be the lack of economic opportunities in African American neighborhoods. But it can also be the rank failure of the mental health system for people who are struggling with addiction.”

But the depth of the interviews, which include extensive personal histories, provide richer and more complete portraits. The Reentry Study’s findings on the role of violence are an example. Violence was often part of the respondents’ lives and, for 40 percent, the reason for imprisonment. The study reveals just how violent their environments were and how often they were victims of violence themselves, both as children and as adults. At an even deeper level, Western finds the voices of the respondents often profoundly affecting, such as a mentally ill young man’s moving description of his biggest challenges and the enormous meaning to him of small acts of kindness.

When he began, Western says, he was “checking boxes on an interview script,” doing the usual quantitative sociological work. But over the course of the project, he found he couldn’t ignore the humanity of the interviewees.

“That very much moved me,” he says. Western is now exploring narrative as a way of describing these social realities. “You get to know them as people, you begin to care about them as people, and it became important for me to write about that, too.”

“I think has a central role for the human voices and stories of the people who are experiencing criminal justice involvement, eviction and housing insecurity, and deep material deprivation,” Western says. “We thought this could come to define a style of work in the poverty field, and part of our hope for it is we could use work like this to engage a public conversation.”

Studying incarceration has moved Western toward a wider understanding of the context of inequality in the country. “Our prisons and jails are fundamentally entwined with American poverty,” Western says. “It’s true that nearly everyone in prison has been involved in serious crime or has known serious violence in their lives. But it’s also true that just about everyone in prison is poor, and that stuck me as a rather overwhelming social fact. That somehow we’d arrived at a place where a whole variety of social problems, not just crime, were being dealt with through incarceration.”

His studies have also helped bring to the surface a less reserved social scientist. Western speaks openly and directly about the huge human and fiscal costs of the American penal system.

“It’s bad policy,” he says. “And so I think as a policy researcher, when you see bad policy, you have to advocate for alternatives.”

Western calls for sentencing reforms, including scaling back prison time, especially for drugs; eliminating mandatory minimum sentences (especially for less serious crimes); and reducing very long sentences. (He points out that in America about 50,000 people are serving life without parole; in the European Union the number is in the double digits.)

“We’ve lost perspective on what’s proportionate,” he says. He also calls attention to the very real problems associated with poverty, including crime and violence, untreated addiction and mental illness, and persistent unemployment, especially for undereducated men.

But despite the size of the problem, Western is optimistic, because the policy prescriptions are there. “When we start talking about policy, it doesn’t seem too far fetched,” he says, “that someone with a mental health problem should have access to their antipsychotic medication when they come out of prison.”

Western’s perch at Harvard Kennedy School is helping him push in that direction. He remembers a conversation with former dean David Ellwood as he began his work: “Ellwood said quite clearly that it was the mission of the school to do good in the world. That resonated with me so clearly, and it was so liberating to hear a dean speak about the intellectual mission in those terms. This research is an effort to do good in the world.”
n 2007, Democratic Senator Harry Reid introduced a bill that Republican President George W. Bush supported. The Comprehensive Immigration Reform Act would have enhanced border security and enforcement to hinder illegal immigration while allowing for a path to citizenship for the millions of people who had already entered the country illegally. As the support of Reid and Bush suggested, the bill contained provisions favored by each party. Yet it never even came to a vote, killed by forces on both sides of the debate who refused to accept elements that didn’t conform to their vision of the ideal solution.

For Jane Mansbridge, that piece of failed legislation illustrates, as she puts it, that “polarization in the U.S. Congress is the new normal; it is here to stay for the foreseeable future.” But, she says, even enemies can negotiate. Mansbridge, the Adams Professor of Political Leadership and Democratic Values, in her term as president of the American Political Science Association from 2012 to 2013, headed a task force that produced a report, “Negotiating Agreement in Politics,” and later a book, Political Negotiation, that she coedited and to which she contributed.

“We’re not saying everything can be negotiated,” Mansbridge says. “We’re saying that more things can be negotiated than people think. A lot more.” As she notes, negotiation faces distinct roadblocks in the U.S. political system because of our strong separation of powers. Different parties often control different branches of government, and close two-party competition inspires each side to block any achievements by the other. Yet, drawing on lessons from other democracies and on negotiation theory, Mansbridge recommends specific “rules of political engagement” that have been shown to produce fruitful results.

These rules facilitate “deliberative” negotiation, which rests on each party’s not only finding out as much as possible about the needs and
interests of the other but also seeking fair compromises. The "rules" include long-term repeated interaction, which builds mutual respect among adversaries; closed-door interaction, which allows parties to eschew grandstanding for more honest debate; "side payments" or incentives, whereby parties offer each other enticements in order to bring about an agreement; and "penalty defaults," which threaten consequences that neither side wants if they do not come to agreement.

Mansbridge says that public acceptance of a negotiation hinges on trusting the individual negotiators. In addition, for side payments to be justifiable, they must be good for the country, not just for the election prospects of one member of Congress. Some of the rules of engagement may play on the surface appear contrary to democratic ideals. For example, citizens may disapprove of elected representatives negotiating in private. Yet she contends that well-intentioned “sunshine laws” that give public access to meetings have diminished the ability of congressional committee members to work together, build trust, and develop expertise.

“We've jumped on transparency as a fix for something that's deeper,” she says. “In the context of negotiation, it's not a good fix. It has huge costs for negotiation.”

Businesspeople don't have a problem with compromise; they do it all the time. It's the politics of honor, the politics of ideology that has a problem with compromise. Compromise has become more ‘dirty’ as we've moved from acting like businesspeople to acting like ideologues. Jane Mansbridge

Mansbridge cites the Clean Air Act of 1990 as an example of a deliberative negotiation that produced a widely accepted policy. That negotiation involved two congressmen, Senator Timothy Wirth, Democrat from Colorado, and Senator John Heinz, Republican from Pennsylvania, whose constituencies had opposing interests. Yet they were also longtime friends with a mutual interest in and understanding of environmental issues. They helped forge an agreement that balanced the interests of business and environmentalists, bolstered by another important element in negotiations: the acceptance of facts generated by a neutral party, in that case the scientific community's consensus on the causes of acid rain.

In contrast to more recent attempts regarding immigration reform and many other issues the country faces, the passage of the Clean Air Act was made possible by major efforts to find out what each side really needed most. It also required compromise. As Arlen Specter, then-Republican senator from Pennsylvania, said about the failure of the Comprehensive Immigration Reform Act of 2007, which he supported, “There is nothing inappropriate about negotiation under the "rules of engagement" that she and her colleagues advocate."

We've jumped on transparency as a fix for something that's deeper. In the context of negotiation it's not a good fix. It has huge costs for negotiation. Jane Mansbridge

"The idea is that when we design institutions we should be thinking consciously of how to design them to be partial cures for the mistakes our brains habitually make," says Mansbridge. “That's how you get the rules of political engagement.”

The professor is trying to impart those lessons to the next generation of leaders. She has taught political science for more than 40 years, nearly 20 of them at the Kennedy School, where she now teaches Democratic Theory. Prior to her academic career, she was involved in the women's movement of the late 1960s, and later in the fight to enact the Equal Rights Amendment. Her experience in social movements sparked her interest in how to make democracy work better—something she explored in her first book, Beyond Adversary Democracy, published in 1980.

Her interest in improving democracy has only grown over the years, she says. Now, however, her motivation is different than it was when she was a young activist.

"Whereas my interest in making democracy work in the '60s was based in hope, my interest now is based in fear," Mansbridge says. "We're entering a period in human life in which we've never been more interdependent. That growing interdependence is producing an exponentially growing number of situations that require regulation. To regulate efficiently and with legitimacy, we need to come as close as possible to agreement. That agreement usually requires negotiation." Thinking of the Paris climate talks, she adds, "If we don't learn how to negotiate better quickly, the result might be disaster."
The world is changing, and the demands the world is placing on the Kennedy School are changing; we need to make sure that we are keeping up with that,” Elmendorf says. “Because the school is a powerful force for good in this world, and the world is desperate for the sorts of people and ideas that come from the Kennedy School, we need to keep doing the best we possibly can.”

Elmendorf, who headed the Congressional Budget Office before being chosen as the school’s ninth dean, begins his tenure as the school prepares to enter a new phase of its existence. Under former dean David Ellwood, the school began to formulate a broad long-term vision in which it identified intellectual and public policy issues it wanted to invest in, focused on greater financial support for students and on new ways to teach them, and envisioned an enhanced physical plant capable of supporting those ambitions. It then launched a $500 million capital campaign in support of that plan. Four years into the seven-year campaign, it has already raised more than $470 million.

