

# HARVARD KENNEDY SCHOOL

magazine

WINTER 2017



BALANCE OF TRADE

ARTS FOR ALL

SMALL BUSINESS/BIG CHANGE



## WHAT'S NEXT?

UNSCRAMBLING THE CHALLENGES AHEAD



THE HEADLINES, perhaps understandably after such an acrimonious election, were “Campaign Aides Clash” and variations thereof. The gathering of political operatives, campaign professionals, journalists, pollsters, and academics, which Harvard Kennedy School’s Institute of Politics has been holding after each presidential election since 1972, had gotten ugly, and the well-documented spat between Donald Trump’s campaign manager, Kellyanne Conway (at left), and Hillary Clinton’s communications director, Jennifer Palmieri (second from right), seemed to capture the zeitgeist. But that was just a moment. Below the headlines, the story was of a remarkable two-day symposium with some of the smartest operatives and analysts in the country picking apart one of the most remarkable political campaigns ever. *Audio of all the discussions is available at [soundcloud.com/harvardiop](https://soundcloud.com/harvardiop)*

MARTHA STEWART

AS WE BEGIN A NEW YEAR, the recent U.S. election and the start of a new presidential administration are very much on our minds at Harvard Kennedy School. The divisiveness and lack of factual grounding that prevailed for much of the campaign have caused some members of our community to question the relevance of the School in helping to shape public policy in the United States. Introspection and discussion about how the Kennedy School community can be most effective at achieving our mission are always useful—but, in my view, the campaign actually affirms the importance of our values and our work. To move this country ahead, we need to keep standing up firmly and proudly for the worth of each person and the value of knowledge and inquiry, we need to remain committed to advancing the public good in whatever activities and sectors of society we are engaged, and we need to continue drawing on a wide range of perspectives in developing solutions to public challenges. By staying true to our values and to our approach to improving public policy and public leadership, the Kennedy School community can help to achieve a brighter future for all Americans—and for people around the world.

As we do after each presidential election in the United States, we recently joined several other organizations in hosting a bipartisan program for newly elected members of Congress. At the end of the program, the members issued a statement pledging to “work across party lines in Congress,” saying “we chose not to focus on our differences, but instead on the unwavering commitment that we all share, to serve our constituents and our Nation.” We are arranging with one of the other host organizations to meet periodically with the new members during this year and share our faculty’s perspectives with them on an ongoing basis. In another institutional tradition, we also brought some of the key players in the presidential campaign to campus for a two-day campaign managers symposium. Unsurprisingly, emotions ran high at that symposium, but the exchange of views was illuminating for me and many other observers.

Shedding light on difficult public problems is a critical part of what we do at the Kennedy School. In this edition of the magazine, we offer the views of distinguished members of our faculty regarding some of the key issues of our time.

In addition, we note the death of Tom Schelling, a guiding intellectual force in the world and one of the most influential figures in the history of the Kennedy School. Together with the School’s other “founding fathers,” Tom developed a new approach to teaching public leaders and put that approach into action. Tom was a generous colleague and mentor, and he shared the 2005 Nobel Prize in economics for “having enhanced our understanding of conflict and cooperation through game-theory analysis.”

Finally, this edition of the magazine proudly profiles Colombian President Juan Manuel Santos MC/MPA 1981. In December, President Santos accepted the Nobel Peace Prize “for his resolute efforts to bring [his] country’s more than 50-year-long civil war to an end.” In his acceptance speech, President Santos described the process by which the peace agreement was reached—and referred to his experience at the Kennedy School. Specifically, he quoted my faculty colleague Ron Heifetz as teaching him “Whenever you feel discouraged, tired, pessimistic, talk with the victims. They will give you the push and strength to keep you going.” As each of us pursues our own path to help make the world better, let us all “talk with the victims” and use their stories to “give us the push and strength to keep ... going.”

Dean Doug Elmendorf  
Don K. Price Professor of Public Policy  
January 2017



Executive Editor  
Sarah Abrams

Editor  
Robert O’Neill

Designers  
Janet Friskey  
Jennifer Eaton Alden

Printer  
Lane Press

Harvard Kennedy School Magazine is published two times a year by John F. Kennedy School of Government  
Office of Communications and Public Affairs  
79 John F. Kennedy Street  
Cambridge, Massachusetts 02138  
Phone: 617-495-1164  
E-mail: [publish@harvard.edu](mailto:publish@harvard.edu)  
Copyright ©2017 by the President and Fellows of Harvard College.  
All rights reserved.

Magazine Advisory Board  
Joe Bergantino MC/MPA 1985  
James Carras MC/MPA 1980  
Phil Cronin MPP 1996  
Tiziana Dearing MPP 2000  
Bill Dodd MC/MPA 2004  
David King, faculty  
Chris Olver MPP 2012  
Wendy Pangburn MC/MPA 1986  
Craig Sandler MC/MPA 2000  
Janice Saragoni MC/MPA 1989  
Jeffrey Seglin, faculty  
Ken Shulman MC/MPA 2004  
Steven Singer MC/MPA 1986  
Scott Talan MC/MPA 2002  
Donald Tighe MC/MPA 1999



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

MARTHA STEWART

IN THIS ISSUE



Arts advocates Roger and Deanna Cummings MC/MPA 2009, page 18.

FEATURE STORIES

- 12 **Balance of Trade** The economist Dani Rodrik sees both sides of the trade issue.
- 18 **Arts for All** HKS alumni in the arts have a place at the policy table.
- 24 **What’s Next** In the wake of the election, HKS faculty discuss the coming challenges.
- 30 **Small Business/Big Change** Dorothy Tuma MC/MPA 2014 is showing Ugandan women how to succeed.

DEPARTMENTS

- 4 **Ideas** HKS Urban Footprint | Location Location | Shopping for Surgeons | Wolves and Rabbits
- 8 **Profiles** NPR reporter Sam Sanders MPP 2009 on radio | Tom Patterson analyzes election news coverage | Remembering modern-day HKS founder Tom Schelling
- 34 **Bully pulpit** Vivek Murthy | Jeb Bush | Michele Flournoy | and others
- 36 **In print** *Innovation and its Enemies* | *Handcuffed* | *Rape During Civil War* | *The Ethics of Invention* | *We Wanted Workers*
- 38 **Alumni voices** Classnotes | Juan Manuel Santos MC/MPA 1981 | Carrie Sheffield MPP 2010 and Bill Werkmeister MC/MPA 2010 | Elizabeth Schrapf MC/MPA 2007
- 62 **Ways and means** Making Changes, Large and Small | Melinda Wolfe MCRP 1981
- 64 **Exit poll**

ONLINE EXTRAS

**Campaign Roundtable Podcast** Download HKS PolicyCast episodes.

*On the cover: No easy solutions to the policy puzzle, page 26. Photo by Martha Stewart*

COVER PHOTO BY MARTHA STEWART

**CITIES ARE NOW HOME** to more than half of the world's population, and by 2050 two out of every three people on earth will live in urban areas. Cities are also drivers of economic growth and models for sustainable societies. And as history, and most recently the 2016 U.S. presidential election, showed us, cities have an important effect on politics: They can be centers of power, but also objects of resentment.

At Harvard Kennedy School, cities are a focus for research and an opportunity to experiment with new and better ways of governing: using data to open up the democratic process or to improve city services; harnessing the power of innovative financial tools to provide funds for new approaches to old problems; or convening urban leaders to share knowledge and experience.

## Results-Driven

CITY GOVERNMENTS have to buy a lot of stuff—everything from school transportation to computer software to concrete—and even a medium-size city such as Boston will spend more than \$1 billion a year on goods and services from the private sector. But most cities treat procurement as a back-office function, according to Wiener Professor of Public Policy **JEFFREY LIEBMAN**. The Government Performance Lab that Liebman leads has been working with 20 cities across the United States to improve procurement and implement “results-driven contracting.” The idea is to make the administration of contracts more efficient, focus on the quality of service, and have a higher profile in city government. “Procurement and contract management are among the most important roles performed in city agencies—and governments need to treat these tasks as the high-value activities that they are,” Liebman argues.

## Data Smart

THE CITY OF BOSTON develops a mobile app for residents to send in information about the quality of road conditions. In New York, the Department of Homeless Services creates risk-assessment tools, looking at information such as eviction notices and shelter entries to identify families at risk of homelessness. These are some of the ways cities are using data and analytics to improve their operations and, more important, their residents' quality of life. The Ash Center's Data Smart City Solutions Network, headed by **STEVE GOLDSMITH**, Daniel Paul Professor of the Practice of Government, has been at the forefront of understanding the phenomenon. One of its programs, the Civic Analytics Network, established a national network of urban chief data officers who will collaborate on projects using data visualization and predictive analytics to solve problems related to poverty and economic opportunity. There's already plenty of evidence that enormous benefits can be had. In Cincinnati, a program in 2012 that used indicators such as a mother's zip code and smoking habits and a child's sleeping environment to help city officials zero in on at-risk communities brought the infant mortality rate down by more than 25 percent in just one year.

## Leading Cities

CITIES MORE AND MORE are becoming laboratories for policy relating to issues from obesity to climate change. And the most innovative public policy solutions increasingly come from mayors' offices. But for all their inventiveness, cities often have only limited access to experts and networks that can help them learn from one another. With a \$32 million gift from Bloomberg Philanthropies, the foundation headed by former New York City Mayor Michael R. Bloomberg, the Kennedy School aims to become a hub of innovative city leadership. Over the next four years, as many as 300 mayors and 400 top aides will take part in customized executive training programs with specialized curricula, teaching tools, and cases. The **BLOOMBERG HARVARD CITY LEADERSHIP INITIATIVE**, a university-wide initiative jointly managed by HKS and Harvard Business School, will spark new research on innovative policies, mentoring programs for new mayors, and internships for students. “With more and more of the world living in cities, mayors are increasingly responsible for solving major challenges we face, from climate change to poverty to public health,” Bloomberg says. “By giving mayors tools and resources—and by connecting them with peers facing many of the same challenges—this program will go a long way toward helping them run cities more effectively.” **JORRIT DE JONG**, a public policy lecturer and academic director of the Ash Center's Innovations in Government program, will serve as the Initiative's faculty director.

## Model City

COMPLAINING ABOUT POLITICS is not a modern invention. Despairing about democracy seems a little more so. There's a creeping sense, from Athens to Brasilia to Washington, that even if democracy isn't quite the worst form of government, it's not necessarily better than some of the others either. **QUINTON MAYNE**, an associate professor of public policy, argues that the problem may be resolved not in national capitals but, rather, in cities. Studying decades' worth of data from hundreds of thousands of individuals across dozens of democracies, Mayne has found that where local governments can shape welfare policies, such as in education or social services, citizens are much less likely to be politically disaffected. Cities can be engines of economic development, creativity, and innovation, but of human welfare, too. Mayne's in-depth study of cities, in particular Denmark's urban centers, shows how proximity to government can have a positive impact on citizens' view of their own well-being as well as of governance.

## Testing Testing

ONE OF THE GREAT TASKS a city undertakes is the education of its children, so officials constantly struggle with the question of improving student performance. One approach is tracking high-achieving students. For example, Boston's Advanced Work Class program follows students who score high on standardized tests in the third grade. What's the value of such efforts? The **RAPPAPORT INSTITUTE FOR GREATER BOSTON**'s analysis of the program shows that although standardized test scores had little effect on short-term outcomes, a positive effect emerged down the line, with higher achievement in math and even a tripling in enrollment in elite universities.

INEQUALITY

## Location, Location

WHERE YOU LIVE has much to do with your lot in life. Using administrative records on more than 100,000 Japanese-Americans interned during World War II, a study, “The Causal Effect of Place: Evidence from Japanese-American Internment,” found that where people live can have a lasting effect on long-term locations, economic outcomes, and outcomes for their offspring. “People assigned to richer



locations do better on all measures,” write the coauthors, Kennedy School professor

**DANIEL SHOAG** and UCLA professor Nicholas Carollo. The random assignment of Japanese-American internees to locations from California to Arkansas, with considerable differences in quality of life, gave the researchers a unique opportunity to learn how location affects people’s lives. “Understanding the causal impact of regional differences in productivity and social environment is ... of first-order importance,” write the authors. “This is especially true today as policymakers are making difficult choices about where to resettle large refugee populations.”



inequality is complex and nuanced: it may help some places take off, but leave others behind in the figurative runway.”

GROWTH

## Direct Air Links

AS AT NO OTHER TIME IN HISTORY, the world is united by a global air travel network that connects people at great distances from one another. Given this unprecedented transformation, **FILIPPE CAMPANTE**, associate professor of public policy at the Kennedy School, with co-author **DAVID YANAGIZAWA-DROTT**, set out to see how important this greater connectedness might be. In “Long-Range Growth: Economic Development in the Global Network of Air Links,” the authors looked at the impact of international direct long-distance air links on local economic development. Using data from more than 800 cities

with major airports, they compared cities that are just under 6,000 miles apart, which are more likely than cities above the 6,000-mile threshold to have direct air links owing to regulatory requirements.

The research showed that places near airports with better potential for direct long-distance flight grew faster economically. The research also showed that city pairs below the threshold had more business “cross-ownership” links. “Our research helps show that claims regarding the ‘death of distance’ have been overstated,” the authors write.

“Where you are, and how easy it is for you to get face-to-face contact with others, matters a lot. It also underscores the view that the impact of globalization on development and



HEALTH

## Shopping for Surgeons

WHAT’S THE BEST STRATEGY IN CHOOSING A SURGEON? Conventional wisdom says consumers should choose the most experienced doctor they can find for their particular surgical procedure. Recent research, however, shows that a surgeon’s degree of specialization may be a better indicator of quality than the overall number of surgeries he or she has performed. Co-authored by **AMITABH CHANDRA**, the Malcolm Wiener Professor of Social Policy at



Harvard Kennedy School, and published in the July issue of *BMJ* (formerly the *British Medical Journal*), “Surgeon Specialization and Operative Mortality in the United States: A Retrospective Analysis,” the research found that while it is true that surgeons with higher volumes have better outcomes across a variety

of procedures, the degree to which a surgeon specializes in a specific procedure may be as important as the number of times he or she performs it.

Looking at Medicare data on cardiovascular and cancer operations performed in the United States from 2008 to 2013, Chandra and coauthors Nikhil R. Shni, Maurice Dalton, David M. Cutler, and John D. Birkmeyer measured the 30-day patient mortality rates for surgeons who performed the same number of procedures but differed as to degree of specialization, which was defined by the number of times the specific procedure was performed as a percentage of total operative volume. “For all four cardiovascular procedures and two out of four cancer resections,” the authors write, “a surgeon’s degree of specialization was a significant predictor of operative mortality independent of the number of times he or she performed that procedure.”