“I think the foundation that David Ellwood has laid is the perfect foundation for us to build on,” Elmendorf says, referring to his predecessor. “If the buildings weren’t coming up, if the school weren’t in good financial shape, if progress hadn’t been made in many academic areas, then we would need to work on those things. But because David and others did those things so well, now we can take the next steps.”

Since the announcement of his appointment, in June, Elmendorf has been thinking about what those next steps might be and how they might be taken. His first step has been to ask a lot of questions and to listen carefully.

“I’ve met with a large number of people inside the school and supporters of the school from the outside, but I think I’ve just scratched the surface,” he says. “The Kennedy School is a large and complicated place. I feel like I’m peeling an onion: I peel off a layer, and there are more layers, so I peel another layer and I just keep going. I have a long way to go, but I’ve learned a tremendous amount already.”

Loath to commit to a future course of action until the issues have been thoroughly studied, Elmendorf is nonetheless offering some sense of what his priorities will most likely be.

He wants the school to explore ways in which it can train students even more effectively, including providing more practical experience to students; using new technology more widely to improve both instruction and learning; and better integrating the different sorts of skills and approaches that students will need when they are public policy leaders.

Like his predecessor, Elmendorf also wants to provide students with more financial aid. “If we can lessen the financial burden on our graduates, then we will free them up to take jobs that have low pay but high rewards to them and to society in other ways,” he says.
He also believes the school should continue to be responsive to changing conditions in the world, focusing on new policy issues as they arise and incorporating them into research and teaching. Elmendorf noted that a number of faculty and students have talked with him, for example, about the role of technology in governance and the rising importance of Asia. Lots of good work has already been done in those areas, Elmendorf recognizes, but more is needed. And he wants to build on the school’s outstanding faculty (“the best collection of people that one could hope for”).

In all this is a recognition that what happens here at the school has real value and significance in the world. “Schools of public policy are more important than ever,” Elmendorf says. With so much riding on the effectiveness of public policy, he argues, what’s needed is smart people with training in analytic techniques and in leadership. “That’s what the Kennedy School is providing,” he argues. “And I think there’s a huge reward for people who go into public policy with those sorts of skills, because they will have a chance to change the lives of their fellow citizens in very important ways.”

Elmendorf speaks from experience. After completing his PhD at Harvard, he taught for four years as an assistant economics professor in the economics department. But he had always been drawn to the significant consequences, for good or ill, of public policy, so he left academia for the world of Washington. Elmendorf was born and raised in Poughkeepsie, New York. “I’m a product of the public schools.” He and his wife, Karen Dynan (above), met at Harvard, as economics graduate students, 25 years ago, and she is now assistant secretary for economic policy at the Treasury. “Yes, our kids do complain that we talk about economics over the dinner table.” Their twin daughters, Laura and Caroline, are juniors at Williams and Wesleyan. One wants to be a chemist; the other may be headed into the family business. “I’m sitting next to Leon Panetta, and my daughter is trying to facetime me. She’s calling with a question about how interest rates affect money demand.” Elmendorf also has a 13-year-old black Lab named Hobie that he is fond of and likes to show pictures of. “I don’t have a lot of hobbies. I basically have had hard jobs, and I have kids I spend a lot of time with.”

In Washington, he held a series of increasingly influential roles, working on economic policy at the Federal Reserve Board, the Council of Economic Advisers, and the U.S. Treasury Department. He also worked in the nonprofit world, directing the Brookings Institution’s Hamilton Project, an economic policy forum, before being appointed in 2009 to head the Congressional Budget Office, the nonpartisan agency tasked with providing economic and budget information to Congress. Managing the 235-person staff gave Elmendorf insight into a broad spectrum of public policy issues. And wading into debates on legislation such as the Affordable Care Act or a potential increase in the federal minimum wage, even if only to provide technical analysis, placed Elmendorf in the middle of intense political battles.

He hopes that experience will give him a unique and practical outlook in guiding the Kennedy School.

“I’ve come from the world of governance, I’ve come from one of the places where public policy is really made,” Elmendorf says. “And I hope that gives me perspective on the combination of skills, the combination of traits, that are needed to be effective in public leadership.”

It is perhaps appropriate, then, that Elmendorf’s faculty title is Don K. Price Professor of Public Policy: Price served as the school’s third dean, from 1958 to 1977, after spending much of his career in public service. The school’s other deans have come from either the Kennedy School or the broader Harvard faculty. But Elmendorf’s academic credentials, along with his previous professional and personal relationships with some of the faculty, will not doubt facilitate his integration into the academic setting—as will his management style, which he describes as collaborative, inclusive, and decisive.

“I can’t do anything on my own; I can only be effective to the extent that I can persuade a critical mass of other people at the school to march in the same direction I want to march,” he says. “To figure out the best way forward, I expect to have a lot of patience and a lot of persistence in asking hard questions. But once we’ve worked out a plan, I will be forceful and decisive in advancing that plan. I’m not going to act precipitously, but we are going to act.”

In the end, Elmendorf brings a sense of resolve. He seems driven by the understanding that the world’s biggest problems will not wait and that every successful organization is at great risk of becoming too satisfied—no matter how sound its foundations. “The Kennedy School and Harvard University are very successful places, and it’s appropriate to celebrate those successes, but we also need to be sure that we are not complacent and not afraid to try new things. We can’t afford to move slowly.”
GOING INTO HER SENIOR YEAR at Brown University, Katherine Chon MC/MPA 2010 was an introspective, self-described “science nerd” seeing a neatly planned path ahead: a PhD program in clinical psychology, followed by private practice. Then two things happened. The 9/11 attacks awakened Chon to new levels of violence that can affect communities. And newly appointed Brown University President Ruth Simmons challenged the campus to examine the school’s founding history and early ties to the slave trade.

“As these conversations were happening, I remember wondering where I would have stood on the issue of slavery if I had lived in that time,” Chon recalls. “I remember saying, very passionately, that I would have taken a firm stand for abolition.” But Chon could say next to nothing when the subject shifted to present-day slavery—human trafficking. She simply didn’t know much about it. She threw herself into research. She learned of a police raid on a nearby brothel masquerading as a massage parlor where six young women from South Korea had been forced into prostitution. With victim-protection laws still years away, the women were criminally charged, despite clear signs of physical abuse. “I was born in South Korea, and the women were right around my age, so that story really hit home,” says Chon. The moment was a turning point. Slavery wasn’t just a historical fact. It was here and now. The firm stand Chon had talked about taking wasn’t hypothetical anymore. After graduating, in 2002, she moved to Washington, DC, and started a nonprofit to help victims of trafficking. Today she is a federal government point person on the issue.

ACCORDING TO INTERNATIONAL LABOR ORGANIZATION statistics, human trafficking is a $150 billion industry that affects 21 million people around the world, including 5.5 million children; 55 percent are women and girls. Trafficking is often equated with the sex trade, but many more people—an estimated 14.2 million—are trapped in forced labor in industries that include agriculture, construction, domestic work, and manufacturing. Uncertainty about the term “trafficking” is common, with many conflating it with smuggling. But in fact, moving people across borders illegally, although it may be a factor, is not a prerequisite for trafficking, which is the enslavement of one person for another’s profit.

And the problem is not a distant or foreign one. A national hotline that Chon set up as part of her nonprofit received reports of 23,000 domestic cases of human trafficking in the past eight years. Unlikely as it may sound, young, vulnerable people have even been trafficked to sell magazine subscriptions door to door. Victims are targeted in any number of ways. A young woman looking for opportunities beyond her home country might respond to an ad promising a job as a model, a waitress, or a nanny in exchange for a travel fee. Once relocated—with no local contacts or support—she discovers the job was a myth. Her passport confiscated, she is physically abused and forced to work in a brothel, a factory, or a private home with no pay. In other instances, traffickers lure victims by pretending to be a friend or a lover before turning someone over to their network. (Traffickers may be one-off solo operators or part of an organized international ring.) Or a family that has fallen on hard times might unknowingly turn their child over to a trafficker in the belief that the child will be well taken care of and educated in a new country with better prospects. Instead, he or she is forced to work long hours in a factory, beaten, and given no schooling. Sometimes the victim is simply abducted.
they’re victims.

Julia Hanna is a freelance writer living in Acton, Massachusetts.
THE RELATIONSHIP BETWEEN A COACH AND AN ATHLETE is a special one. Daron Roberts MPP 2004 believes that it can also be a crucial one, especially for high school athletes. “In study after study, student athletes point overwhelmingly to their coaches as the most influential people in their lives,” says Roberts, a former first-team All-District strong safety for the Mt. Pleasant High School Tigers in Texas. “It’s not surprising, with so many players coming from single-parent households or homes in distress.”

With seven years spent coaching in the NFL and the NCAA, Roberts knows what coaches can accomplish. And he knows the obstacles they encounter. To help them help their athletes, Roberts founded the Center for Sports Leadership and Innovation at the University of Texas at Austin in January 2015. The center teaches high school coaches how to shape their athletes into responsible citizens, role models, and leaders. “The men and women who coach in high school can have enormous influence on the young people they coach,” says Roberts. “At the center, we work to help them cultivate character and leadership in their athletes.”

Although Roberts always enjoyed athletics, his true passion was the classroom. His mother, an elementary school principal in Mt. Pleasant, taught him...
the first grade curriculum when he was still in kindergarten. When he entered first grade, she taught him second-grade math and reading. He tracked in advanced classes throughout his school years and went on to earn degrees at the University of Texas, then at wcu, and finally at Harvard Law School.

But there was a problem. “There weren’t a lot of kids who looked like me in my high school classes,” he recalls. “As I got older, I began to see there was a large part of the school and town I didn’t have a chance to connect with.”

Like any other fifth-generation Texan, Roberts knew there was one activity that would put him in touch with all of Mt. Pleasant and almost all of Titus County: football. On his high school varsity squad, Roberts worked out with students of all abilities and backgrounds. Playing strong safety, he helped shut down rival passers in front of fathers and grandfathers who’d worn the Mt. Pleasant colors during their high school years and who, like the rest of the town, planned their weekends around the Tigers’ home and away games. “I was a much better student than I was an athlete,” says Roberts, who served as class president in each of his four high school years. “I was one of two black males in the gifted and talented program. Football was a way for me to stay connected to a community I didn’t see in class. I had no intention of staying with it after high school.”

Roberts did hang up his helmet and pads after his senior season. Planning to pursue a career in politics or policy, he enrolled at the University of Texas at Austin, where he double-majored in plan II honors and government. He also interned for Texas Lieutenant Governor Bill Ratliff, and was elected class president his senior year. After his graduation in 2001, he found work in the office of Senator Joseph Lieberman (D-Connecticut), where he worked on the governmental affairs committee.

In the fall of 2002 Roberts started his law program at the Kennedy School. The program included a memorable leadership course with Marshall Ganz. “Professor Ganz pushed us to ask ourselves whether we were doing things that came from our core or things that would just do good pushing us to ask ourselves whether we were doing things that would just do good,” he says.

“I saw how easy it was for kids from the South Side of Chicago to form friendships with kids from the south side of Los Angeles on the field. I realized that I could do my public service as a coach, working with young people in the trenches every day. This was who I was. And why I was.”

In 2007, his final year of law school, Roberts made what must count among the most unusual career decisions ever made by an wcu or wcs graduate. Instead of looking for an associate’s position at a law firm or an opening on a Senate campaign, he contacted more than 160 college and professional teams to offer his services as a coach. One of them, the wcu’s Kansas City Chiefs, offered him an internship. By 2008 he was on the payroll as a defensive quality control assistant, with duties that included helping the team’s defensive backs adapt to life in the wcu on and especially off the field.

Roberts rode the gridiron express across the country for seven years, moving to the Detroit Lions in 2009 and then to West Virginia University, where he coached special teams and inside receivers. In the meantime, he launched a nonprofit organization that offers free sat preparation, football coaching, and life skills development to at-risk high school students in Texas, Michigan, and Florida. To date, 4m and s has served nearly 400 student athletes.

It was, Roberts admits, a fun ride. Then the train skidded to a halt. It was January 2014, in Cleveland, Ohio, where Roberts had been working with the Cleveland Browns. The team had just failed to make the playoffs for the 11th consecutive year. He and almost the entire coaching staff were exposed as a cheat. A video had emerged showing the wcu’s Baltimore Ravens running back Ray Rice assaulting his fiancée in an elevator. An audiotape released to the media exposed the wcu’s Los Angeles Clippers owner Donald Sterling as an abject racist. A year earlier, the cyclist Lance Armstrong had been exposed as a cheat.

Roberts spent the spring drafting a syllabus for a college course titled Leadership Strategy in Sports. When it was finished, he sent it to the director of the liberal arts honors program at his alma mater, the University of Texas at Austin. By the fall he was teaching two upper-division honors courses in sports leadership there. Midway through the semester, wcu Commissioner Roger Goodell came to the Austin campus for a meeting on domestic violence with head football coach Charlie Strong. He requested that Roberts attend.

Inspired by the meeting, Roberts drafted a blueprint for the Center for Sports Leadership and Innovation. “We know that fans has the skills to move the ball down the field on this initiative,” Goodell said when the center opened last January. “And we look forward to supporting him.”

Roberts and his colleagues hosted their first pilot program five months after the center opened. Twenty-three high school coaches from across the state came to Austin to work on best practices in recognizing signs of substance abuse and domestic difficulties in their athletes and on developing safe and effective social media strategies for their players and teams. The center is also developing programs in financial literacy for student athletes and will promote student and faculty research on the way athletes make decisions.

“Young people see athletes more than they see any other agents in our society,” says Roberts, who plans to invite as many as 100 coaches to the 2016 workshops and hopes to eventually scale the program statewide through the University of Texas system. “Athletes are going to be role models, whether they want to or not. They can have enormous influence. Because of that, I believe we have a responsibility to present those athletes with a template for good character.”
Ripe for the Picking

EVENT | From the nuclear deal with Iran to North Korea’s nuclear ambitions; from China’s expansion in the South China Sea to the Russian annexation of Crimea; from the civil war in Syria to the Israeli-Palestinian conflict, the problems in the world are legion. So when Secretary of State John Kerry visited Harvard Kennedy School in October, Graham Allison, Dillon Professor of Government and director of the Belfer Center for Science and International Affairs, asked him how he “picked his targets.”

“There is such a thing as a ripeness in foreign policy,” Kerry said. “There are ample number of frozen conflicts, and some of them, because of the nature of the leadership, because of the dynamics of the politics in the country, because of how we relate to them or they perceive us—there are all kinds of dynamics that go into the judgment—there’s just not ripe. You can’t move it. But others are moving. And so some places open on their own and you can get a sense of whether or not the leadership is prepared to make tough choices to do things.”

Still, Kerry said, the United States was not picking and choosing what vital issues to tackle. “I can’t think of a time when the United States of America has been leading in as many places simultaneously engaged in as many life-and-death challenges around the world,” Kerry said. The challenge of violent religious extremism, though, was perhaps the most immediate. “It’s the challenge of our generation, of all of us together,” he said. “And we’re going to have to do a lot more to help countries to help themselves. If we don’t do a better job of taking our values and our interests and marrying them and engaging with the rest of the world to give greater capacity to international multilateral efforts, it’s going to come back to haunt us.

FORUM | On His Terms | There are so many conservative Christians who are amenable to reasoned engagement and argument,” Matthew Vines (right), author of God and the Gay Christian, said in October during a Forum event on the conservative case for marriage equality. “But the way that it happens, when it happens purely on secular or political terms, is not really going to be adequate for them.”

Vines, 25, dropped out of Harvard University after his sophomore year in order to concentrate on reconciling his sexuality with his faith. He said he felt a deep chasm between the liberal world of Harvard and the conservative, religious world in Kansas he had grown up in. And he has dedicated himself to “engaging conservative Christians on this topic really on their own terms, through a strong commitment to scripture and wanting to be respectfully, reverently engaging the text of scripture rather than setting that aside.”

Journalist Andrew Sullivan (left) and former Chief Justice of the Massachusetts Supreme Judicial Court Margaret Marshall (center) also served as panelists.

FORUM | Where the Laws Are Made | “I have also wondered,” Joyce Banda, ousted as president of Malawi and a longtime advocate for women’s rights, was speaking at the Forum in October. “Going into politics and public life for me was a detour. I looked at what I had done, mobilizing women, providing microfinance, providing education, but I think what was lacking was somebody to sit in parliament and fight the laws that negatively impact women and children.”

She won a seat (“I wish there was another way to get into parliament, but I don’t think any of us have figured out the right way to get this done yet.”)

U.S. Senator Claire McCaskill (D-Missouri) at a discussion at the Institute of Politics in October.

FORUM | Race is not something we should write about once in awhile or when a community explodes.”

New York Times Magazine staff writer Nikole Hannah-Jones at a brown bag in October.