MARITHA STEWART

OPERATIONS

## Queueing Theory! Stat!

HEALTH CARE COSTS ARE SOARING, and the strain on resources is growing. To paraphrase a politician’s famous saying on war and generals, health care administration may be too important to be left to the



doctors. **SOROUSH SAGHAFIAN**, an assistant professor of public policy with a background in operations research and queueing theory has focused on increasing the efficiency of emergency care, which is the first point of contact for nearly half of all hospital admissions in the United States and accounts for up to 10 percent of all national health expenditures. Problems such as long waiting times, inefficient use of resources, and poor patient outcomes have led the Institute of Medicine and others to declare emergency medicine in the United States at a breaking point.

To address these pressing issues, Saghafian has devised new ways to minimize times and help patients flow into, within, and out of ERS, and to improve the quality and speed of the care they receive when they’re there. And by working closely with the Mayo Clinic and other health care institutions, he has been able to study those ideas in action. His ideas include: taking account of the complexity of someone’s condition, not just the severity, when deciding whom to prioritize; creating treatment streams similar to supermarket express-checkout lines, putting simpler cases on separate tracks from more serious ones; putting more emphasis on locating and using open beds in inpatient wards, freeing up resources in the ER; and using smarter algorithms to determine which physicians patients are assigned to, spreading workloads more evenly. All these approaches have helped maximize efficiency, decreasing average wait times for patients and, more important, save lives by improving patient safety. His work shows ERS can achieve higher levels of performance without additional resources.

ELECTIONS

## Ballot Questions

THE UNITED STATES has been holding national elections since the 18th century, but despite this long tradition, public trust in the machinery of democracy is eroding. Pippa Norris, Paul McGuire Lecturer in Comparative Politics at the Kennedy School, is founder of the Electoral Integrity Project, which has studied electoral processes around the world. Evaluating elections in 2012 and 2014, the EIP found America scored the worst out of 24 Western democracies on electoral integrity. The 2016 election cycle did nothing to change that, instead highlighting many of the problems, from deregulated campaign spending, to polarization over electoral



procedures, to controversial voter identification laws.

“Without urgent reform, these problems risk damaging the legitimacy of American elections—further weakening public confidence in the major political parties, Congress, and the US government, depressing voter turnout, and exacerbating the risks of contentious outcomes fought through court appeals and public protests,” Norris argues. Those reforms, she suggests, include more independent electoral management bodies, better dispute resolution mechanisms, and stronger transparency and accountability mechanisms.

RISK

## Wolves and Rabbits

WARNING LABELS, which help alert consumers to the potential risks in using or consuming products, are



decentralized and ubiquitous in today’s markets. From medicines to

appliances to cigarettes, consumers are warned about possible dangers. But without greater accuracy about the risks involved, these warnings lose their effectiveness over time, say the authors of “Efficient Warnings, Not ‘Wolf or Rabbit’ Warnings.” The current warning system, writes **RICHARD**

**ZECKHAUSER**, Frank Plumpton Ramsey Professor of Political Economy, with coauthors Lisa A. Robinson and W. Kip Viscusi, “fails miserably at distinguishing between large and small risks; that is to say between wolves and rabbits.” Greater attention to decision requirements and the wording of the warnings, they propose, will help consumers accurately assess risk or at least distinguish between serious and mild risks. “The major challenge to our densely populated non-system of warnings,” they write, “is to find ways to separate rabbits from wolves from dragons.”





“It’s simple, it’s classic, it’s humungous.”

2 3

**ALUMNI**

**I Want to Do Radio**

FOR SAM SANDERS MPP 2009, the path to becoming a reporter with NPR in Washington and cohost of its Politics Podcast was not a straight one. He grew up in Texas and came to Harvard Kennedy School knowing above all else that he didn’t yet know what he wanted to do.

1

**What made you want to become a radio journalist?**

IN THE SUMMER OF '08 I was working on the Broadmoor Project in New Orleans. I was in charge of planning youth and senior events. On any given day I was in my truck a lot—picking things up, seeing caterers, driving kids to the zoo—and I had my radio on a lot. I also had a radio in my room, which I hadn’t had for years. So it was a summer full of radio. It

was top-40 radio, public radio, black talk radio, morning-drive radio, all kinds of radio. This was the summer before Obama’s election, so a lot of the morning-drive black comedy shows were mixing their usual humor with talk about Obama and politics. And I want to say it was the Tom Joyner show. I was playing him while driving through New Orleans one morning running some errands. I got to a traffic light and I was listening to them laugh hysterically while having this great, smart conversation and I said to myself, “Oh my God, they’re getting paid to have this much fun! I want to do radio.” I decided right there. Before that summer in New Orleans, I wasn’t really thinking about radio; and I think I thought about radio first and radio journalism came after that. But I just like the medium. The idea of people having conversations with each other and with their community. That idea of conversation is what I want to get at and have been chasing the past several years.

**What makes a good interview?**

YOU START WITH A SMILE, you make eye contact, you make sure they see your microphone—you don’t want to interview someone who is afraid of the microphone. You ask open-ended questions that make people want to tell a story. And when people get quiet, just let the quiet be there. Early on in my career I wanted to fill the quiet spaces, but now I’ve learned to be comfortable with pregnant pauses. But the less mechanical part of what I want to do, what I’ve come to rely on for my storytelling, is the universality of emotions that are present in all stories about politics. I fundamentally believe that we are all guided by and experience life through the same set of pure emotions: anger, love, frustration, hopefulness, jealousy. And when you accept that, it means you can connect to any one story because somewhere in there the emotion that they’re experiencing you’ve experienced in some way. It also makes you want to listen to people who you think you don’t like, who are voting for the other guy.

**What is your favorite possession?**

I DON’T LIKE my radio equipment. I really wish it were smaller and not so heavy. So I don’t feel attached to that stuff. I bought a couch when I moved to DC. Since I left Texas, I’ve been living somewhere different every year or two. In South Africa for an internship and then Boston and then New Orleans; then I was in DC and I had short stints in North Carolina and Portland, Oregon, and then Los Angeles. So I’ve lived in lots of different places with lots of different roommates, and I never really had furniture because I was always moving around. When I moved back to DC this time I said, “I need to get a couch.” I agonized over the purchase for a few months and I made all my friends go with me to random places and sit on couches here and there. I think in hindsight, part of my fear and reluctance was less about getting the perfect couch than about accepting a different phase of my life. It’s a more adult, fully realized version of myself. << RDO

MARK OSTOW



**FACULTY**

**Closing the Gender Wage Gap**

WHAT CAN AN ORGANIZATION DO to help level the playing field for women in the workplace? As part of HUBWeek, a city-wide celebration last fall of art, science, and technology, IRIS BOHNET, professor of public policy and director of the Women and Public Policy Program (WAPPP), discussed what organizations can do to create more-inclusive environments. In a conversation with the WBUR radio show host Meghna Chakrabarti, Bohnet noted that research shows that implicit biases exist and are often difficult to overcome. To help offset them, Bohnet said, organizations need to make environmental or procedural changes, such as more structured interviews for job candidates. Bohnet is the author of *What Works: Gender Equality by Design*.

**FACULTY**

**Teaching Recognized**

QUINTON MAYNE, associate professor of public policy, received the 2016 Innovations in Teaching Award for his creativity in helping students see the world through a structural lens. Mayne’s work focuses on how the design and reform of democratic political institutions affect how citizens think and act politically. The Innovations in Teaching Award honors significant new developments in improving student learning at the Kennedy School.

PHOTOS BY MARTHA STEWART



**RESEARCH**

**All the News**



SINCE THE START of the 2016 election season, THOMAS E. PATTERSON, Bradlee Professor of Government and the Press, affiliated with the Shorenstein Center on Media, Politics and Public Policy, has been analyzing election news coverage. He spoke to *HKS Magazine* in December, soon after releasing the final report of a multi-part research series.

**Did anything in your findings especially stand out?**

The primary thing was the amount of attention given to one candidate in particular. Donald Trump was for the media the story of this campaign. He got twice as much coverage as his opponents during the primaries and about 15 percent more coverage than Hillary Clinton during the general election. A second was the degree to which controversies dominated the coverage. They almost always get more coverage than policy issues do, but they just dwarfed them this time. The other outstanding finding was the negative coverage throughout the election season. Trump got very positive coverage early on, but Clinton’s coverage was negative from day one and stayed that way all the way through the November election.

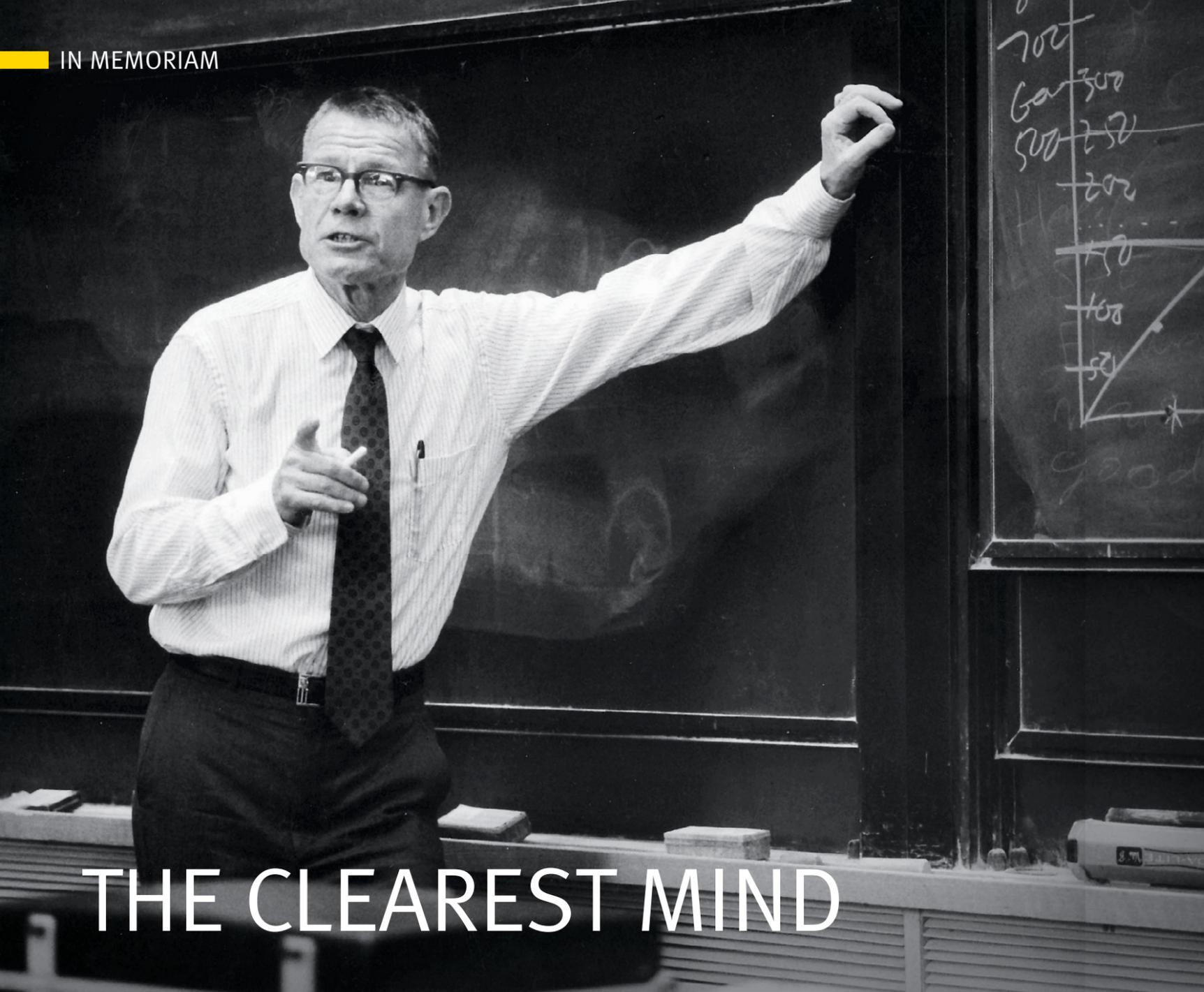
**Was this an attempt to attract viewers?**

Journalists have difficulty telling positive stories for a host of reasons. For one thing, if they do, they get accused of being flaks either by their colleagues or by the other side. And it’s more than just candidates. If you look at the news coverage about Muslims, the Affordable Care Act, the economy since 2008, they are all covered negatively two to one. Journalists have a mindset that they’re critics, and to some degree they’ve lost the capacity to expose the other side of society and politics. That works to the advantage of anyone who’s running against government.

**What do you think news coverage will be like going forward?**

There are a couple of things that journalists are now focusing on that challenge the traditional model of reporting. Journalists tend to put politicians’ words out there even when their claims have no factual basis. Since Trump seems to pull many of his facts out of thin air, that’s going to be a challenge for journalists. They have to decide. They can either ignore misstatements of fact or report that this or that statement is a claim without foundation. If they do the latter, they have to apply this to every person they interview. Whatever they decide will be the rules of the road, they’re going to have to stick to them. It’s a tough decision. It gets them out of their comfort zone. << SA

*Patterson’s study can be found at <http://shorensteincenter.org/research-media-coverage-2016-election/>*



# THE CLEAREST MIND

THOMAS SCHELLING  
1921–2016

TOM SCHELLING, WHOSE PIONEERING WORK in game theory and in understanding the “subtle tension ... between conflict and cooperation” helped steady the Cold War’s nervous nuclear standoff, passed away on December 13. He was 95.

Schelling, a 2005 Nobel Prize winner in economics, was an advisor to presidents and an intellectual force whose ideas were routinely applied by policymakers working on issues as disparate as nuclear strategy, climate change, and addictive behavior. He was also a towering figure in the history of the Kennedy School, instrumental in its founding and in its subsequent growth and success.

MARSHA STEWART

Schelling’s friends and colleagues remembered a man who seemed always to find the clearest and most original approaches to the problems of public policy.

“He was a wizard at going from the everyday to the profound,” said Richard Zeckhauser, Frank Plumpton Ramsey Professor of Political Economy and one of the many influential economists who saw Schelling as a mentor.

“Tom was the most lucid, most incisive, most insightful mind among the stellar band of founding fathers of Harvard’s Kennedy School,” said former Kennedy School dean Graham Allison, Douglas Dillon Professor of Government and director of the Belfer Center for Science and International Affairs.

“Tom Schelling was a guiding intellectual force in the world and at the Kennedy School,” said Dean Douglas Elmendorf, who like many, remembers the influence Schelling’s work had on him as a student.

Schelling fell into economics, he said, because the economics papers he read shared his way of looking at social problems as puzzles. He went to Harvard for his PhD in 1946, leaving after finishing his course work to serve on the Marshall Plan in Europe and then at the Truman White House, writing his dissertation in his spare time. After a stint at Yale, he joined the Harvard faculty in 1958 and focused increasingly on strategic thinking.