“Going into politics and public life for me was a detour. I looked at what I had done, mobilizing women, providing microfinance, providing education, but I think what was lacking was somebody to sit in parliament and fight the laws that negatively impact women and children.”

She won a seat (“I wish there was another way to get into parliament, but you have to fight”) and made an immediate impact, becoming minister for women and children and helping to pass a domestic violence law.

“Initially that was the reason: Let me go where the laws are made.”

Nikole Hannah-Jones event sponsored by the Shorenstein Center on the Media, Politics and Public Policy. Frank Gehry event sponsored by the Institute of Politics and the Center for Public Leadership. Claire McCaskill event sponsored by the Institute of Politics. Nicholas Burns event sponsored by the Future of Diplomacy Project, the Middle East Initiative, the Managing the Atom project, and the Belfer Center for Science and International Affairs. Photos by Nilagia McCoy and Martha Stewart.
IN RECENT YEARS, black Republicans have often been portrayed either as “a kind of bogeyman,” as one African-American newspaper wrote, or as defying the “plantations” mentality of the Democratic Party, as some Republican commentators have contended. Both viewpoints are “deeply unsatisfying,” writes Leith Wright Riguère, and overlook the choices made by, and the depth behind, members of a diverse constituency who continued to identify with the party of Lincoln after most black Americans abandoned it.

Riguère, a historian by training, surveys the period from 1936, when the African-American community embraced the candidacy of Franklin Roosevelt and the New Deal, to 1980, which marked the beginning of a new conservative movement with the Reagan presidency. As she points out, into the beginning of the 21st century, the notion of a black Democrat seemed as incongruous as a black Republican came to be in more recent times.

Yet with few civil rights initiatives emanating from the Democratic Party, blacks remained divided in party affiliation. The Republican Party made attempts to woo black voters, a product of growing disenchantment with Republican presidents since Reconstruction. Yet with few civil rights initiatives emanating from the Democratic Party, blacks remained divided in party affiliation. The Republican Party made attempts to woo black voters, a product of growing disenchantment with Republican presidents since Reconstruction.

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Former Harvard Kennedy School deans and professors Joseph Nye and Graham Allison (who directs the Belfer Center for Science and International Affairs) contribute chapters on the value and perils of historical parallels of conflict between existing and rising powers.

As the contributors detail, the conditions that led to World War I are for the most part absent today. That conflict was stirred by a toxic mix of the glorification of war, a widespread belief that offensive military doctrine would result in quick victory, and hypernationalism. The international context also differs significantly, as Europe’s warring powers stood in close proximity and had roughly equal forces, which decreased deterrence. The world then also lacked the international institutions to soothe conflict and the nuclear weapons that can serve as a check against aggression.

The writers raise concerns, however, that just as allies rose to protect one another during World War I (as Rosecrance writes: “World War I happened because allies had to be bailed out”), the United States could rise to the defense of Asian allies in conflict with China. Given that “the stage is clearly set for rivalry,” as Miller writes, including the potential for a new arms race, the contributors recommend that the United States seek closer ties with China before any future crisis unfolds.

The Trolley Problem Mysteries

F.M. Kamm, Littauer Professor of Philosophy and Public Policy

The COVER OF THIS BOOK, on which an old-fashioned trolley travels down a city street on a dark and cloudy night, suggests that an Agatha Christie detective may be solving the mystery about within its pages. This is a case for a master philosopher rather than a master detective.

That philosopher, F.M. Kamm, may not be able to exactly solve this mystery, but she does offer guidance on a long-standing moral conundrum. (She also provided the vintage postcard used for the cover illustration.) First proposed nearly 50 years ago, in an essay by Philippa Foot, the original trolley problem asks if it is morally permissible to redirect the vehicle in a way that would kill one person if by doing so five people’s lives would be saved. Kamm delivered two lectures on the subject, which are reproduced in the book, as part of the Tanner Lectures on Human Values: one on the issue of who turns the trolley, and the other on how it was turned. The book also features case studies of missionaries in China both religious and secular (specifically efforts to export the rule of law to China); the journey of an Indian political activist to discover how best to serve the most needy in her country; and another former nкс student, a Western journalist in Cambodia who goes to a hospital to help injured colleagues but becomes involved in the care of two women she encounters by happenstance. Throughout, the author offers his perspective and occasional critiques of the actions taken while expressing admiration for the individuals involved. For example, Winston notes that the doctor may have done the right thing by saving the baby, but questions whether he should have drawn on his personal beliefs to do so. And he suggests that the official’s refusal to accept any compromise of his ideals might, under the circumstances, be seen as self-indulgent.

The cases all take place in Asia, owing in part to Winston’s experience in the region and efforts to shine a spotlight on a diversity of voices in developing countries. At the same time, the case studies draw lessons for practitioners everywhere who seek to achieve “moral competence” in public life. Certain virtues in particular serve practitioners: civility, prudence, reflection, respect, and proficiency. As the case studies demonstrate, in Winston’s words, “Good practice encompasses not only what practitioners do but how they do it.”

Ethics in Public Life

Good Practitioners in a Rising Asia

Kenneth Winston, Visiting Scholar, Ash Center for Democratic Governance and Innovation

A DOCTOR WHO REFUSES to be involved with any patient seeking an abortion is the only physician available when a woman seeking an abortion gives birth to a premature fetus. A government official who pledged never to take part in corruption is asked to engage in hiring practices that would compromise his ideals but may bring about public good. The people who faced these moral quandaries are former students of Kenneth Winston, a lecturer in ethics at nкс, whose stories are included as case studies in a book that examines the ethical decision making of practitioners and the skills they can develop to pursue a responsive and effective vocation.

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The Trolley Problem Mysteries

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Harry Harris writes, "As a naval officer now serves on the faculty at Saint Mary’s College of California, has been awarded the Best Ethical Sample Best Paper Award by the University of Liverpool for his paper “The Inspired Maverick: Dirty Harry Lives on the Edge.”

Harry “Duke” Ryan writes, “My book, Tuning Point: Stories of Crime, Love, and Faith, has been selected by Mayor Buddy Dyer of Orlando, Florida, as the city’s reading program, and is on the top of the best seller list of the Orlando Sentinel.”

Jay Ulrich has been named deputy general counsel of the U.S. Department of Education, after 32 years at the University of Southern California, has been named to the Board of Directors of the National Association of College and University Public Relations Officers. He was named a fellow of the Southern California Bar Foundation. He has written articles and stories on many topics. “Find a new adventure and establish friendships abroad. At the same time, Harry is an inveterate global traveler enjoying the pleasures of new adventures and establishing friendships along with occasional consultations.”

Geoff Dutton occurs continues to work as a technical writer/editor and enjoys writing articles and stories on many topics. “Find a selection of content. My work is software and for a long time was as a collaborate voice of the author.”

Gibbs Kinderman writes, “As a naval officer now serves on the faculty at Saint Mary’s College of California, has been awarded the Best Ethical Sample Best Paper Award by the University of Liverpool for his paper “The Inspired Maverick: Dirty Harry Lives on the Edge.”"
in the United States and other developing countries. Fortunately, I have made the most of my new found freedom, and I love being able to travel to visit friends and family, and explore new cultures and societies. I am grateful to have had the opportunity to return to the United States and to continue my academic career at the University of California, Berkeley. I am currently working on a new book, tentatively entitled "The Importance of Time in the Development of Self and Society," which I hope to publish in the near future. It is a pleasure to be able to share my research and thoughts with others who are interested in this important topic. I look forward to continuing my work in this area and to making a meaningful contribution to our understanding of the role of time in human development.

In conclusion, my experiences in Vietnam and the United States have been both challenging and rewarding. I have learned a great deal about myself and others, and I am grateful for the opportunities that have come my way. I am looking forward to the future, with a renewed sense of hope and optimism, and I am excited to see what the future has in store for me and those I love and care about. Thank you for listening, and I hope you have enjoyed hearing about my life and experiences. I wish you all the best in your own endeavors, and I look forward to seeing you all again soon. Goodbye.
The Urban Shield exercise in September.

Joyce is also an elected member of the Lucas Department in San Jose, California, participating in crisis is in the past. Joyce was recently and utility matters. Thankfully the 2014 water responsibilities regarding local government anky with the city of Toledo, Ohio, since 2006, secretary of the Toledo Bar Association and reappointed as 

Journal of the American Bar Association Joyce is a little different from the Pentagon: jeans and T-shirts, dogs in the office, and first names, but whip-smart people and cool, challenging work. 