While working on the problems of a surprise nuclear attack, Schelling once recalled, “I was doing it substantially as an intellectual puzzle. But as I worked through it, I realized it was a genuine, live problem.” The great economist Paul Samuelson wrote, “Once the vital game of survival in the nuclear age challenged Schelling’s attention, mere economics could no longer contain him.”

*“He was a wizard at going from the everyday to the profound.”*

Schelling’s 1960 masterpiece, *The Strategy of Conflict*, focused, broadly speaking, on how parties that are ostensibly opposed can find ways to cooperate. It was enormously influential, although perhaps its most immediate and important application was in stabilizing the superpowers’ shaky balance of power.

“Tom made the observation, now widely accepted but then not fully recognized, that war is far from a zero-sum game,” said Zeckhauser, one of many who knew Schelling as both teacher and colleague. “His big insight was that the United States and the USSR had an immense joint interest in avoiding a nuclear war.”

In true Schelling style, the complex problems of superpower nuclear strategy were boiled down to the simplicity of a Wild West duel: “If both were assured of living long enough to shoot back with unimpaired aim, there would

be no advantage in jumping the gun and little reason to fear that the other would try it.”

Schelling’s influence in Washington in the 1960s could not be overstated. He advised President Kennedy during the Berlin crisis, came up with the idea for a hotline between Washington and Moscow to encourage clear communication (what was known in popular culture as the “red telephone”), and even provided the intellectual seed for the 1960s black comedy about nuclear Armageddon, *Dr. Strangelove*. The former defense secretary Robert McNamara wrote, “[Schelling’s] view permeated civilian leadership under Kennedy ... to a remarkable degree.”

In 1969, Schelling was one of the founders of the new Kennedy School, helping design a curriculum not for public administrators but for a new generation of leaders literate in public policy. He described the group of leading thinkers who formed the core of the new school—a mix of political scientists, statisticians, economists, and decision theorists that included himself, Richard Neustadt, Philip Heymann, Howard Raiffa, Fred Mosteller, and Francis Bator—as “distinguished misfits.”

“As he said, had he or Raiffa or Mosteller or Neustadt fit entirely into a department of economics or statistics or political science, they would have stayed there,” Allison said. “Instead, while having one foot planted squarely in their discipline, they simultaneously wanted to venture forth with the other to a new frontier.”

While at the Kennedy School, Schelling turned his attention to a wide range of policy issues, including racial segregation, traffic congestion, and climate change. His work on rationality and how individuals can control their own

behavior led him to work on substance abuse and addiction.

“Tom Schelling was the clearest thinker I ever knew,” said former HKS dean David Ellwood, Isabelle and Scott Black Professor of Political Economy and director of the Wiener Center for Social Policy. “He saw the essence of so many of the most vital problems, be they global or personal, whether it be nuclear armaments or housing segregation or even smoking. He was as warm as he was wise. And perhaps most fortunately for those of us at HKS, as one of our founding parents, his powerful thirst for understanding, his consuming sense of mission and morality, his humility, and his deep humanity have been imprinted on the basic fabric of this school. He was the very best that any of us could aspire to be.”

Schelling is survived by his wife, Alice, and four sons.

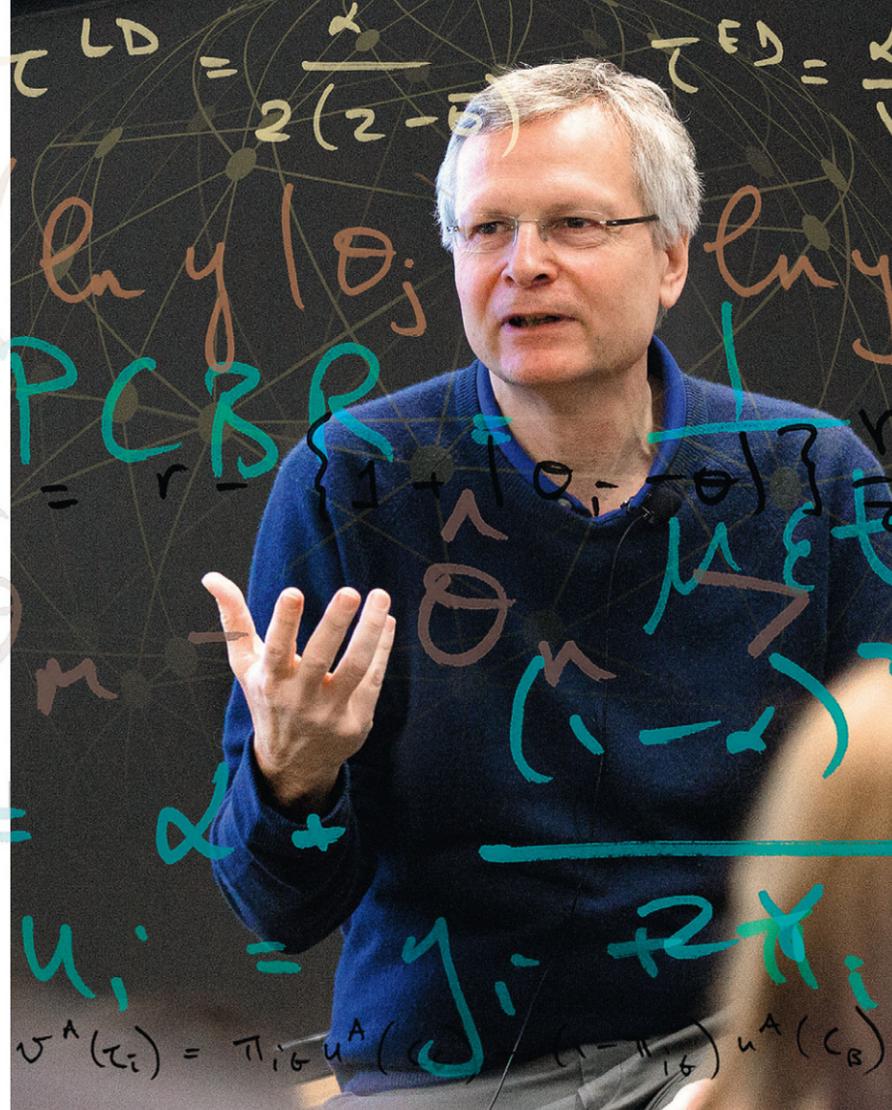
« RDO



Rodrik, the Ford Foundation Professor of International Political Economy at the Kennedy School, is close to a unique specimen in the field of economics. He is a respectful critic of some of the most cherished suppositions of his profession, notably in his books and articles expressing qualms about globalization. But Rodrik does it as a superb technical economist, with humility, precision, wit, intellectual curiosity, and an astonishing range of reading across disciplines.

A few other social scientists have pursued a broad interdisciplinary approach. One of Rodrik's heroes, the economist and philosopher Albert Hirschman, was fond of calling himself a disciplinary "trespasser." Rodrik, however, also publishes extensive quantitative work in the most prestigious refereed economics journals. All this makes him unusual, and makes his gentle heresies well grounded in both theory and evidence, and impossible to dismiss out of hand.

Rodrik came to wide attention in 1997, when he was still in his 30s, with a short book titled *Has Globalization Gone Too Far?* The tentative title, suggesting cautious inquiry, was classic Rodrik. At the time, the all but universal view among economists was the more globalization, the better. One of the core precepts in economics is the idea of comparative advantage, dating back to David Ricardo in 1817: Open trade



to be part of the debate; he also wanted a well-qualified economist to present the critique. Some of Bergsten's colleagues and board members were appalled, but the book enriched the conversation and put Rodrik on a broader intellectual map.

Fourteen years later, in 2011, Rodrik published a grand synthesis of his view of trade, *The Globalization Paradox*, which many regard as his masterwork. The basic point: Markets and states are not adversaries—they need each other. The paradox of the title is that markets require states, but too much globalization undermines states, the repositories of political democracy, upholders of the law on which markets rest, and brokers of social contracts. He proposed what he called a "trilemma": It is not possible to have deep globalization, political democracy, and a competent nation-state. At best, we can have two out of three.

Rodrik's remedy is to return to something like the more moderate globalization of the Bretton Woods era, and to allow nation-states more sovereignty to determine their own preferred course. "Countries have the right to protect their own social arrangements, regulations, and institutions," Rodrik wrote. "That's more important than squeezing out the last bit of purported efficiency gains from trade," he argues.

Over two decades, Rodrik has had the professional satisfaction of being at the cutting edge of a dissenting view of trade that has now become entirely mainstream. "It's very clear that the profession has moved in his direction," says the Nobel laureate Joseph Stiglitz, who was one of Rodrik's teachers at Princeton. "The institutional view at the IMF is now that capital controls are sensible, and industrial policy is now defended by the World Bank. Overall, he's been proven right." Indeed, the IMF's Prakash Loungani recently wrote, referring to Rodrik's 1997 work, "His skepticism about the benefits of unfettered flows of capital across national boundaries is now conventional wisdom."

For a time, Rodrik occupied a lonely niche; now he has company. "Twenty years ago," he recalls, "economists would tell me, 'Do you really want to say this in public—It will just feed the barbarians. Your arguments will be abused by protectionists.' My answer was 'What makes you think there aren't barbarians on the other side—multinationals abusing patents and taxes, banks pushing for too much speculation?'"

DANI RODRIK WAS BORN IN ISTANBUL to a Sephardic Jewish family. Centuries ago, the family name was most likely a variation on Rodrigues. He attended an English-language high school, the celebrated Robert College—the oldest American-sponsored school abroad—where by his own account he was a "good

but not outstanding student." But he was good enough to be accepted by Harvard.

From Harvard College, where he majored in government, writing an undergraduate thesis comparing rural political mobilization in Egypt and Turkey, he went to the Woodrow Wilson School of Public & International Affairs at Princeton, expecting to get a degree in one of the other social sciences. But after getting an MPA, he decided to pursue a doctorate in economics. "My epiphany came at the library one day, when I held recent issues of the *American Political Science Review* (APSR) and *American Economic Review* (AER) side by side," he observes. "I realized I would be able to read many of the articles in the APSR if I did a PhD in economics; but the AER would be completely inaccessible to me if I did a PhD in political science."

His mentor and dissertation adviser was Avinash Dixit, one of the most respected and mainstream of trade economists, "a modeler's modeler," Rodrik recalls. Even though Rodrik later became known mainly for his applied work on economic development and on trade, his dissertation at Princeton was mostly theory, no data. "The only numbers in it were the page numbers," he says. Yet his work persuasively demonstrated that some standard assumptions did not hold water.

After Princeton, Rodrik chose a position in 1985 at the Kennedy School, a congenial place to cross boundaries, he later noted—boundaries between economic theory and economic policy, and between economics and other social sciences. Except for short stints at Columbia and Princeton's Institute for Advanced Study, he has been at the Kennedy School ever since.

A Rodrik signature is to follow where the data lead him, even when the result challenges his own preconceptions. Among economists, Rodrik is fairly indulgent of targeted government policy as a legitimate tool of development. Yet as a student of comparative institutions and a quantitative economist, he makes clear that what works in Taiwan doesn't necessarily work in Argentina.

Rodrik has played against type working with his Kennedy School colleague Robert Lawrence on South Africa's industrial policy, South Africa uses a system of tariffs to incentivize auto manufacturers to build factories there. Tariffs against imports are kept high; but for each car that an automaker builds in South Africa, it may import a second car tariff-free. That strategy has helped create a local auto industry and produced some manufacturing jobs, but Rodrik calculated that South African consumers pay the price in far more costly cars, and the gains go mainly to BMW and Mercedes.

"He crunched the numbers," says Lawrence, whose own views on trade are somewhat more orthodox than Rodrik's.

**When models are used judiciously, they are a source of illumination. When used dogmatically, they lead to hubris and errors in policy. Too many economists are in love with the math and forget its instrumental nature.** DANI RODRIK

allows each country to do what it does best, increasing general efficiency.

Rodrik basically agreed, but he felt that what he later called "deep globalization" could be too much of a good thing. The intensification of globalization, he wrote, created several problems that economists looking only at textbook efficiency tended to miss. "The most serious challenge for the world economy," he wrote, is to ensure "that international economic integration does not contribute to domestic social disintegration." (This was nearly two decades before the rise of the Tea Party and the anti-trade backlash.) On the basis of careful empirical work, Rodrik concluded that "globalization makes it difficult to sustain the postwar social bargain" of labor peace in exchange for "steadily improving worker pay and benefits." That was a hard argument for many of his economist colleagues to swallow. In a free market, worker pay would (and should) reflect worker productivity—end of story.

But Rodrik pointed to two risks from excessive globalization—the conventional, oft-cited risk that the dislocations of globalization would lead to support for protectionism; and a second more serious risk—that globalization would tear societies apart, undermining democracy and widening inequality and social conflict. Rodrik complemented his economic analysis with a political one. He quoted political scientists who had observed that nations with open economies and extensive trade tended to have larger welfare states as social buffers against the dislocations of trade. "But once globalization moves beyond a certain point," Rodrik wrote, "the government can no longer finance the necessary transfers because the tax base becomes too footloose."

As notable as the book itself was who published it. The slim volume was commissioned by the Institute for International Economics, the citadel of the orthodox view of trade. C. Fred Bergsten, the institute's longtime director, observed some emerging cracks in the consensus view, and wanted his institute

PHOTO: MARTHA STEWART / ILLUSTRATION: JOHN WEBER

“I was surprised and impressed. He held the policies to a higher economic standard.”

Lawrence says he’s learned from Rodrik that the utilitarian view that freer markets produce improved overall outcomes is not all that matters. Rodrik is fond of quoting the political philosopher Michael Walzer that some seemingly efficient forms of exchange are “blocked” in order to serve other values. We prohibit child labor at home, but by importing products made by children, we tolerate the practice via the back door of trade. “I never quite saw it,” Lawrence says, “until I heard Dani explain the concept of blocked exchanges.”

RODRIK’S CURRENT COURSES at the Kennedy School suggest both his intellectual range and his passion for technical economics. His course on economic development, co-taught with two colleagues, Asim Khwaja and Rohini Pande, compares theories of development with empirical studies and outcomes. The readings cut across economic history, theory, philosophy, quantitative analysis, and extensive case study. About 80 percent of the students are international. This is a core course for the Kennedy School’s MPA/ID (International Development) program, for which Rodrik was the longtime faculty chair. “I often intend to pop in for a few minutes just to see how the class is going,” says the program director, Carol Finney, “and I find myself staying because of the elegance of his lectures.”

Rodrik’s other class, a seminar titled “Ideas and Interests,” looks at a range of policy problems, drawing on literature from economics, political science, sociology, and history. One of Rodrik’s core beliefs is that ideas matter. “The ideas of a very few people, such as Keynes and Harry Dexter White, had immense influence on the architecture of postwar reconstruction,” he says. “And ideas also mattered in the reversal that came in the Reagan-Thatcher period.”