Taegan Goddard and classmate Chris Riback run Good Guys Media Ventures, which helps companies and nonprofits create branded digital media properties — connecting actionable ideas and insights with key audiences to increase client engagement and remain top of mind in highly competitive landscapes. Good Guys maintains an active list of public policy clients — companies and nonprofits that want to use content to remain relevant in important policy debates at the federal, state, and local levels. Industries include private equity, health care, energy, education, defense, and more.

Firdaus Kharas was awarded an honorary Doctor of Laws by Carleton University, Canada, “in recognition of his innovative contributions to the advancement of public health and children’s health in a global context.”

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Mark Feldman was awarded a Daily Point of Light Award for his ongoing commitment to the corporate responsibility field and his volunteerism in the Boston community. The award, established by President George W. Bush, celebrates individuals for their community service and power to spark change and improve our world. Mark is the managing director of Cause Consulting, a Boston-based social impact and communications firm dedicated to strengthening business and impacting society.

Susan Hammer joined the advisory board for Good Guys. Bartha, a Minnesota based care community development financial institution. As president and founder of Cogent Consulting Inc., her own consulting practice, she is continuing her lifelong passion to help do-gooders do better by being smart about money.

Karen Feldman has been running Young Voices, a nonprofit she founded nine years ago. The organization transforms low-income visitor from across Rhode Island into advanced leaders who push for solutions to the issues in the public education system. The youth are actively engaged in pushing for policy change, such as instituting at the statehouse and meeting with the President dollar and Rhode Island governor to push for adoption of an education platform that will support this work. She would love to connect with other alumni who are interested in upskilling the power of students to make public education work for everyone.

Reinhard Jungheinrich writes, “Having served two consecutive terms as head of cooperation of the Delegations of the European Union to El Salvador (2009 – 2010) and to Venezuela (2011 – 2013), I returned to EU headquarters. At an elective to Brussels I worked on budget support and financial management. On the occasion of our classes of 1994 reunion I enjoyed returning to the U.S. for the first time since graduation. Finally, I returned to the European Commission in July 2014. However, I continue to travel and give advice to alumni and local utility matters. Thankfully the 2014 water responsibilities regarding local government anky with the city of Toledo, Ohio, since 2006, secretary of the Toledo Bar Association and reappointed as 

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Frederick Kacher was recently selected as the 2015 recipient of the U.S. Navy League of Baltimore's John Paul Jones (MPA) Memorial Award for his dedication to providing services to veterans. Named after the U.S. Navy’s founding father, the award is given annually to a naval officer who has made an outstanding contribution to the high standards of leadership in the naval service. The recipient of the 2015 award is Commander Dennis Overholt, a 1997 graduate of American University and the U.S. Naval War College. Commander Overholt was presented with the award during the Navy League’s annual Spring Dinner Meeting held on May 23.

U.S. military historian and author Chris McNab has been named an Honorary Fellow at the Royal United Services Institute (RUSI), London. McNab, who has written over 50 books on military and national security affairs, is an expert on 20th-21st century conflicts and has written extensively on the Spanish Civil War.

Daniel García-Díaz writes, “At a hearing on July 26 before the House Subcommittee on Housing and Insurance, I presented our work on the public’s use in public and Indian housing programs. These programs account for $15 billion, or 10% of the budget, and serve over 5 million low-income families.”

Patrick Mendis recently completed a term as special advisor to the department of international politics at Zhejiang University in Hangzhou, China. In his role, he was responsible for coordinating and teaching in the School of International Studies at the University.

Clarissa Martinez De Castro writes, “My time in Mexico has been a valuable opportunity for me to apply the skills and knowledge I learned in my education and work experience.”

Janice Cooper writes, “As the country’s leading mental health clinics, we are able to bring the best of clinicians to the very people who need them most.”

Richard Fariñas writes, “In 2011, 2015 reports that the White House Initiative on Hispanic Educational Excellence recently ended its nonprofit for its Latino Education Summit, which will be held throughout the nation annually, impacting over 20,000 students and parents over the next 10 years. A minimum of 8 students will be held annually. The summit focuses on improving early childhood development, 1-12, college access and bilingual Teacher Recruitment, and sibling.

John Fetterman is mayor of the western Pennsylvania town of Braddock and a Democratic candidate for U.S. Senate. For the past seven years, he’s been fighting to rebuild Braddock from one of the poorest communities in the commonwealth, endlessly creating new jobs, and attracting new businesses and residents. In 2013, John de facto law and 2015, he was appointed as one of the state’s highest ranking leaders. John previously served as the state’s commissioner of Labor and Industry, and is a board member at the Union of Concerned Scientists. John is married to Giselle Fetterman, who was once undocumented; they have three children and a bulldog, Dave.

Femi Richards was recently named a recipient of the 2015 Recipient of the Close The Gap Award. Since 2002, this group has been dedicated to creating opportunities for women’s economic development in the global South. The award is given to the organization that demonstrates the most significant achievements in women’s economic development. reciben honor al logro de la organización que ha realizado el mayor número de logros en el campo de la economía femenina. The award is given to the organization that demonstrates the most significant achievements in women’s economic development. reciben honor al logro de la organización que ha realizado el mayor número de logros en el campo de la economía femenina.
The office for her record. She will be tasked with implementing the current Department of Justice multi-agency grant on crime indica-
tives, which focus on improved prevention, enforcement, and recovery issues. Women is also the author of Daily Reflections on Bar
Exam Study, an Inspirational Companion for Experienced Attorney and Aspiring Taking the Bar, which can be found under the name M.G. Geckos.

Ernest Goodwin (MC ’09), president of the Old North Dental Society, was awarded a grant to support the North Carolina Museum of Mercy Project in Winston-Salem. Goodwin was elected North Carolina director for the South-
ern Association of Orthodontists. This makes the first time in the history of the organization that an African-American was elected to serve on the organization’s board of directors.

Matthew Hennessy (MC ’09) writes, “My firm Tremont Public Advisors continues to grow, with new clients doing exciting work but also finding the rhythm and moving into the world of public and private social impact.”

Christopher Hickey (MC ’09) writes, “After a decade as a strategist in Europe, Iraq, and Afghanistan, I am attending the Army War College. Next fall I will start work on a major international security and economic policy at the University of Maryland. After that, I will join the Army War College faculty as a permanent military strategy professor.”

2003

Manuel Chevez-Alva (MC ’03) works on common-pool resources and evolutionary game theory. He is on the Advisory Board of the Interna-
tional Foundation for the Study of the Com-
mmons and a professor at the Universidad de la Sierra in Otzaxt, Mexico. “Have two won-
derful kids.”

Peter Cheung (MC ’03) writes, “Hi there! The relevant and compelling messages I took away from SEPI, particularly regarding (1) the goal to do better, (2) the need to follow through intelligently, and (3) the workshops are temporary still resonating in my mind. They will stay with me as I pursue the top civil service job on intellectual property in Hong Kong from 2013 to 2015, during which I championed moves to develop intellectual property in Hong Kong from 2013 to 2015, during which I championed moves to develop intellectual property. I am also currently doing research on the intellectual property in Hong Kong from 2013 to 2015, during which I championed moves to develop intellectual property.”

2004

Robert Manson (MC ’04) writes, “In April 2005, I traveled to the Sahel Desert and ran the Marathon des Sables, which is six marathons in five days with a total distance of 250 kilo-
 meters. I did it to raise funds for a homeless charity in Dublin and for a school for kids with special needs, where my son attends. We raised 45,000 euros. Separately I have recently become president of the Harvard Club of Ireland. In September we will welcome the Harvard Alumni Association European Club Leaders Conference to Dublin for the first time. The president of the Harvard Alumni Association (Paul Choo, P’08, ID, 1983), and the HAA executive director, Philip Lowery, will both attend also.”

2005

Christians Bolling (MC ’05, Steve Digg (MC ’05, Shara Shoup (MC ’05 served on the design team for Kairos, Ten-
 nesean’s first public charter school, Emblem Academy. The school opened its doors to its first class of scholars on July 27, 2005, Emblem Academy is a college-preparing K-8 school that predominantly serves inner-city urban students. The main reason for this work will be the number of opportunities was more than triple the number of available scarce. For more information about Emblem Academy, please visit emblemacademy.org.

Tom DeWolf (MC ’05) serves as executive director for Caring to the Table (caringtothetable.org), which provides leadership, resources, and a supportive environment for all who wish to acknowledge and heal wounds from racism that is rooted in the United States’ history of slavery. Tom’s writing was featured last summer in The New York Times and The Huffington Post. He continues to speak and lead workshops on social justice, healing, diversity, and inclusion at universities, corporations, and conferences throughout-the United States.

Bernie Henderson (MC ’04, the president of Wadsworthy Funeral Homes in Richmond, Virginia, was named president of Funeral Practices International Services of Richmond in June 2005, and Gover-
 nor Terry McAuliffe appointed him to the Vir-
 ginia Council of Intellect and Ethics Council in July of 2005.

Ulrich Roening (MC ’04) was elected mayor for general administration of Leipzig, Germany (population 500,000), assuming his position in September. His portfolio will include education, central and citizen services, HR, IT, and legal functions. The city of Leipzig was the home of composer Bach and Mendelssohn, in honor to the Gewandhaus Orchestra, and proudly calls itself the center of the peaceful revolution of 1989 in East Germany. Ulrich moved to Leipzig with his family from Washington, DC, where he was a senior economist with the World Bank’s social protection and labor practice.

Anne Lord (MC ’04) writes, “In every yearful Dallas has become more interesting and pleasant. I have gotten to know it. It is a work for the City-
group in its community development division, which has been truly inspiring. Especially inspiring is my son, Alex, who just turned one this month. Every day was something new and extraordinary!”

Bhakti Mirchandani (MC ’04) married Vithal Eshap in Poughkeepsie, New York, on April 4. A few dozen guests were in attend-
ance, including Marc Diaz (MC ’02) from left to right in the picture below, Indr

Christopher Mor (MC ’04) serves in the Navy Reserve as a commissioned officer and international law attorney for the Naval Forces Europe – North Atlantic and U.S. Navy’s Special Forces as judge Advocate Reserve Unit. In his civilian capacity, he is a real estate consultant and helps clients build and protect wealth management by acquiring

"Six marathons in five days with a total distance of 250 kilometers.”

— Robert Manson

HASSAN TETTEH MC/MPA 2009

“...to travel on short notice to other parts of the country to arrange for the transport of organs for transplantation.”

“He is a surgeon working on policy. Tetteh was always aware that many of the decisions that affect the lives of medical doctors were made elsewhere—often without the input of a physician.”

“...he thought it might be time to travel down that path after all.”

“...to do better, (2) the need to follow through intelligently, and (3) the workshops are temporary still resonating in my mind.”

“...and I am writing screenplays, my goal to do better, (2) the need to follow through intelligently, and (3) the workshops are temporary still resonating in my mind.”

Hassan Tetteh, surgeon and health policy advisor, is a Harvard Kennedy School alumnus. He visited Harvard to attend his microbiology law school graduation, got lost on the way, and ended up at the Kennedy School campus. Years earlier, a mentor at college had suggested that he apply, but he took another road instead, going to medical school, enlisting in the navy, becoming a thoracic surgeon. But that spring day, attracted immediately by the energy and diversity of the place, he thought it might be time to travel down that path after all.

When he asked his superiors in the navy if he could enroll at the Kennedy School, they told him, “A heart surgeon doesn’t need to know about policy.”

Today Tetteh, whose rank remains that of a lieutenant, is health policy advisor for the Navy Surgeon General, working on myriad issues, ranging from ways to ensure the physical or mental health of sailors and Marines, to maintaining the skills of doctors and surgeons in the service, to the future of medicine on the battlefield. He is a surgeon working on policy.

Tetteh was always aware that many of the decisions that affect the lives of medical doctors were made elsewhere—often without the input of a physician. He remembers how colleagues would complain about reimbursement rates, or computer systems, and ask how those decisions could have been made.

“It happened at some point with people sitting around a table making decisions, making policy.” he says. "And we weren’t involved with that.” It was like a joke he often heard on Capitol Hill. If you’re not at the table in Washington, you’re on the menu.

“It’s been impressed on me so many times, in so many different ways, that we do have to be involved in that process,” Tetteh says.

Tetteh isn’t hanging up his scalpel just yet. He continues to perform surgeries. And to keep things interesting, he is part of the heart and lung transplant team at 1sxva. Fairfax Hospital in Virginia where, among other things, he’s asked to travel on short notice to other parts of the country to arrange for the transport of organs for transplantation.

Borrowing mathematical terms, a mentor of Tetteh’s, who was also a surgeon working on policy, once described the direct effect of medical practice on the lives of his patients as numerator work. Denominator work was the creation of policy—built slowly, patiently, but with the potential for a much broader impact.

“Like that,” Tetteh says. “I like to do good numerator work and good denominator work.”

Tetteh’s superior in the navy told him, “A heart surgeon doesn’t need to know about policy.”

Heart of the Matter

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Chunmei Chen is an economist with specialization in microfinance. Her participation at the Kennedy School helped her greatly strengthen his knowledge and work practices in microfinance. In addition, the program managed to guarantee his relations with other local and international actors. As a result, he manages to advance in the area microfinance in Costa Rica. He is a strong believer in the transformational power of the private sector to support post-conflict reconciliation and reinsertion development. Prior to co-founding Pioneer, Felix was the founder of the Civil Society Leadership Institute, one of Central America’s greatest capacity building centers on civil society leadership. He was recently honored with the prestigious Guadalupe Fellowship by the Chicago Council on Global Affairs.

2007
Deborah Chatsis where she is now living in Costa Rica, with concurrent roles as the high commissioner of Canada to Belize.

2008
Shaffi Mather where we launched Metagility (One Global Emergency Response Network). Metagility is using the power of mobile technology and networks to make emergency response faster and more effective anywhere, with just a tap on a mobile phone. Through our platform, emergency responders can connect to each other, share updates, and call for help. Metagility was started by Simon Collis, who has started my own business in these fields, and it would be great to connect there! We’ll see how it goes. Back from Hamburg, Germany.

Fumi Olorunnipa where I, “recently started at the White House Counsel's Office, where I work on a variety of issues with a lot of wise alumni. I regularly see and interact with many alumni, as I am inspired by all the things they my class have accomplished!”

The innovative technology we’ve developed allows us to do something never before possible: rapidly develop drugs that halt metastasis without the toxic side effects.

— Allison Crimmins 2009-2010

Use the new Alumni Directory to contact your classmates.

Korea Times border with more luck to have a wonderful family — Isa (HBS 2006 | 10th reunion), my three kids; Dominik Cziesche compiled a strategic communications and negotiations advisory, parliewotton.com.

Rade Glomazic, manager of Russian (London Labor Group International’s (r) Serbia and Montenegro office, became a member of the West Balkans, an informal trilateral think tank and brain trust attached to the Regional Committee for the Development of Cooperation, launched its mission “In the context of the War and the future world, we need to discuss the importance of the Russian economy and the spirit of the new world order.”

Alanna Duke wecies was appointed to the position of vice wing commander of the 158th fighter Wing, located at the Tulsa Air National Guard Base, Oklahoma.

Tawse Bengalovu and husband, Zack Bengali, we are excited to welcome our daughter, Caroline "Nicole Bengali, newborn on July 10, 2015. Lucas is a very proud big brother."

AkwaYa Cieus wecies was appointed to the position of president of ministerial research and development for the government of Benin State in central Nigeria, where she has relocated to Abuja, Nigeria’s political capital. I have been appointed as the director (co)director of the Citizens Centre for International Relations Research. The center’s mission is to think tank that carries out policy advocacy, research, and training in international relations and diplomacy. We also publish a weekly column in the academic journal in the area of international relations. The center organizes conferences and workshops for both national and international training and observation in foreign countries."

Allison Crimmings wecies wrote reports that Remedy Drug Project. We found the first drugs that specifically and effectively stop the spread of cancer, instead of attacking both cancer cells and normal cells.

Bruno Wright was a colonel, has been recently completed his military service in the United States Africa Command and was appointed as the deputy advisor on media and public affairs to the Honourable Minister, General Richard Carver, at the Canadian Department of National Defence in November 2016. At the time of the agreement, I was a senior fellow at the National Defence University and Georgetown University Press), and is based on research I conducted while at Harvard. Beyond Tomorrows, held in Octoer, explored long-term planning for climate change and (pg20) beyond, while November’s Telling Our Story examined the role of narrative in U.S. political and international relations.

“The conferees were primarily for students but are open to all. Please contact FTRFoundation.org for details.”

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Rodolfo Neirotti where president and co-founder of Indosol, marked the opening of the year but growing company’s fourth and flagship wine boutique in Boston in October. Rodolfo firmly believes in going back to the local schools in the four communities involved in these efforts and thinking about them as “roots of socialistic partnerships.” When he stops, he works outside to advance technology and- experience-driven wine start-ups.