Rodrik’s most recent book, *Economics Rules* (a characteristic Rodrik pun), is a careful sorting out of what economics does well and not so well. It is a combination love letter to his profession and lover’s quarrel. “When models are used judiciously,” he writes, “they are a source of illumination. When used dogmatically, they lead to hubris and errors in policy.” Too many economists, he adds, “are in love with the math and forget its instrumental nature.” Yet Rodrik passionately defends economics against economist-bashers. Math can be used to excess, but it also has the great virtue of

being transparent. When two well-known Harvard economists published an influential paper that turned out to have an important technical mistake, which was discovered by a humble graduate student, Rodrik took this as cause for celebration—not because it showed the hubris of economists but because it demonstrated the openness of the discipline. “Ultimately, what determines the standing of a piece of research is not the affiliation, status, or network of the author, but how well it stacks up to the research criteria of the profession itself,” he writes. “Because models enable the highlighting of error, anyone can do it.”

The book, written with grace and wit, is a compendium of cases in which the insights of economic analysis produced useful policy innovations—and other cases in which economists overreached. Rather than being a universal set of rules, Rodrik insists, the premises of economics are context-dependent. *Economics Rules* closes with two sets of 10 commandments, one for economists and the other for would-be critics of the discipline. Commandment no. 9 for economists: “Efficiency is not everything.” Commandment no. 8 for non-economists: “Economists don’t (all) worship markets, but they know better how they work than you do.”

One of the most often cited of Rodrik’s papers, published in 2000 by the National Bureau of Economic Research, was a study he did with a graduate student, Francisco Rodriguez, in which the two decided to take a deep look at five of the most influential papers that claimed large growth gains from trade liberalization. Reverse engineering the methodology of the papers, they found that many of the assumptions were flawed and the gains were seriously overstated. Rodrik was challenged by some, not on the quality of his research but on his motivations. Yet it is technical work of this caliber, combined with a clear love of his profession, that gives him the credibility to be taken seriously as a critic.

IN HIS SPARE TIME, RODRIK also got involved in some Turkish derring-do. His father-in-law is a retired four-star general, Çetin Doğan, who belongs to the generation of military leaders who view themselves as guardians of a secular, constitutional Turkey in the spirit of modern Turkey’s founder, Kemal Atatürk. (Rodrik’s wife is Pinar Doğan, lecturer in public policy at HKS.) In 2003, documents were published in a leading Istanbul daily accusing General Doğan of masterminding a foiled coup against the Islamist government led by (now President) Recep Tayyip Erdoğan. The general



## Countries have the right to protect their own social arrangements, regulations, and institutions. That’s more important than squeezing out the last bit of purported efficiency gains from trade. DANI RODRIK

and more than 200 supposed-conspirators were vilified in the media and eventually tried and sentenced to long prison terms. Supporters of the exiled cleric Fethullah Gülen, at the time a regime ally, were especially active in promoting the case against Doğan.

Rodrik and his wife became leaders of the movement to exonerate General Doğan and hundreds of other defendants. They showed the incriminating documents to be forgeries, and eventually, in 2014, Turkey’s constitutional court ordered Doğan and other officers freed. In the meantime, President Erdoğan and Gülen had become sworn enemies, and this past July, Erdoğan used a real attempted coup, allegedly organized by Gülen followers, to suspend civil liberties and purge dissenters. Doğan, long retired and vilified by Gülenists, was neither involved nor accused.

In the course of working to exonerate the general, Rodrik, whose first and last names are far from typically Turkish, encountered anti-Semitism and charges that he was working for Israel’s Mossad. “On my visits to Turkey,” he says, “people sometimes tell me how well I speak Turkish. I tell them that their Turkish is not so bad, either.”

Though Rodrik writes elegant prose in books intended for general readers as well as scholars (all the more remarkable since English is not his first language), he is not quite a celebrity public intellectual. Unlike better-known figures in his profession with similar crossover appeal, such as Paul Krugman, Rodrik has opted to devote almost all his attention to the academy, continuing scholarly work along with the occasional book written for a broader audience. Although he has worked extensively with governments in developing countries, he has not gotten involved in government or politics in the United States. By temperament, he is not a self-promoter. You will find numerous Rodrik articles and papers, but only very intermittent Rodrik blog posts. Since he teaches mostly MPA/IDs, Rodrik’s broader influence comes less in the form of a “Rodrik School” of economics than in the applied work of practitioners who look to him as a mentor.

Rodrik’s most notable awards, appropriately, are named for economic thinkers who pushed against the conventions of the profession. He received the Albert Hirschman Prize from the Social Science Research Council, and the Wassily Leontief Award from the Tufts Global Development and Environment Institute. But it seems that recognition and respect for heterodox thinkers like Rodrik is now becoming mainstream.

—  
*Robert Kuttner, HKS 10P 1979, is co-editor and co-founder of The American Prospect, a professor at Brandeis University’s Heller School, and author of 10 books.*

# ARTS FOR ALL

THE ANIMATED ARTS PROMOTER, the brooding actor, the meticulously focused ballet dancer—portrayals of arts leaders might depict them as passionate romantics with little time for the affairs of the world. In reality, arts leaders are emerging from galleries, theaters, and studios and landing in public leadership roles and at policy tables across America, called upon to bring a fresh perspective to important social and economic issues.

The following profiles showcase five alumni—all former artists or arts advocates—who built on their cross-sector and cross-discipline experiences at the Kennedy School to rewrite the script, casting the arts in a central role, sharing the stage with other public leaders.

Deanna Cummings MC/MPA 2009 (at left in white top) and her husband Roger (far right) founded Juxtaposition Arts to help leverage creative assets in a disadvantaged neighborhood of Minneapolis. "People in an area of our city who are viewed through lenses of need and charity are producers, makers, innovators," she says.

BY THOR STEINGRABER MC/MPA 2009

PHOTOS COURTESY OF THE SUBJECTS



## DEEPER WORK

DEANNA CUMMINGS MC/MPA 2009, co-founder in 1995 of a visual arts enrichment program for youths in public housing in North Minneapolis, came to the Kennedy School

with a mission—to acquire the tools that would help her develop Juxtaposition Arts (JXTA) from what began as a grassroots operation into an industry leader. Cummings envisioned JXTA as an organization that could demonstrate how to leverage local creative assets in ways that have social and economic impact on people, neighborhoods, cities, and the field of art and design.

“We knew what we were doing at JXTA worked,” Cummings says. “The youth involved in our program all graduate from high school and go on to higher education, entrepreneurship, or careers. But we also looked out our studio windows and could see that our neighborhood as a whole wasn’t better off. We asked ourselves, what more can the arts do? How can we be of greater benefit to people in our neighborhood in more significant ways?”

She and her husband, JXTA co-founder and artist Roger Cummings, a Loeb Fellow in 2009 at Harvard’s Graduate School of Design, both realized that “the change that begins to move the needle at a population level requires cross-sector, layered work,” she says. “It’s rooted on the ground with individual youth, but must also operate upstream at the policy level. I was interested in becoming smarter about policy.”

At the Kennedy School, Cummings became “much better at putting the work we’re doing in a context for people who don’t speak ‘artist.’” And her vision for what is possible expanded exponentially. “I was in classes with heads of state, judges, an astronaut, and here I was running this little local nonprofit,” she says. “But classmates who worked nationally and globally would say to me, ‘I’d love to do what you do. You’re having real impact with people who you can see.’ I became more clear in my belief that whether it’s local, state, or global, in the end, it’s all local. I came to understand that work that is deeply rooted in local communities is where innovation and impact happen.”

Seven years after graduating from the Kennedy School, Cummings has grown JXTA from an after-school arts program to a social enterprise that has become a model for lifting up an entire neighborhood. In 2008, JXTA had just three operations staff and eight artist mentors serving approximately 100 youth. It now owns and operates five rehabbed buildings, serves 3,000 audience members annually, and employs 100 people, including 70 young people working in the art and design studios.

Youth are mentored and trained, working in JXTA’s retail shop and in its graphic design, urban design, fashion design, screen printing, and contemporary art businesses. These young apprentices produce work for hundreds of customers and clients a year, including such major enterprises as Target, Metro Transit, the First Avenue nightclub, and the city of Minneapolis.

“We’re changing outcomes in individual people’s lives,” Cummings says, “and creating new narratives through actions that demonstrate that people in an area of our city who are often viewed through lenses of need and charity are producers, makers, and innovators who have unique and valuable contributions to make to the city as a whole and to the professions we work in.”

## AN ARTIST BRAIN

“AS ARTISTS, we approach problems like puzzles,” says Danielle Brazell

HKSEE 2013, general

manager of the Los Angeles’ Department of Cultural Affairs, which oversees 38 full-time employees and a budget of \$9 million. Once working on the fringes of the arts world, the Los Angeles artist and grassroots arts advocate led Arts for LA, the city’s regional arts advocacy division, for several years, before being tapped by Los Angeles Mayor Eric Garcetti in 2014 for her new post.

She describes being outside her comfort zone when she first arrived at the Kennedy School, but she soon gained new perspectives on her work. “It gave me a great way of thinking about how a chief of police might think about an issue,” she says. “It gave me concrete tools and a framework for

thinking about how I work. I’m an appointed official. Do I serve the mayor, staff, the community? These frameworks are incredibly useful as I navigate a complex system.”

Brazell also found that being surrounded by a broad variety of public leaders brought into focus her own skills as a creative problem-solver. “We have a set of tools to think about form and structure, flow and sequence, energy and resources, about



context, perspective, and proportion. All these things play into problem solving, program design, implementation, system thinking, and organizational development. That’s what I think I bring to the Department of Cultural Affairs—a creative approach to the complex challenges facing our city.”

From Los Angeles City Hall, Brazell now sees herself as part of a national movement. “Creativity is as important to the United States as the Industrial Revolution,” she says. “It reinforces a community; it creates opportunities for community cohesion; it fosters empathy and compassion. Arts attract. It becomes the place where everyone wants to be.” From the city that calls itself the nation’s Creative Capital, she rattles off a long list of important cross-sector policy matters in which her department is engaged: neighborhood redevelopment, job creation, safety, and sustainability, among others. “Creativity can be a powerful tool in

addressing a number of civic issues,” she says.

Brazell’s foremost passion is access and equity. She sees arts leaders cultivating a transformational shift that ensures “equitable access to resources and platforms to celebrate creative and cultural expression, and opportunities to reaffirm the value of place, of history, and of identity.” Recently, she harvested support for a citywide outdoor public art biennial, Current: L.A. With funds from Bloomberg Philanthropies and the city’s Arts Development Free program, the exhibition offered free exhibits and performances, aimed at addressing social issues relevant to the vast city of 4 million people. Brazell explains, “Current: L.A. democratizes the way people access art, taking it out of the museum environment and into LA’s diverse neighborhoods.”



Art projects in Los Angeles, where Danielle Brazell HKSEE 2013 manages the city’s Department of Cultural Affairs. “Mast” by Josh Callaghan and Daveed Kapoor (left). “Luys and Luso” (below).





## IMAGINATION IN THE POLITICAL PROCESS

PUBLIC FUNDING for the arts was one of the issues that ignited America's culture wars in the early 1990s, when Steven Tepper MPP 1996 enrolled at the Kennedy School. He enlisted in the battle with this objective: "to sneak art into the policy tent." Tepper, a fierce champion of the central role of creativity in a robust society, encamped at the Kennedy School's Shorenstein Center on Press, Politics and Public Policy (now the Shorenstein Center on Media, Politics and Public Policy) and took classes across the campus.

Culture wars aside, Tepper observed that the arts continued to experience explosive growth in communities across America. "We have spent the past 50 years expanding access to the arts in every city, large and small, throughout America, from a few hundred nonprofit

arts organizations in the 1950s to more than 100,000," he says. Tepper saw an opportunity to place the arts in a prominent position of public inquiry; after Harvard, and after earning a doctorate in sociology from Princeton, he went on to help launch two cultural policy institutes, one at Princeton and the other at Vanderbilt. Tepper is currently dean of the Herberger Institute for Design and the Arts at Arizona State University, the largest college of its type in the United States with 5,000 students.

Twenty years after the culture wars, Tepper describes a new relationship between the arts and public policy: "The shift, to put it bluntly, is from policy designed to advance the arts to engaging art and artists to help advance policy." This reversal is the basis of Tepper's new master's program at Arizona State. With support from the Mike Curb Family Foundation and a team of cross-disciplinary educators, Tepper is cultivating a new generation of public leaders who combine creative enterprise with cultural leadership. "We are building the nation's first design and arts corps, where 1,000 students every year will work on project teams with community partners to help activate the city and advance cultural vitality and well-being. And we are designing a national institute to help build partnerships between artists and other sectors engaged in community development work."

Tepper doesn't limit this work to local communities. He sees the global impact as well. "Artists can advance big ideas that address global issues. Artists—filmmakers, dancers, actors, musicians—have changed the way we think about AIDS, about the environment, about civil rights. Artists have successfully engaged in political campaigns; they have protested war; they have spread ideas through international cultural exchange. Today more than ever, we need to bring imagination into the policy process."

## ALL ABOUT THE DATA



WHEN HE ENROLLED at the Kennedy School, Jim Bildner MC/MPA 2010 was a veteran of arts philanthropy and governance, having served on the boards of several major organizations including the Boston Symphony Orchestra, the Newport Folk Festival, and the New Jersey Performing Arts Center. From that

perch, Bildner saw firsthand the important role those organizations held in their communities. "The arts work on a hyper-local level driving a community's vibrancy," he says.

He also saw the challenges arts organizations faced. One in particular that became more apparent during his time at the Kennedy School was the need for data. In a national security course taught by Graham Allison, the Douglas Dillon Professor of Government and director of the Belfer Center

for Science and International Affairs, and *New York Times* journalist David Sanger, Bildner and his classmates learned that the United States annually ranks its national security interests so that policymakers and stakeholders can prioritize, and often triage, precious resources among competing interests. Data and information help drive these rankings. But in other sectors, the arts included, no such ranking of national interests existed. Bildner believed that data could change the equation for the arts, and he decided to do something about it.

Stakeholders like him needed to make the case for support, and Bildner was certain that data could tell the right story. "For a host of reasons, the data on the arts had been marginalized," he says. "I saw an opportunity to examine more deeply the role the arts play in a society." While still at HKS, Bildner launched Sustain Arts, which eventually became a multi-year, large-scale national project that collects and aggregates data relevant to arts and culture. Bildner set out to provide board members, funders, and public leaders with critical factors to improve the arts funding equation. "The data had to be

visualized, easily digested, and able to be readily applied in the field," he explains.

The project has produced rich data, according to Bildner, data that will help arts organizations "from the small art gallery to the bricks and mortar symphony to figure out where their audiences are migrating."

In his position as CEO of one of the world's leading venture philanthropy firms, Draper, Richards, and Kaplan (DRK), Bildner invests in organizations that battle some pressing global issues, but his perspective on the arts and culture is not diminished. He explains, "The relative strength of a community's arts ecosystem, according to the Knight Foundation, is cited year after year as a principal reason people choose to live in the cities they live. Along with public safety and access to health, education, and employment opportunities, the ability to participate in arts and cultural activities is an essential building block of healthy communities." At DRK, Bildner continues to provide capital for enterprises that work in that context.