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“I learned a great deal about the challenges facing Arab societies, especially after and as a consequence of the Arab spring.”

— Deanne Parrott
MC/MBA 2010

“I studied under the leadership of Professors Ron Heifetz and Marty Greenberger, who taught me how to work in the face of uncertainty.”

— Deanne Parrott
MC/MBA 2010

“I have gained from my experiences and the impact of my actions the knowledge and tools to transform my business and others’ businesses.”

— Malissa Feruzzi Shriver
MC/MBA 2011

Malissa Feruzzi Shriver was a self-help, New York Times bestselling author and motivational speaker who founded Affirmations. She was also a strategic philanthropy and arts education advising executive at Frank Gehry and the executive director of Tamarind Arts. California. She was appointed by the California State Superintendent of Public Instruction to serve on the California Arts Education Commission. She was also a political candidate for a state assembly seat in California in 2016.

“Je suis heureux de vous dire que je me sens mieux que jamais, et que je suis en bonne forme et prête à faire face à la vie.”

— Nick Ellem
MC/MBA 2012

“I am passionate about treating cancer and helping patients branch out. I launched a crowdfunding campaign last September at Foodnetwork.com.”

— Nizar Farahki
MC/MBA 2014

“I would like to thank Stanford for inspiring me to continue my education, teaching me that if you have a dream then you can achieve it.”

— Deanne Parrott
MC/MBA 2010

“I am also serving on the Arab Reserve Forces Policy Commission, which advises the Secretary of the Army on policy issues affecting both the Arab Reserve and the National Guard.”

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“Deanne Parrott is currently employed as senior advisor to the United Nations Conference on Trade and Development in Geneva, where she helps leading NGOs and governments develop strategies and partnerships to achieve the Sustainable Development Goals.”

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Hanyong WiIp is now serving on the National Navy Reserve Policy Board, a board required by law to advise the secretary of the navy on policy matters affecting the navy.

Sunita Williams

Use the new Alumni Directory to contact your classmates.

A Little Spacey

Sunita Williams HKSEE 2014

Sunita Williams HKSEE 2014 doesn’t know precisely how yet, but she’s going back into space. Williams, a NASA astronaut, was selected to be part of a four-person team that will operate the first U.S. commercial spacecraft.

Boeing and SpaceX are working on separate projects, and one will be picked to launch first, as soon as late 2017.

“Sounds funny, but we are working with both providers right now,” Williams says. “We are helping them work out the kinks. As they get closer to completion, we will know which one will be we flying on. So right now it is a little complicated learning about two entirely different spacecraft, but it is fun!”

Williams has a unique baseline for fun. Like her teammates, she is a veteran of NASA’s space shuttle program and the International Space Station. She has been on seven space walks (the most by a female astronaut) and has spent 322 days in space. She even ran the Boston Marathon from space (on a treadmill on the space station). And before that she was a U.S. Navy helicopter pilot and test pilot—not quite the life she envisioned growing up in Needham, Massachusetts, when she dreamed of becoming a veterinarian.

Now Williams finds herself at a historic moment in space exploration and travel, with the government scaling back its traditional role and collaborating with the private sector. Her participation in the Creating Collaborative Solutions executive education session was on point. The course focuses on governance and the skills social entrepreneurs use to marshal diverse resources beyond their direct control.

Williams didn’t know she would be among the four NASA astronauts selected to fly the first commercial spacecraft, but she could foresee the challenges that a private/public partnership might present—with the two sides’ interests sometimes overlapping, sometimes clashing.

“I looked at this class as an opportunity to step away from NASA and learn how other programs and people around the world solve problems, because I saw that we will be facing those issues as we start working hand in hand with commercial companies,” Williams says.

Her role has evolved over the course of her career, not just from helicopters to spacecraft but from flying missions to a much more programmed approach. With the introduction of commercial spacecraft, it is evolving even further.

“This is a step by step getting further into policy and programming,” Williams says. → RDO
hunger in the United States, Latin America, and the Caribbean. He holds consultative status with the United Nations and is a war veteran.

Rodrigo García was recently appointed as the chief banker and chief executive officer of the Banco Santander Trust. In this executive role, he oversees the bank’s $5 billion fixed income, equity, and mortgage portfolios and related banking and financial services in order to increase shareholder returns and bolster the bank’s financial metrics.

Daniel Geller writes, “I was born, raised, and involved in natural disaster relief for over 20 years and have witnessed the real impact of disasters and the resilience of people.”

Monte McMurthy’s essay was installed in October as writer and social scientist in the National Museum of the American Indian in the Congo, in Kinshasa.

Michael Roth’s recently completed a ten-year paid leave from his position as president of Bard College and sat on the faculty, during which he authored a report on the college’s compliance and enforcement policies. With a strong recommendation for changes and recommendations, all of which were formally accepted by the college’s board of directors in March 2016, the report directly led to a 99 percent reduction in the college’s 1,800 tenure-track and tenured faculty.

Cynthia Villarreal and her co-authors explore the Mexican government’s microcredit program. “We found that large, well-established banks are more likely to provide loans through microfinance institutions.”

Samuel Ward and his co-authors present a new risk tool for early warning systems to help them detect and respond to financial crises.

Real-time information about an organization’s activities is crucial to its survival. This book shows a framework for making in our organizations. This book shows a framework for making in our organizations.

Sara McLanahan and her co-authors explore the dissonance between what parents say they want for their children’s future and what they, in fact, do. This book shows the importance of aligning these two goals.

James B. Metzger and his co-authors focus on how the Mexican government’s microcredit program has affected the socioeconomic and health status of its beneficiaries.

Laura M. Belloni and her co-authors examine the role of Europe’s leading private equity and venture capital portfolios and their impact on the global economy. This book shows the importance of understanding the role of these portfolios and their impact on the global economy.

Interested in LRAP? Learn about updated Loan Repayment Assistance Programs’ guidelines and eligibility requirements.

Korala Minawa was a student of Emlen University, at the Rabotey Department of Technology, in Cotonou, Benin, at 19 years of age. She was killed by a truck driver in 2015.
interested in the web

through his start-up (Khel Planet Foundation), teaching 21st-century life skills to children has been working for the Mexican government technically assisting private parties in the development of the country last June. Professionally, she joined Tenex recomended a bundle of joy, Carissa, to their lives, and many other high-level forums to attend the leadership program directed by Jameson. The other thinking and utopian hermeneutic of Fredric Jameson, juxtaposed with an immaculate erudition, have, in turn, catapulted my career into the stratosphere. Thank you, Harvard!"said, "Neil Padukone has served as the higher education manager of the L.A. Compact. Created in 2008, the L.A. Compact is a bold commitment by Los Angeles leaders from the education, business, government, labor, and nonprofit sectors to transform education outcomes from cradle to career. In this role, Juana will work with public and private higher education partners to advance positive early childhood in the region. units-1oa an independent nonprofit organization affiliated with the Los Angeles Area Chamber of Commerce, which represents more than 6,000 member businesses in Los Angeles County.

Brad Huesley received the American Bar Association’s Standing Committee on Legal Assistance for Military Personnel’s 2016 Annual Distinguished Service Award. Oluf Hugender has caused a bit of a stir in the Swedish higher education sector with a counterpoint piece in the peer-reviewed Journal Research Evaluation (Oxford University Press, 2013). In the article, the authors claim that research funding schemes in Sweden risk missing their mark due to a lack of coordination among funders and weak structural linkages at universities.

Lyle Kostopulos is the international cyber-organizational research fellow, Cybersecurity and Cyber Economics Forum Initiative and teaches intelligence and cyber studies at the Instituto de Internacional and Civil Security, Active in the cyber community, she is a member of the ‘net Infragard Alliance and participates in worry’s Science for Peace Program. Her current research centers in the national security certi- fications of the interactions between counter-exploitation, social engineering, and disruptive technologies in cyberspace. In 2014 she received the U.S. Presidential Service Award for all her volunteer work and service to the cybersecurity community.

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It didn’t occur to Patrice Kunesh MC/MPA 2010 that while attending her HKS reunion, she would meet her future colleagues. But that’s exactly what happened when she came to her five-year reunion last spring.

“One of the first people I met at reunion was Sol Carbonell MC/MPA 2010, who works at the Boston Federal Reserve Bank,” says Kunesh. As luck would have it, Kunesh had just interviewed for a position at the Minneapolis Fed as the director of the newly established Center for Indian Country Development. The meeting with Sol proved to be quite valuable.