He offers this final note: "Art is the one place where we give license to people to disagree. That's anomalous in our society today."



Cellist Yo Yo Ma and dancer Damian Woetzel hold a music and dance workshop with kids at Savoy Elementary in Washington DC.

## GIVING NOT RECEIVING

AS PRINCIPAL DANCER for the New York City Ballet from 1989 to 2008, Damian Woetzel MC/MPA 2007 danced virtually every male role in the company's repertoire before enrolling at the Kennedy School. His transformation from dancer to national arts leader and policy expert began in the HKS classroom.

"I was the arts voice in the middle of the other conversations going on in classes," Woetzel remembers. "I was able to place the arts in those conversations in the larger spectrum—not just working on the arts, as in putting on a performance—but actually talking about the arts and economics policy, or the arts and social justice or diplomacy."

In 2009, President Barack Obama appointed Woetzel to the President's Committee on Arts and Humanities, where he has been instrumental in creating several initiatives, including Turnaround Arts, a program that brings arts education to some of the nation's most disadvantaged schools. That program built on Arts Strikes, an initiative Woetzel piloted with the cellist Yo-Yo Ma that works to bring artists to schools as a natural extension of their regular professional work.

Woetzel describes the process of producing Turnaround Arts:

"Before we began that project, we worked to fill the data gap to prove why arts and culture were a meaningful and viable solution to address the education issues facing America." He credits the Kennedy School with shaping this data-centric approach to issues.

Woetzel also found a platform for expanding his work as an arts leader when, in 2011, he was appointed director of the Aspen Institute Arts Program, a position that has allowed him to

undertake a variety of innovative projects. For example, in a series of engagements beginning in 2013, Woetzel brought Ma together with members of MusiCorps, a music rehabilitation program for wounded veterans based at Walter Reed National Military Medical Center.

This work is not always easy. According to Woetzel, one challenge is building consensus within the arts and culture field itself—the result of a scarcity of philanthropic dollars earmarked for the arts. "It points out one of the problems of the arts ecosystem, which is that competition for funds and attention does not encourage the field to act as a field," he says.

Undaunted by this challenge, Woetzel is playing a prominent role nationally in convening arts leaders. The Aspen Arts Strategy Group provides a rare opportunity for the broadest cross-section of artists and arts leaders to come together from foundations, public and social service agencies, schools, and myriad arts organizations. At these gatherings, Woetzel facilitates conversations aimed at empowering arts leaders "to be more effective as a voice in policy and progress."

Today, owing to his transformative experience at the Kennedy School, Woetzel finds himself an important actor on the national policy stage. But he has not entirely abandoned the stage where he once performed, continuing to direct and produce. How does he handle the intersection between his creativity and policy work? Woetzel explains that his artistic aspirations are constant, but they extend to include making a broader impact on society.

"The real potential of art," Woetzel says, "is in the giving, not the receiving. From the beginning, we have to approach society with the proposition that we are here to contribute." In 2015, as he was awarded the Harvard Arts Medal by President Drew Faust, Woetzel said: "This is how things happen. This is how things change. To me, being someone who can represent the arts and push them as best I can is an honor and a duty."

—  
Thor Steingraber MC/MPA 2009 is the executive director of the Valley Performing Arts Center in Los Angeles.



# What's Next?

STILL FRESH FROM the political earthquake of 2016, leading experts at the Harvard Kennedy School came together to assess the new landscape in a series of roundtables in November. Panels on **FOREIGN POLICY AND NATIONAL SECURITY**, **ECONOMICS AND SOCIAL POLICY**, and **POLITICS AND LEADERSHIP** debated the motivations of a restless electorate; the difficulties of leading a nation, and institutions that had been so severely criticized; and the challenges that await, both immediate and remote.

Nicholas Burns, Juliette Kayyem, and Steve Walt surveyed homeland security and an international order that doesn't seem so orderly anymore. Doug Elmendorf, David Ellwood, and Brigitte Madrian grappled with the deep changes in the economy, both domestic and global. Barbara Kellerman, David King, and Roger Porter discussed politics and leadership in an age of tweets and protest votes. The discussions, organized in conjunction with HKS PolicyCast, are available as podcasts. Excerpts, edited for clarity, follow—but you can download and hear the full conversations at [hks.harvard.edu/policycast](http://hks.harvard.edu/policycast)



**FOREIGN POLICY AND NATIONAL SECURITY**

# We Are the System Operator

**NICHOLAS BURNS** / Roy and Barbara Goodman Professor of the Practice of Diplomacy and International Relations



There is an international system, and we are the system operator. There's been a consensus in both our political parties

and every president since Franklin Roosevelt that we need to be engaged, we need to lead. Donald Trump has a lot of opinions. He doesn't have a structured world view. That's not a criticism. He's been a real estate developer, a golf course developer in New York. Will he develop a governing philosophy of how to push American power forward? Will he have experienced people around him at State, at DoD, in Treasury, in the White House, at the Department of Homeland Security, who can help him think how to use American power at a very complex time? Will he believe, as Republican presidents have said, that we are an exceptional power, or, as many Democratic presidents have said, that we are indispensable to the global order? Trump needs to become healer-in-chief in our domestic policy, in our foreign policy. There are a lot of gaping wounds that need to be filled, and I hope he succeeds.

**JULIETTE KAYYEM** / Belfer Lecturer in International Security

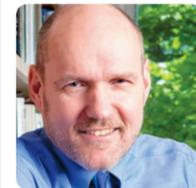


I think my biggest concern is that Trump's campaign unleashed something in the homeland that Republican

presidents and Democratic presidents have tamed through crises, whether it's Bush after 9/11 or Obama after a series of attacks. I don't know what this country looks like the day after. If it's something

relatively small like Orlando, or something catastrophic. I think the inclination of this disposal of the democratic norms that every president, until this time, has respected... For homeland security purposes, I'm very worried about the day after.

**STEVE WALT** / Robert and Renée Belfer Professor of International Affairs



Now, foreign policy is rarely the most important thing people are thinking about in a voting booth, but I don't think it

was irrelevant in this particular campaign. What's remarkable is that Trump ran against the prevailing foreign policy views that have dominated American thinking and acting for 50 or 60 years. He ran head-on against many of them, which is why, quite remarkably, he was opposed not only by Democratic foreign policy experts but by over 100 senior Republican foreign policy experts. And yet he won. What we all ought to be asking ourselves is what this is telling us about not just what he believes but what he tapped into.

**KAYYEM** / I think Trump tapped into the sense that... what security is at its core is, How are my kids? Are my kids safe? Am I worried about it? Is there someone emotionally feeling my fear?... Now, he created a fear also. Everyone knows the statistics: being eaten by a shark and hit by lightning simultaneously is more likely than dying from ISIS. He catered to that fear, but I think there is something there for us to learn... something that we need to promote... which is that ultimately safety and security, to be honest, are about the home and the homeland.

**BURNS** / This election was not a resounding repudiation of the way that Washington has worked. There were millions of people who spoke out, but there were millions of people who supported Hillary Clinton. Here's the key point: Donald Trump wasn't straight with the American people on a number of important issues. Millions of Americans have profited from the trade agreements, and it's the complexity from a public policy perspective, of how you look at both sides of this issue, that was completely lost. Second issue: Donald Trump said, "What good is NATO if they're not involved in the war on terrorism?" The answer to that is they're in Afghanistan with us. The allies came to our defense [after 9/11]. They all went to Afghanistan. They're all still there 15 years later. They've taken thousands of casualties, dead and wounded. They're going to be with us as long as we want to be there.

**WALT** / He now has a real problem. He wants to run a radical policy. He's claiming he's going to drain the swamp in Washington, completely alter our foreign relations, and here is his dilemma: If he tries to do that with... people with no policy experience at all, they're going to make enormous rookie mistakes. If, on the other hand, he goes back to the experienced Republican foreign policy officials, even those who might've opposed his candidacy, they're going to want to go back to exactly the policies that he rejected throughout the campaign, and some of his supporters—maybe not all, but some of his supporters—will think, "We got taken."

**BURNS** / I worry that the differences at home produced by this very ugly campaign are going to be maybe more challenging than even the foreign policy challenge. He is facing probably the most complex foreign and domestic set of challenges since Roosevelt. I think it's as tough and complex and dangerous as anything we faced in the past 70 years. //

What's remarkable is that Trump ran against the prevailing foreign policy views that have dominated American thinking and acting in foreign policy for 50 or 60 years. ... And yet he won.

**STEVE WALT**



# I Always Lose, You Always Win

**DOUG ELMENDORF** / HKS Dean and Don K. Price Professor of Public Policy



I think we have an economy that over the past few decades has been working very well for some people in our country and not very well

for many others. I think there is legitimate frustration about that, and concern by other people that even if things are okay for them now, they might not be so good in the future, because they watch their friends and neighbors encounter various problems. If you look at the states that went for Donald Trump in a surprising way, you look at Pennsylvania and Ohio and Michigan, where we know there has been a hollowing out of their economies over the past several decades. That hollowing out has had real social consequences.

**DAVID ELLWOOD** / Isabelle and Scott Black Professor of Political Economy



I agree with you, particularly where there were the surprises. Those are places where it really does feel like it's not only that people are

struggling—their kids are struggling. People work hard, and their kids are supposed to do better. That sense of the American dream, particularly in the so-called Rust Belt or midwestern states, I think is really being challenged. I care a lot about mobility from poverty. But what is very, very clear is you go to certain regions and it just doesn't feel like there's any mobility from anything. That said, I'm really quite struck by how many people are focused on mobility. Words like "mobility" are used by Paul Ryan all the time. There's plenty of debate about the different strategies to be used.

**BRIGITTE MADRIAN** / Aetna Professor of Public Policy and Corporate Management



I think the biggest change we've seen is a change in social responsibility for individuals versus personal responsibility. If

you look, for example, at how we provide income for the elderly in retirement, 30 or 40 years ago it would have come primarily from Social Security and also from private pensions that are a guaranteed benefit provided by an individual's former employer. Over the past 30 or 40 years, that system has completely changed. Social Security is still an important source of income, but of course it's got serious fiscal challenges that need to be addressed going forward. We've basically replaced private employer pensions for individuals in the private sector, not in the public sector, with 401(k) plans where the outcome is really determined by how much you save and whether you make good investment choices or not. It's a riskier proposition for individuals, and one key element of risk is that only about half the workforce is participating in an employer-sponsored savings plan. The other half predominantly doesn't even have access to an employer sponsored savings plan. Not only are we seeing inequality in current wages, we're seeing inequality in the ability to accumulate wealth for retirement that's going to persist for decades going forward.

**ELMENDORF** / I think Brigitte's point is very important, because we have a society where we've provided a certain amount of support for people through their private employers, and that really is changing. I don't think we've thought through all the things that we need to do as a society to help people who don't get pensions through their employers, who don't get health insurance through their employers.

**MADRIAN** / When Trump was asked about social security, which is the biggest entitlement program and in serious fiscal difficulties for the long run, he gave a very short answer—that he wanted to cut taxes and not cut benefits. The math from that does not add up. The only way to make Social Security fiscally sustainable going forward is through a combination of cutting benefits, increasing taxes, and probably delaying the retirement age a little bit. If you do all three of those, you can do them in small measure. If you do them sooner, you can do them in a smaller measure. But if you procrastinate, it's going to require bigger cuts, and if you put your head in the sand or you deny the math it's not going to work out.

**ELMENDORF** / I think it's very unclear what sort of entitlement reform Republicans will actually pursue in the specifics....In fact, the Republican-led House has in the past six years moved no legislation that would significantly cut entitlements, except for attempted repeal of the Affordable Care Act. I think that's because although in the abstract, cutting entitlement benefits sounds good to a lot of people, in the specifics it gets much harder.

**MADRIAN** / All three of us here are economists by training, and when we teach economics classes, one concept we talk about is efficiency. Free trade is usually billed as efficient in the sense that it allows us to expand economic output at lower cost. If China can produce something at a lower cost than we can, it makes sense to produce it in China; we produce other things where we're better suited, and then we trade and everyone's better off. Now, when you teach that in class, you recognize that there will be winners and losers. The idea is that if we can expand the size of the pie, in theory we can make the losers better off through redistributive programs. I think some of the pushback [from some voters], some of their

frustration, is "We are the people who lost out from these free trade deals, and there was no attempt to do things that would help us reap the benefits from free trade that are accruing to the economy as a whole."

**ELLWOOD** / People are sort of saying, "I knew there were going to be winners and losers [with trade], but how come I always lose and you always win?" You can try to close borders and so forth, but it doesn't fundamentally solve your problem, because you make the pie smaller, and then what are you going to do? I think what you have to do is figure out strategies whereby people can compete and be much more successful in this kind of world. I think there are many other things you can do to try to create more of a strategy for job ladders, more ways in which people can move forward. The tragedy I see here is it's really hard to see how massive tax cuts at the top, no change in fundamental structure on the fiscal side, and no real changes in thinking other than about trade—it doesn't really add up. I feel like it's very likely those people are going to be losers again.

**ELMENDORF** / I think our history suggests that as the sectoral composition of the economy changes, we tend to create jobs for people who want jobs, but the jobs can be quite different. That's what we need to worry about. It's possible there will be no jobs for less-skilled people. I don't think that's the main problem though. I think the main problem is that the jobs that will exist will require different sorts of education or training, and we need to help people get to that. And the jobs that will exist will not be for the big company with the pensions and the health care benefits—the things that Brigitte talked about before.

**MADRIAN** / We're going to have to think about how we provide the benefits that have traditionally been provided through employers to the growing number of individuals who are basically self-employed, and is that going to

require a fundamental rethinking of the U.S. approach? In most other countries, health insurance is not something delegated to employers to provide, it's something provided by the federal government. The U.S. system works well if you have most of your workforce in jobs attached to a large employer. But if the economy is changing, we now have to think about do you want to redesign the whole system?

**MADRIAN** / The gig economy jobs that are fundamentally tied to technology—the great thing about that is, the payment mechanisms are all electronic. It wouldn't be that hard to think of a way to help those individuals save for retirement through something that looks like a 401(k) plan. Much more difficult to think about is how you would do that on the health insurance side, where health insurance is not a commodity that you scale up or scale down in the same way that you can do with savings. Having three lousy minimal health insurance policies from three different jobs is not really the right approach.

**ELMENDORF** / I think it's a very positive sign that many people on the Republican side and the conservative side are focused on increasing economic opportunity. Of course, the harder part is agreeing on steps one might take. I'm hopeful that we will spend less time in the next few years arguing over budget numbers and about whether certain things can be cut or not, and spend more time thinking about innovative ways to help people. If we can get a little bit out of what I view now as a pretty sterile debate about cutting benefits and focus more on how to build avenues for economic opportunity, as David says, I think that would be much more constructive. And I think there's some chance that will happen. //

Those are places where it really does feel like it's not only that people are struggling—their kids are struggling. . . . I care a lot about mobility from poverty. But what is very, very clear is, you go to certain regions and it just doesn't feel like there's any mobility from anything.

DAVID ELLWOOD



# Beholden to No Party

**ROGER PORTER** / IBM Professor of Business and Government



This is one of the few times we have elected a president who has no governmental experience whatsoever, federal, state, or local. He's a very capable individual—it takes a lot to win a presidential election—but what he's about to do now he cannot do on his own. The defining characteristic of our American political system is that we divide and distribute and fragment power, and how he develops his relationship with the other branches of government, and with his own executive branch, is going to be a big task for him.

**BARBARA KELLERMAN** / James McGregor Burns Lecturer in Leadership



In general, American voters are restless in a way and impatient in a way and crude and rude in a way that is historically unprecedented.

This is amplified by technology, obviously social media in particular, so no matter how gifted a leader Donald Trump may turn out to be, the loudness and brashness and even coarseness of the voices that he will have to be dealing with is historically unprecedented and it doesn't stop. The 24/7 drumbeat of discontent, malcontent, frustration, is a new and different environment, not just for this particular leader, but for anybody who's trying to lead anything in American politics.

**DAVID KING** / Senior Lecturer in Public Policy



To be successful, one has to work with the powers that be, and the powers that be are not in the White House. The powers that be exist in the state houses and certainly in Congress. Yes, it's a united government right now, but there are lots of procedural blocks. In the Senate, the filibuster is going to be in place, and that means that the Democrats can stop a lot of important legislation. On the House side, there's this important rift ... and I anticipate that Speaker Ryan will become a bit more of a statesman and leader. If President Trump is to be "successful," it has to be in cooperation with others.

**KELLERMAN** / The power that Trump exercised during the campaign was—as Roger just suggested—a very different kind of power from the one that he's going to have to exercise when he is actually president. As we know, campaigning for the White House is one thing, and actually governing from the White House is something quite different. ... He's so used to being a dominant personality. He keeps talking about the art of the deal; well, we'll see whether that art of the deal is achieved through the capacity to negotiate, or, dare I say, to play well with others. From what we can tell, his strong suit is not playing well with others. ... It is entirely possible that the man I would describe as a bull in a china shop, literally and figuratively, may turn out to be more adroit than he was originally given credit for.

**PORTER** / I have spoken with people who have known Trump for a long time and have worked with him in one capacity or another in New York. What they tell me is that there is one thing that matters most to him, and that is what he calls winning, and he wants to be a winner. My guess is that he will try very hard to figure out a way to win as he calculates winning. Presidents

calculate winning in many ways. He seems to be quite interested in polls and in what other people think. My suspicion is that he will take a number of measures that he has some confidence will be popular with the public.

It's quite interesting how patterns get established, perceptions are created, and images get emblazoned on people. They're very hard to change. Trust is something that is earned over an extended period of time, and it can be lost or damaged. My advice would be for Trump to be very careful in the first moves he makes, and to keep in mind that he's going to want those moves to assist him the next day, and the next week, and the next month, and the next year. Many presidents, when they come into office full of the excitement of an election victory and with a majority of their own party, discover that the tables can turn, and turn rather quickly.

**KING** / There used to be this literature in political science called "the importance of strategic ambiguity," which is basically, "Hey, I'll tell one set of people one thing, another set of people another thing." You want to be clear, but strategically ambiguous. We do see in his document about the first 100 days what he's going to do; there's at least a passable list there. I found it interesting how much wasn't on that list. He still is strategically ambiguous about a lot of things, I think that's to his benefit, absolutely.

We had Fidel Castro recently die, and Trump has gone on the record many times saying he's going to get rid of that terrible executive order, which was beginning the process of normalizing relations under President Obama. I was fascinated by a tweet that Trump sent in which he managed to again be so brilliantly strategically ambiguous. He said, "We're going to get rid of that executive order, because I can negotiate a better one." That's playing it both ways.

**PORTER** / People who are in elective office, whether they're in the executive branch or in the legislative branch, want to do things.

People don't go through the ordeal of getting elected, which is a real ordeal in the American political system, simply to go there and complain and grouse about others. ... Donald Trump will be wise if he finds some common ground with Republicans and Democrats in both the House and the Senate. ... What he should want to do is try to figure out how he can get a broad base of support, whether it's for corporate tax reform, or coming up with what we're going to replace the health care system with, or legal immigration, or infrastructure—any number of things. We're going to have to figure out what to do with the global trading system as well.

**KING** / When he becomes president, I don't think he's going to be tweeting with the same kind of wild abandon. I don't think that what he's doing is irrational. I think the way he's been tweeting up a storm lately is much like a magician, who captures your attention while he's stealing your watch. Look over here while we're doing something. It's been a tremendously successful way of cutting out the media, but as president he'll find other ways to communicate. A lot of what the president does is not communicate, so what the president doesn't say can say an awful lot. So I think we're not going to be talking about Twitter as much six months from now.

**KELLERMAN** / I think one indication of the tweets is the series of tweets when [Vice President Mike] Pence went to Hamilton, and the audience booed, and then the cast lectured Pence on what they would like to see happen. In his indignation, Trump tweeted several times. What was happening simultaneously with that tweeting was the legal decision to settle the suit against Trump University. Instead of us paying, instead of the media paying, a lot of attention to what was going on with Trump University, the tweets were serving to deflect. He has used them brilliantly and strategically. We keep thinking that Trump is going to conform to our conceptions of what has been in the past, and he has done that very, very little. He seems to enjoy breaking the mold, and I am not so sure that he's not going to tweet from the Oval Office. I could be wrong.

**PORTER** / I like to remind students that more is not better. Better is better. That applies not only to us and our individual lives, it applies in spades to presidents. The more careful, cautious, strategic, and limited presidents are in what they choose to say, the more people pay attention to them. The more people believe what they have to say, the more power they are actually able to exercise. This is a lesson that most people have to learn experientially.

**More is not better. Better is better. That applies not only to us and our individual lives, it applies in spades to Presidents. The more careful, cautious, strategic, and limited Presidents are in what they choose to say, the more people pay attention to them.**

**ROGER PORTER**



**KING** / The Republican Party is here to stay, the Democratic Party is here to stay, but the coalitions that support them, that make them up, shift over time. In Massachusetts in the 1950s the liberal party was the Republican Party. The conservative party, the Catholic party, was the Democratic Party. Is Trump the leader of the party? Yeah, of course. He's the president of the United States. He's a Republican, he has a Republican House and a Republican Senate. What does that mean for the party going forward? There is no national Republican Party, there is no national Democratic Party. There are 50 state Republican parties, there are 50 state Democratic parties, and they get together every four years and nominate a candidate. If we're looking for coherence in a policy message from either party, we're just looking in the wrong country.

**KELLERMAN** / I would argue that the more interesting party right now to look at is the Democratic Party—what it will be like after Hillary, what role Bernie Sanders is going to play or Elizabeth Warren is going to play. Is it really going to swing to the left, or is it going to remain the centrist party that it has been for a fair amount of time in recent years? There is no obvious leader on the Democratic side, and that to me will be at least as interesting as the Republican Party over the next four years, if not more so.

**PORTER** / One of the things that struck me in working in the White House and going to Capitol Hill was that pleading with people that the president really needs you on this carried practically no weight whatsoever. What moves people, what gets them to do what you would like them to do, is demonstrating to them that what you want them to do is going to benefit their constituents. They need to be able to go home and explain to people why they voted the way they did, why they supported this, or why they supported that. Saying that the leader of my party or the president of the United States or the speaker of the House asked me to do this is not viewed as a very acceptable answer. They don't live in DC, they raise their own money when they go out to run, they do not view themselves as beholden to a political party. //

Regina Mulondo (below and at right) was destitute after the death of her husband and couldn't even pay her children's school fees. But with the help of Dorothy Tuma (with Mulondo in second photo from right), Mulondo's banana and poultry business has helped pay for her children's university and grandchildren's schooling.



# Small Business Big Change

BY MICHAEL BLANDING

PHOTOS BY RICCARDO GANGALE

DOROTHY TUMA MC/MPA 2014 was only 10 years old in 1976 when her family was forced to flee her homeland of Uganda. The brutal dictator Idi Amin was carrying out a campaign of mass killings and disappearances of supposed enemies, including university professors like her father. "We got on a bus one night with just the clothes on our backs and my mom said, 'We are going on an adventure,' and the next morning we were in Nairobi," Tuma says.

For the next few years, the family moved around to the United States and the United Kingdom, following her father as he pursued his master's and PhD in African history and religious studies (he would later run rural development programs in Uganda for almost three decades). It was her mother who held the family together. "She was always 'hustling,' for lack of a better word," says Tuma. "At one point she was selling wafers to churches for holy communion; at another, she ran a factory making roof tiles. She always had a business on the side." When the family was living in the United Kingdom and her father's scholarship ran out, her mother enrolled in secretarial school and got a job to support the family.

Years later, Tuma had her mother in mind when she started a nonprofit organization, the Women's Center for Job Creation (wcfjc), to help women

in Uganda develop their own businesses. "She got to do so many different things that I didn't see my aunts or friends' moms doing," Tuma says. "It gave her several degrees of freedom in her life."



in Uganda develop their own businesses. "She got to do so many different things that I didn't see my aunts or friends' moms doing," Tuma says. "It gave her several degrees of freedom in her life."

After a decade of running the program with mixed success, Tuma came to the Kennedy School in 2013 as a Mason Fellow to retool the organization. She left with a renewed sense of purpose and a new mission that focused on training fewer women but in a more strategic way.

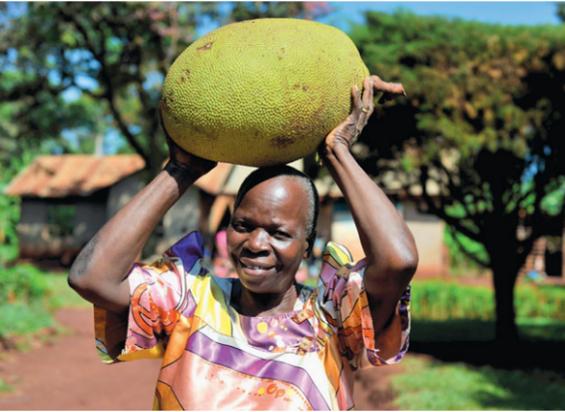
Tuma studied economics in Uganda before earning an MBA at the University of California, Los Angeles. For the next 10 years, she worked in "corporate America" as a brand manager for the office supply company Avery Dennison. Eventually, however, she became dissatisfied with the corporate life. "I always gave money to different organizations, but I realized I wanted to use my whole life to make a difference for people," she says.

Worldwide, only 47.1 percent of women are formally employed, compared with 72.2 percent of men. According to the World Bank, however, women invest up to 90 percent of their income in their families' education, health, and nutrition, while men invest only 30 to 40 percent. "If you put money in a woman's pocket," says Tuma, "you solve a lot of problems."

The wcfjc began by providing microloans to women in a wide range of businesses. "When we first started, we didn't really mind what a woman was involved in—we just wanted to help women gain economic independence," says Tuma. One project worked with several dozen women running a henhouse to raise chickens for their eggs—but inevitably one woman would end up doing most of the work while the others rode her coattails.

Learning from that experience, the wcfjc began funding individual women. "If you could construct a hen-house, we would buy you the chicks you needed to start," Tuma says. But the group found that unless a woman had experience with entrepreneurship, she had trouble paying back the loan. "She would look at the support as more of a grant she did not have to pay," says Tuma.

Florence Kitabye's (below and at right) religion forbids her from borrowing money. To help Kitabye's health food business grow, Tuma (with Kitabye in photos at right) paired her with another businesswoman to help professionalize the operation.



Tuma was able to keep her nonprofit going through grants. At the same time, she worked as a consultant, advising donor agencies on how to design programs to promote enterprise development in Eastern Africa. She also represented women business associations at policy-making meetings. "It was a way to feed my very expensive habit, which was serving my country through nonprofit work," she says. Tuma applied to the MC/MPA Mason Program as a way both to better understand the language of government in her for-profit work and to meet the challenges of the nonprofit as it helped women become economically independent.



She found what she was looking for in "The Strategic Nonprofit," a class taught by Nathalie Laidler-Kylander, then a lecturer in public policy and the author of *The Brand IDEA: Managing Nonprofit Brands with Integrity, Democracy, and Affinity*. "It helped me really think through how we can do what we want to do well and avoid mission creep," says Tuma, "making our mission clear so it's easy to say no to things that don't fit."

While at Harvard, Tuma created a new program in Uganda called Women in Business (wiB); it would continue focusing on individual women, but only those who had already demonstrated some entrepreneurial acumen in an income-generating business. While in the 10 years before Harvard the organization had worked with 1,000

women, since then it has narrowed its sights and now works with only 55. "We decided to focus on quality over quantity," she says. With her own money, Tuma created a revolving fund of 16 million Ugandan shillings—about \$4,600—and has lent it out to women in increments of \$75 to \$100, over time totaling as much as \$400. The wiB gives loans in the form of needed equipment, rather than cash—which might tempt recipients to spend it on family needs or could be absconded with by a husband or partner.

"Even though they are businesspeople," Tuma says, "the biggest challenge is in record-keeping and helping them understand that just because you have money in your pocket doesn't mean it's your money." For a woman named Hasifa Sajjabi, who runs a catering business, wcfjc bought larger saucepans so that she could cook for larger groups, and extra burners to keep the food warm. Since then, Sajjabi's monthly profits have risen 189 percent. Other women have received help for poultry farming, tailoring, and making paper jewelry.

In five loan cycles since starting wiB, an impressive 100 percent of the women have paid off their loans early. One, Regina Mulondo, a banana and poultry farmer whom the organization has been sponsoring from before Tuma went to HKS, was destitute after the death of her husband, and her children were chased away from school because she couldn't pay their fees. She has now put three children through university and is beginning to pay school fees for her grandchildren.

In addition to offering loans, the wiB program provides workshops on business techniques and mentoring by successful businesswomen. "Oftentimes our clients think the problem is money, but sometimes it's the underlying things that are preventing them from growing," says Tuma.

Case in point: One of the biggest success stories is that of a woman named Florence Kitabye, whose religion forbids her from borrowing money and who has no loan from the group at all. When Tuma's field officer went to scout potential entrepreneurs in the villages, she found Kitabye selling a powder of crushed avocado seeds and jackfruit as a health food. "She was sealing it in these nasty-looking plastic bags of different sizes," says Tuma.

The group paired her with a woman who makes wine and juice out of hibiscus petals to give her advice. Kitabye developed a new package with an attractive label, barcode, and expiration date. "Now those plastic bags she used to sell for 30 cents are nice jars she can sell for \$3.45," says Tuma. The product was recently chosen by a Ugandan growers' association to represent the country at an agricultural trade show in Italy.