“In talking with Sol, I could see that it was really important and impressive work,” says Kunesh. She was referring to the Fed’s role in promoting economic opportunities for vulnerable populations, such as Native Americans. Kunesh, who is of Standing Rock Lakota descent, had long been involved with Native American causes, having served as a senior staff attorney at the Native American Rights Fund and in-house legal counsel for the Mashantucket Pequot Tribal Nation. She was a law professor before attending HKS through a Bush Foundation public interest fellowship and since graduating from the Kennedy School, Kunesh has served as a presidential appointee in the Departments of the Interior and Agriculture.

At reunion, Carbonell introduced Kunesh to another HKS alumna and Federal Reserve colleague, Jordana Barton MC/MPA 2005. The Dallas-based Barton and Kunesh shared an instant connection “around my work in Indian country and her economic development work in the Colonias areas that are part Hispanic and part indigenous,” says Kunesh.

After comparing notes and brainstorming ideas and strategies, Barton “encouraged me to pursue the position,” says Kunesh. The rest is history; Kunesh assumed her new role as assistant vice president and co-director of the Minneapolis Fed’s Center for Indian Country Development this past July. “The connections from Harvard Kennedy School made all the difference in my consideration of this position,” she says.

Says Carbonell, “We have a strong network of HKS alumni within the Federal Reserve System and in Boston in particular. Interestingly, this year, one of the Fed’s former fellows is beginning the Mid-Career MPA program, we’ll be working with two PAE [policy analysis exercise] students, and the two women who lead our community development efforts—my colleague Anna (Afshar) Steiger MPP 2001 and I—are both HKS graduates. Also in a leading role within community development is Ray Boshara MC/MPA 1996 in St. Louis. We all have a strong focus on promoting economic growth in lower-income communities, and are all HKS alumni.”

“Life is about relationships, and these are lifelong connections.”

Patrice Kunesh MC/MPA 2010

“Life is about relationships, and these are lifelong connections,” says Kunesh. “The contagious enthusiasm that surrounds a group of HKS graduates and the generous support for one another’s work are truly inspiring. The relationships formed, the ones reestablished, and the advice and support received were awesome. Life is about relationships, and these are lifelong connections. I am deeply appreciative of my HKS Fed colleagues, who have laid the groundwork for my new endeavors in advancing economic well-being among vulnerable populations.”
WAYS AND MEANS

CHOOSING TO GIVE

WHILE AN INVESTMENT IN THE FUTURE can take many forms, those who give to the Kennedy School have in common the desire to make the world a better place. Behind this lofty ambition, one thing is clear: The school is educating the most promising leaders and generating real solutions to the most vexing public problems.

Here we tell the stories of two Kennedy School alumnae who believe in the power of philanthropy to improve the world.

STACEY GILLIS WEBER MPA 1990 AND JEFFREY WEBER MBA 1990

Stacey Gillis Weber MBA 1990 and Jeffrey Weber MBA 1990 met as graduate students at Harvard. Now they are banking on the Kennedy School’s track record of preparing visionary public policy leaders. “Our gift supports the Wexner joint degree program,” says Gillis Weber. “Business skills are essential to solving public policy challenges. We both believe that you have to be able to speak the language of finance to address the issues. And we want to see the best of the best at Harvard.”

After receiving an undergraduate degree from the Wharton School at the University of Pennsylvania, Gillis Weber worked on Wall Street in municipal finance for three years before returning to graduate school. “My interest was the intersection between the private and the public sectors,” she says. “And my time at wex was an extraordinary intellectual journey. My classmates were incredible people with backgrounds ranging from journalism to the military, and my husband’s classmates at the business school were just as remarkable.”

What concerns Gillis Weber and her husband is persuading the most talented young people to tackle significant national-level challenges. This prompted them to make an endowment gift for fellowships that will support students in the Harvard Kennedy School.

“We know the power of what happens there,” says Gillis Weber. “We didn’t leave with an email address book like everyone does today,” she says.) As someone who is good at staying in touch with people, Pangburn understood the value of her network—even in the late 1980s. In fact, it was her professional network that suggested she think about the Kennedy School. Michael Castine mc/ma 1986, a friend from her early days on Capitol Hill, told her that attending the Kennedy School would be right up her alley. “Michael knew that someday I wanted to run a nonprofit,” Pangburn says, “but I needed to hone my financial and strategic thinking skills. He ended up being right on the money.”

After graduation, she stayed very involved with her friends and classmates. Today, Pangburn has her own consulting firm that helps nonprofit organizations in areas as diverse as recruiting talent, facilitating vision, and operationalizing strategy. She also serves as the executive director of the Congressional Commission to Study the Potential for Building a National Women’s History Museum in Washington, DC.

“I came to the school via the alumni network, and it’s why I continue to be drawn to the school,” she says. “Harvard and the Kennedy School have been good to me and so many levels—personally and professionally. I’m hoping my bequest will help strengthen our network.”

WENDY PANGBURN MC/MPA 1986

“I don’t consider myself a wealthy person,” says Wendy Pangburn mc/ma 1986. “I never considered doing a bequest until I realized that it is something people can do easily and effectively from all sorts of financial positions. I simply wanted to make sure others have the same opportunity I had, and every little bit can help.”

Pangburn, who is chair of the wex Alumni Board of Directors, recently made a bequest to the school that will be dedicated to strengthening the global network of wex alumni. With her generosity, she has become a member of the school’s Graham T. Allison Society, which recognizes alumni and others who contribute to the Kennedy School through estate, capital, and planned gifts.

Pangburn enrolled at the Kennedy School to hone her skills in nonprofit management. She says her time in Cambridge enhanced her self-confidence. “Harvard can be very intimidating when you first show up. And you say to yourself, ‘Wow, what in the heck am I doing here?’ Then you realize that you continue to do what you have always done: work hard, pace yourself, and all of a sudden, it’s manageable—like anything in life.”

DOUGLAS W. SHORENSTEIN 1955–2015

Douglas Shorenstein, a longtime supporter of the Shorenstein Center on Media, Politics and Public Policy and Harvard Kennedy School, died of cancer on November 24, 2015. He had a vision for the center that was realized through his ideas and generosity. In his passing, the center and the school have lost a great friend, advisor, and benefactor.

Shorenstein was the leader of one of San Francisco’s most prominent real estate development families. He transformed Shorenstein Properties from a local developer to a national real estate group that invested in projects in 24 markets across the country, including Chicago’s John Hancock Tower and New York’s Park Avenue Tower. He joined the family business in 1983 and became chairman and chief executive officer in 1995. Prior to joining Shorenstein, he worked as a real estate attorney with the law firm of Shearman & Sterling LLP in New York. Shorenstein graduated from the University of California at Berkeley with a b.a., and from the University of California, Hastings College of the Law with a j.d.

In 2011, Shorenstein was inducted into the Bay Area Council’s Business Hall of Fame, which recognizes the extraordinary achievements of individuals and families who have advanced San Francisco Bay Area–based businesses to positions of national and international prominence and who have enriched the civic life of the community. He was also a past chairman of the board of the Federal Reserve Bank of San Francisco, a board member of the Environmental Defense Fund, a member of the executive council of the UCSF Medical Center, and co-chair of the Shorenstein Center’s advisory board.

The Shorenstein Center was founded in 1986 with a major gift from Walter and Phyllis Shorenstein. Their daughter Joan Shorenstein Barow, Doug Shorenstein’s sister, was a prominent political reporter and producer at CBS News who died of breast cancer in 1985. The Shorenstein family has been actively supporting the work of the Shorenstein Center for the past three decades.

In 2013, Douglas Shorenstein and his wife, Lydia, established the Walter Shorenstein Media and Democracy Fellowship through a generous gift to the school. The fellowship brings high-profile figures at the forefront of media, politics, and public policy to the Shorenstein Center to work with students, faculty, scholars, and the public on important issues of the moment.

The fellows spend varying periods of time at Harvard and focus on important policy areas. Bob Schieffer, former moderator of Face the Nation and longtime anchor and reporter for CBS News, is the current Walter Shorenstein Fellow.

Douglas Shorenstein is survived by his wife, Lydia; his children, Brandon, Sandra, and Danielle Shorenstein; and his sister Carole Shorenstein Hays.
FIRST IMPRESSIONS COUNT. So does a good head shot. Students need them for increasingly essential networking sites such as LinkedIn, for websites, for speaking engagements, sometimes even for their résumés. That's why, for a period of six days in September and October, the school brought in a squad of professional photographers and the student lounge was transformed into a studio. More than 600 degree program students, including Ihab Osman MPA 2016 (left) and Sonia Sood MPP 2017 (right) took advantage of the offering, posing and then picking out their favorite photos.
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