In addition to helping empower the women financially, Tuma's group has sponsored workshops to help women with public speaking and invited local political leaders to speak as role models. One woman, Sofia Bogere, has become an advocate for ending gender-based violence. "She is able to share information on different tools that are available to deal with the issue, and cautions women on signs of abuse to look out for in their daughters," says Tuma. Other women sponsored by the program have run for and been elected to local office. "They felt like they had something to say, now that they weren't dependent on their husbands or begging for economic sustenance," she says.

Tuma is currently exploring ways to generate income for the nonprofit to make it more self-sustaining. Currently, loans include a 5 percent "administrative fee"; though it's a small amount, it helps offset travel costs for field-workers who go out to identify potential

recipients and collect loan payments. Some of the women, who are learning the value of record-keeping, are graduating to the point where they can apply for a loan from a local bank.

"These women are now thinking creatively about how they want to grow their businesses and 'visioneering' how they would like to see their lives in five years," says Tuma. Eventually, she would like to grow her own organization to the point where she can open a rural women's bank. "That's where I really see the future for us, in being able to give women affordable credit and help them run their businesses profitably."

In the meantime, Tuma can be proud of the fact that she has changed the lives of hundreds of women for the better. She's lived up to the example set by her mother, who rose to become a member of Parliament from 2001 to 2011, serving on the finance and budget committees, and chaired the Uganda Parliamentary Forum for Children before she passed away, this past July.

"Every morning I wake up saying, 'Why am I doing this?'" Tuma says. "It's because of the way these women's faces light up when they start showing you their successes. She introduces you to her children who are now university graduates, or she shows you the rental units she owns because she bought them with her profits, or she is now a local council chairwoman because she gained the confidence to run from our program. When we see these tangible changes, we know we've expanded their horizons beyond what they ever thought possible."

*Michael Blanding is a freelance writer living in Brookline, Massachusetts.*



EVENT

## Very Often or Ever

PAUL MONTEIRO ILLUSTRATED A POINT about the legacy of Barack Obama by recalling a recent experience. “Of all my years in Obamaland, one of my proudest moments: I went to Howard University for law school, and when the president went there to speak at commencement this past May, he said . . . ‘Be confident in your blackness.’” Monteiro (above right) the acting director of community relations service at the U.S. Department of Justice, continued: “Obviously, you don’t get that from a president very often or ever.” Audience members chuckled at his delicate way of putting it. The Forum kicked off a two-day symposium in October called “Race and Justice in the Age of Obama,” moderated by Assistant Professor of Public Policy **Leah Wright Rigueur** (far left). Scholarly assessments of reforms and missed opportunities in the fields of justice and civil rights mixed with reflections on the cultural impact on the country and on a generation of young people who have only ever known a black president and a black first lady. Also pictured, Avik Roy (second from left) president of the Foundation for Research on Equal Opportunity and Editor, and Brittany Packnett (second from right), vice president of National Communities Alliances at Teach for America.

— “Race and Justice in the Age of Obama” sponsored by the Ash Center for Democratic Governance and Innovation, the Hutchins Center for African and African American Research, the Malcolm Wiener Center for Social Policy, and the Shorenstein Center on Media, Politics and Public Policy.

— Vivek H. Murthy event sponsored by the Center for Public Leadership, the HKS Healthcare Policy Program, and the Malcolm Wiener Center for Social Policy; Jeb Bush event sponsored by the Program on Education Policy and Governance; Michele Flournoy event sponsored by the Belfer Center for Science and International Affairs; Larry Wilmore event sponsored by the Joan Shorenstein Center on Media, Politics and Public Policy; John Beyrle event sponsored by the Future of Diplomacy Project, Belfer Center for Science and International Affairs; and Hage Geingob event moderated by Calestous Juma, professor of the practice of international development.

THE BUZZ



“Storytelling is at the heart of medicine in a lot of ways.”

U.S. Surgeon General Vivek H. Murthy about the importance of listening in the practice of medicine.



“This should not be a left-right issue. This should be the issue of our time.”

**Jeb Bush**, former governor of Florida (1999–2007) and founder and chair of the Foundation for Excellence in Education, about the need for a radical transformation of the country’s education system.



“Neither side can win on the battlefield. This is going to have to be a negotiated outcome.”

**Michele Flournoy**, co-founder and chief executive officer of the Center for a New American Security, about the necessity of conducting fruitful negotiations as the way to establishing peace in Syria.



“I do find it ironic that we elect a reality show star as president, and you invite a fake journalist to give the Theodore H. White lecture on it.”

**Larry Wilmore**, comedian, producer, and writer speaking at the Theodore H. White lecture.

MARITHA STEWART



“In a word, Putin wants respect.”

**John Beyrle**, former U.S. ambassador to Russia (2008–2012), about the Russian president’s desire to restore his country’s right to have a say about the major issues of the day.

MARITHA STEWART



“In the past, once you were a former president, you were finished. You were either in jail, six feet under, or exiled. Today our leaders are respected.”

**Hage Geingob**, president of the Republic of Namibia, on how much progress has been made in the state of African governance.

## Innovation and Its Enemies

### Why People Resist New Technologies

*Calestous Juma, Professor of the Practice of International Development; Director, Science, Technology, and Globalization Project*

WHEN JUMA THINKS ABOUT IMPORTANT INNOVATIONS, one of the things he thinks about is margarine. When Juma thinks about important modern innovations, he relates them to historical ones like coffee and margarine.

The spreadable substance is the focus of one of several case studies in his new book, which examines innovations throughout history and reactions to them. The reactions are often negative, according to Juma, because of a perception that the benefits are long-range and will accrue to only a small sector of society. And people may fail to adopt new technologies because of psychological factors such as the tendency to stick with the status quo and to underestimate the risk of doing nothing rather than taking a new action.



Adoption of innovations may also be influenced by public policy. Take margarine, whose introduction as an alternative to butter was fiercely fought

by the dairy industry, which lobbied lawmakers to enact legislation that would reduce public consumption of butter's competitor. Another case study is of mechanical refrigeration: The public at first viewed it as too costly for home, unsafe, and difficult to use. A more modern example, farmed fish, has faced challenges because of health and environmental concerns.

Juma acknowledges that tension will always exist between innovation and incumbency. It would ease, however, if public leaders addressed the impact of emerging technologies and scientists improved communication with the public, he contends. "In the final analysis," he writes, "it is the range of useful technological products available to humanity that will settle the debates."

## Handcuffed

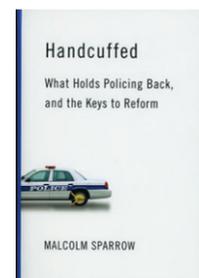
### What Holds Policing Back, and the Keys to Reform

*Malcolm Sparrow, Professor of the Practice of Public Management*

A RECENT *NEW YORKER* CARTOON depicts a police car with bumper stickers reading "Namaste" and "Coexist." The caption says: "They're trying to give a new face to policing." Policing is certainly no joke to Sparrow, who served as a detective chief inspector with the British Police Service, but he does seek

to chart a new course in the profession that involves public cooperation and collaboration.

*Handcuffed* stems from the Executive Session on Policing and Public Safety, co-sponsored by the National Institute of Justice and HKS's Program on Criminal Justice Policy and Management, which involved meetings from 2008 to 2014 with police chiefs and academics seeking to advance the policing profession. Sparrow begins by covering some of the incidents that have led to scrutiny and denunciation of the police, including the killings of unarmed African-American men in New York City and Ferguson, Missouri. The author notes that as different in size as the New York and Ferguson police departments are, the fact that each focuses on one key performance metric (raising revenue in Ferguson, reducing the crime rate in New York) "leads both departments into similarly dangerous waters." He writes: "A focus on ends, if not matched by effective controls on means, can lead to behaviors that are unwise, risky, or illegal."



Sparrow argues that modern police departments need a broader view of their mission and the dimensions of performance along with a more-sophisticated understanding of how to use information relating to themselves and their communities. He also calls for a "genuine and mature" implementation of long-touted models of community and problem-oriented policing, bolstered by analytics and research. For a profession that is traditionally isolated, he says, police departments could learn from the broader community, including security and social regulatory agencies, in order to improve public safety.

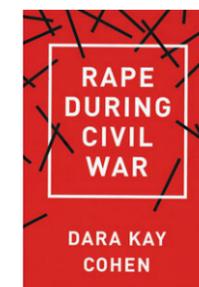
## Rape During Civil War

*Dara Kay Cohen, Assistant Professor of Public Policy*

THIS BOOK, WHICH COVERS CIVIL WARS that were ongoing from 1980 to 2012, presents a stark puzzle: Why do some armed groups rape and others not? It is a question to which the author has devoted nearly a decade, including field research in three countries, during which she interviewed perpetrators and victims of rape during wartime.

Conventional wisdom often suggests that rape is used as a tool of war, ordered by a commander, perhaps as a strategy of ethnic cleansing. Cohen presents a different theory, called "combat socialization," in which rape occurs when armed groups seek to increase unit cohesion. As evidence, she notes that when combatants are kidnapped or forced into fighting, instances of rape are far more likely than when they join primarily on a voluntary basis. In addition, gang rapes are the

norm in wartime whereas they are quite rare in peacetime. By participating in group sexual violence, "combatants signal to their new peers both their membership in the unit and their willingness to take risks to remain in the group," Cohen writes.



Cohen interviewed former fighters in Sierra Leone, Timor-Leste, and El Salvador, the last of which saw comparatively few rapes. Although forced recruitment did occur in El Salvador, she credits ideological pressure from within the guerrilla group and external pressure from the United States on government forces with reducing instances of rape.

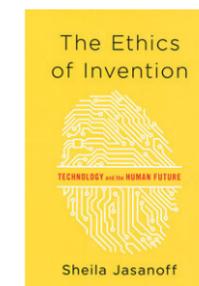
Cohen hopes that her work will help policymakers and activists better understand the impetus for wartime rape and give them tools to address the issue.

## The Ethics of Invention

### Technology and the Human Future

*Sheila Jasanoff, Pforzheimer Professor of Science and Technology Studies*

THERE'S A LOT MORE TO A STOPLIGHT than meets the eye. That becomes clear from Jasanoff's book, which explains the multiple decisions behind a simple traffic signal: Someone had to decide where to place it—affecting all those who walk or drive in the area—and how long pedestrians should take to cross. And the light represents something greater: the power to make certain acts lawful and others not.



For Jasanoff, it is an example of how technology builds on expert and political judgments to which most people are not privy. "Governing technology wisely and democratically requires us to look behind the surfaces of machines," she writes. In the book, she explores how to keep technology within human control so that

it can serve rather than rule us.

While acknowledging the great gains technology has brought humankind, Jasanoff addresses its downsides, including its risks. For example, she points to the two space shuttle disasters, which involved a "fragmentation of responsibility" that limited accountability. She also notes that disasters arising from technology typically affect the poor far more than the rich, such as in the case of the Union Carbide gas leak in India, whose surviving victims or families were never adequately compensated. In addition, she explores how technology is "remaking nature" through genetic modification and biomedical science.

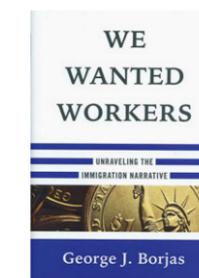
Jasanoff calls for more democratic control over the governance of technology, which is typically set by capital and industry. Technology has the power to shape our bodies and minds, she says, and thus people should play a more active role in managing how it will shape our future.

## We Wanted Workers

### Unraveling the Immigration Narrative

*George J. Borjas, Scrivner Professor of Economics and Social Policy*

IN THE RECENT PRESIDENTIAL ELECTION, some of the most controversial statements involved immigration, with one candidate calling Mexican immigrants rapists and criminals, and the other reported to have talked about dreaming of open borders. In the context of such a politically charged topic, Borjas emphasizes that he intends neither to canonize nor to demonize immigrants. Rather, as an academic who has conducted



research on the issue for three decades, he focuses on the economic consequences of immigration, which he calls a "redistributive social policy" with winners and losers.

The book's title is the beginning of a quotation that ends "but we got people instead." The point, writes Borjas, is that immigrants should not be seen as a "collection of labor inputs" but as people who bring costs and benefits. For example,

immigrants use social services at a rate that may offset the economic gains they provide. And those gains accrue more to the people who use immigrants in firms they operate than to the people who compete with immigrants for jobs, he contends. Borjas also addresses the issue of assimilation, which he says has slowed in recent decades.

Despite statistics showing the economic challenges associated with immigration, particularly with low-skilled workers, the author says that immigration policy should not be guided by economics alone. Indeed, he relates his own story of emigrating as a boy with his mother from Cuba, taking one of the last flights from Havana to Miami before the Cuban Missile Crisis. His journey and those of countless others demonstrate that the United States "has played a unique and historic role by offering hope and a new life to the many people abroad who have so few choices, and *that* is the kind of country I want to live in," Borjas writes.

# CLASSNOTES



HKS volunteers helped brighten the playground of East Somerville Community School, home to 700 students from kindergarten through eighth grade. It was one of the many activities and events that made up HKS Serves, the school's biannual day of public service, in September. Aria Kusuma (left), a Fulbright Indonesian Language Teaching Fellow at the Ash Center, and Elorm Avakame MPP 2018 with the tools of the trade.

→ [ken.sc/flickr\\_youarehere](http://ken.sc/flickr_youarehere)



JESSICA SCRANTON

## Strong Internal Candidate

Amy Davies MC/MPA 2010 arrived at the Kennedy School in the summer of 2009, after working at Habitat for Humanity for nine years in Oregon, and never left. And we think that's a good thing. She began working at the school right after graduation, rising to become director of the MPA programs, working alongside many of you during those years. Looking for a new challenge, she became senior director of alumni relations in October. "Over the past six years, I've both seen and been a part of the magic that is created when the ideas, the people, and the timing come together—something that happens so often here," says Davies, a New Jersey native. "I'm especially excited about my new role because I will have the opportunity to learn more about what all of you are doing across the world and how you are making an impact in improving people's lives." Under Davies, the alumni relations office will continue the work of strengthening alumni networks started by her predecessor Liz Nuñez. "I want to continue leveraging the Kennedy School alumni community as a force for good in our world," Davies says. Game on.



Amy Davies MC/MPA 2010 and Dean Doug Elmendorf at the all-school reception in November.

### 1959

**Arthur Wrubel** MCRP writes, "The Kennedy School did not exist in 1959. I remember taking courses at the Littauer School of Public Administration."



### 1964

**Richard Nuttall** MPA writes, "Fifty-two years after graduation, I find my experience at Harvard, combined with my medical training, valuable in my part-time work with our local Health Authority here on Vancouver Island. However, my part-time work is not diverting me from enjoying and appreciating the growth of the next generations of my family, and the beautiful British Columbia outdoors."

**Penelope Starr** MCRP is still standing, "albeit with creaks and groans. I stopped practicing planning in 1999 when the company I was working for shut down and left about 35 of us out of work. Decided that was an opportunity to go back full-time to my glass work. Much of my 21st-century glass work is shown at [lightandglass.us](http://lightandglass.us). This has been a very productive century for me, but I think I am nearing the end of my glass career. I find doing nothing quite pleasant."

Use the Alumni Directory to contact your classmates.

**John Thomas** MC/MPA, PHD 1969, writes, "Joined the Harvard Institute for International Development (HIID). Went to Bangladesh as advisor. Returned to Harvard in 1971. Headed World Bank study of rural employment creation. From 1977 spent three years in Kenya as HIID senior advisor on agricultural policy. Returned to Harvard, taught part-time at HKS, and co-authored a book on policy choices in developing countries, which won the Levine Prize for the best book on international political economy published in 1991. Mid-1990s spent at National University of Singapore helping start the Lee Kuan Yew School. Returned to HKS and taught, retiring in 2010."

### 1966

**Stephen Trachtenberg** MPA writes, "Alas, I was the only member of HKS '66 that showed up for our 50th reunion. That was a lonely experience. Who is still around and chewing their own food? In DC? Willing to join me for lunch? Email is [trachtenberg@gwu.edu](mailto:trachtenberg@gwu.edu). I can't be the last '66 standing!! Let's make a date."

### 1967 | 50th reunion

### 1968

**Frank Popper** MC/MPA writes, "I keep teaching land use planning at Rutgers and, with my wife, Deborah Popper, at Princeton. In January I became the co-editor of the *Journal of Planning Education and Research*. I remain chair of the board of Texas-based Great Plains Restoration Council, the only national group

explicitly devoted to creating the Buffalo Commons, an ecological-restoration concept Deborah and I originated in 1987. In February we went as board members to the yearly meeting of the New Mexico-based National Center for Frontier Communities, the only U.S. group that researches and advocates on behalf of small, isolated, often poor frontier localities and regions."

### 1969

**L. Michael Hager** MC/MPA writes, "My HKS experience helped inspire and enable my co-founding of the International Development Law Organization in Rome in 1983 and my innovative work as founding president of Education For Employment, a nonprofit that helps create jobs for youth in the Middle East and North Africa, in 2004. In retirement on Cape Cod, I serve as a volunteer-at-large member of the Eastham Community Preservation Committee."

**Jack Underhill** MC/MPA is preparing a paper for presentation at the March 2017 conference of the American Society for Public Administration: "Comparative Achievements in Attaining Social Justice in the U.S. and Other Advanced Nations." He is a member of the Mended Hearts team, which visits heart patients and has raised money for the American Heart Association annual heart walk. He is part of a church team to renovate housing in West Virginia through the Appalachian Service project.

### 1970

**Paul Abrams** MPA writes, "After eight years in politics/government, I left to do spiritual/meditation practices, ending up in Santa Fe, New Mexico. I have been very fortunate in being able to do what I set out to do. I also helped run a small publishing company for four years, and have been a trial lawyer representing Davids against Goliaths for 33 years. I try to practice law as Karma Yoga, the yoga of action/work. I try to be fully involved in my actions and detached from the outcome of my efforts. I still believe in public service and try to practice what I believe."

**Geoff Dutton** MCRP writes, "I continue to live a catapult throw from Cambridge with my lovelies, semi-retired from technical writing and editing but still pounding keys full time. Current projects include doubt-laden broadsides on political dysfunction and technology's wonders, memoirs, short stories, and a bass-ackward thriller set in contemporary Greece and Turkey that tracks a group of international conspirators who lose their terrorist mojo but find it again—kind of an anarcho-socialist monkey-wrench gang that eventually manages to shoot straight. Publishers' agents are welcome to call."

1972 | 45th reunion

**Rollie Cole** MPP writes, “Our third volume in our Wholesale Economic Development series is now out on Kindle. Volume four is (hopefully) coming out before Thanksgiving.”

**Henry Ryan** MC/MPA writes, “A play of mine, *The Half-Smoke*, has just had a staged reading at the University of Cambridge, where I spend summers, and at nearly the same time at the Page to Stage new play festival at the Kennedy Center in Washington, DC. I have put up four plays at Cambridge in the past five years and hope to continue the tradition. *The Half-Smoke* has also been taped for presentation on Fairfax (Virginia) public access TV. It consists of six short interconnected monologues that tell a story about love and its torments. My pen name is Duke Ryan.”

1973

**Chris Palmer** MC/MPA is a professor, speaker, author, and film producer. He is president of the One World One Ocean Foundation, which produces and funds IMAX films, and he is Distinguished Film Producer in Residence at American University, where he founded and directs the Center for Environmental Filmmaking. His books include *Shooting in the Wild* (2010), *Confessions of a Wildlife Filmmaker* (2015), and *Now What, Grad?* (2016). He is married to **Gail Shearer** MPP 1974, and they have three grown daughters, Kimberly, Christina, and Jenny (an author, a doctor, and a lawyer, respectively).

1974

**Barbara Goldsmith** MCRP writes, “Barbara J. Goldsmith & Company LLC, a consultancy focused on national and international environmental and energy policy issues, commemorates 30 years on December 31, 2016. Based in Washington and Brussels, we established a one-of-a-kind program, now in its 28th year, concerning the interface between natural resources and industrial, energy, and transportation activities. Am actively engaged in planning the program’s ‘next generation’ to ensure it goes on in perpetuity and also considering my own next generation of new challenges and opportunities. Would love to hear from classmates, too many of whom I have lost touch with: [bjg@post.harvard.edu](mailto:bjg@post.harvard.edu).”

1975

**Gary Van Valin** MC/MPA writes, “When it was time to take the class of ’75 photo at the 40th reunion, I was the only one there. We’ve got to do better at the 45th and 50th reunions! Call me, 505-463-6611, or email me if you’re ever in the Albuquerque area. Cheers.”

1976

**Roger Sperry** MC/MPA writes, “After another 10 years at GAO, a brief tour with the Senate Governmental Affairs Committee, and 12 years at the National Academy of Public Administration as management studies director, wife Carol and I retired to Punta Gorda, Florida, and Vail, Colorado, where we enjoy sailing, skiing, and other good stuff.”

1977 | 40th reunion

**Greg Conderacci** MPP just published his first book, *Getting Up! Supercharging Your Energy*. “Shares my personal energy management secrets that helped me pedal a bike coast to coast in just 18 days! Also, teaching at Johns Hopkins Bloomberg School of Public Health.”

**Lawrence DiCara** MC/MPA writes, “While at the Kennedy School, I was serving on the Boston City Council. In recent years, I have been a partner at Nixon Peabody, where I practice real estate law, and remain very active in a number of civic organizations. I have written a book and continue to write articles concerning public policy. I still live in Boston. My three daughters are freshmen in college, two at Harvard; one has been known to visit the Institute of Politics from time to time.”

**Panayote Dimitras** MC/MPA, PHD 1979, is a human rights advocate and litigator as spokesperson of Greek Helsinki Monitor (GHM), member of the executive board of the European Humanist Federation, and member of the General Assembly of the World Organization Against Torture. His upcoming book in Greek is on racial discrimination in Greece, examined at the UN (August 2016). Therein he highlights the Committee on the Elimination of Racial Discrimination’s major concerns, drawing on the GHM et al. report submitted and ensuing recommendations during Greece’s review, especially on “taboo issues” such as ethnic minorities and decriminalization of racist speech.

1978

**Armando Lopez-Fernandez** MC/MPA writes, “This is not a note about my class. It is my renewed testimony of love, admiration, and respect for the great institution that HKS has become, and for the outstanding academic, administrative, and teaching members of this superb school I have had the fortune to meet and to learn from during the past 40 years of my life. My wife, Babi, is very proud of her three HKS degree holders: Her husband, MPA 1978, and her sons **Armando Lopez-Cardenas** HKSEE 2005, MC/MPA 2007 and **Alexandro Lopez-Cardenas** MC/MPA 2012.”

**Jean Van den Eynde** MC/MPA writes, “Brussels is full of challenges. The bombings kept many people inside this past winter, but we made it a point to go out for dinner as much as, if not more than, before. Brexit was a surprise, but we make it a point to go for dinner and drinks with our British friends as much as ever. . . . And professionally, my search practice had a couple of very good years—lots of assignments for boards. Challenging but great to be surrounded by family, friends, colleagues, and loyal clients.”

1979

**Carlos Goya-Escobedo** MCRP has been appointed project leader for the Alameda-Reforma SAC (AR-SAC) in Mexico City. “That’s the city government’s newest effort to overcome its structural limitations in urban planning by promoting and conducting specific interventions in central and decayed areas. We should put together social, private, and public efforts and investments to obtain the renewal of the AR-SAC area, the reactivation of its real estate market, particularly its housing market, and the provision of needed infrastructure and services for its adequate functionality. The AR-SAC is almost 400 hectares and a big challenge. You are invited to participate.”

1980

**Ravi Jain** MC/MPA is recently retired and now dean and professor emeritus of the School of Engineering and Computer Science at the University of the Pacific. “Have published 20 books, latest book on the environmental implications of mining and mineral processing.”

**Sergio Levin** MC/MPA recently retired from his full-time position as researcher and management professor at the University of the State of Morelos. “My wife, Vicky, and I enjoy living in the sunny city of Cuernavaca, very close to Mexico City. I am learning to paint with watercolors, and enjoy it very much.”

**Ngure Mwaniki** MC/MPA writes, “Upon return to my home country of Kenya I worked as senior assistant secretary in the Office of the vice president and minister for finance, the Hon. Mwai Kibaki, immediate former president of Kenya. Then seconded to the Office of the Economic Advisor to H.E. President Daniel arap Moi. Set up economics and financial consulting firm in Nairobi 30 years ago, at which now chairman and managing director. Was co-chairman of the Harvard-Yale Club of Kenya for six years, 1986 to 1992.”

**Maryam Niamir-Fuller** MCRP writes, “In 1980 I went to the Sudan to document the transhumance and territories of the Ngok Dinka. A PhD in range management from the University of Arizona followed, and then 20 years of working among pastoralists. I then joined the UN, and over 15 years rose to become the director of the GEF division of

UNEP, where I managed a \$1 billion portfolio of projects on climate change, pollution, biodiversity, international waters, and land degradation. I then coordinated UNEP’s contribution to the global Sustainable Development Goals, where I dusted off my MCRP training for issues such as sustainable cities and urban-rural linkages.”

**Jerry Ostrov** MC/MPA writes, “I am now completing the product of my retirement years, a two-volume novel set against World War II and the Holocaust, with the action taking place in England, Palestine, both coasts of the United States, the European theater of war, and Israel. Otherwise, I play house husband, dream about my granddaughter, walk my dog, swim daily, and prepare year round for the winter ski season. I was thrilled to see classmate **Yosi Ben-Hanan** MC/MPA, in Jerusalem last November.”

**Alexandra Schweitzer** MPP writes, “I’m working at an innovative, venture-backed health care start-up, Iora Health, whose mission is to transform health care via technology and relationship-based primary care. (Iora’s founder is a fellow alum, **Rushika Fernandopulle** MPP 1994.) It’s delightfully surprising to be so energized by an organization that is radically different from the places where I spent most of my career. Note to self: It’s good to stay curious. I’m on a couple of not-for-profit boards, where I’m fascinated by opportunities to leverage housing for better health for seniors. I live in Lexington with my husband, and enjoy annual silent meditation retreats.”

**Roger Sharpe** MC/MPA is pro bono leader and cohost of the police and multi-faith clergy breakfast in the refectory of Virginia Theological Seminary (Episcopal) in Alexandria, April 19. “A pro-active model for community building among law enforcement in a multicultural city of just under half a million. Assembly of rabbis, imams, priests, Protestant ministers (a third women), and police officers, welcomed by Mayor Allison Silberberg and Chief Earl Cook. Second biannual breakfast was planned for before Christmas with the Law Enforcement Center hosting.” Roger was one of the first of seven criminal justice students at HKS advised by Professor Mark Moore and Governor Mike Dukakis.

**Richard Sumpter** MC/MPA is regional planning coordinator for U.S. EPA, Region 7. Also an adjunct professor at Baker University School of Professional and Graduate Studies. He helped design a master’s degree program in organizational leadership and teach courses in corporate social responsibility and sustainability.

**Jakob Tobing** MC/MPA chaired the commission that conducted the first democratic election in Indonesia in 1999. International observers, including President Carter, came and met with him. In 1999–2002 he led the amendment of the Indonesian constitution.

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

ON THE WEB

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



Malik Ahmad Jalal MPA/ID 2011 (left), CEO of the Aman Foundation, hosted a reception in October in Dubai for alumni in the United Arab Emirates. He speaks with Dean Doug Elmendorf and Goulam Amarsy, President, HKS Club of the Gulf Cooperation Council.

Now Indonesia, the largest Muslim country in the world, is the world’s third largest democracy, after India and the United States. In 2004–2008 he served as ambassador to the Republic of Korea. At present he is the president of Leimena Institute, a Christian think tank for policy advocacy, civic education, and interfaith cooperation. He was a member of parliament for 34 years, the longest-serving MP in Indonesia.

**Ken Young** MC/MPA left the regional planning/economic development organization he headed in June 2013 to rebalance his portfolio. “Realized that golf was not my game. Decided that I needed to work steadily but on a more relaxed schedule to stay sane and went back to consulting with one to two projects on the books at a time. Often counsel friends on retirement planning and am a certified Medicare counselor at the local senior center. All good fun. Wondering how to do more to return progress to politics and to get the nation onto a sustainable path. Clearly, change is not for the faint-hearted.”

1981

**Keith Bergman** MCRP was elected president of the Metropolitan Area Planning Council (MAPC) at the council’s annual meeting in May 2016. MAPC is the regional planning agency serving the people who live and work in the 101 cities and towns of metropolitan Boston. He had served as MAPC’s vice president since 2014. Keith works as town administrator for Littleton, Massachusetts. His 35-year career as a municipal manager in Massachusetts includes earlier service in Provincetown, Scituate, North Andover, and Nantucket. Keith

received program excellence awards from the International City/County Management Association in 1995 and 2015.

**Emily Watts Card** MC/MPA is retired and living in Santa Monica, California. “Hello to friends. Would love to connect via email!”

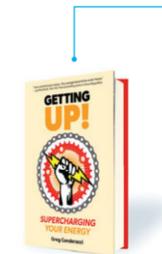
**John DeVillars** MC/MPA was selected as a senior fellow at the HKS Mossavar-Rahmani Center for Business and Government for the 2016–2017 academic year. He will be focusing on electric utility regulation with the guidance of his faculty sponsor, Professor William Hogan, research director of the Harvard Electricity Policy Group.

**Judith Kaplan Karon** MPA is a happily retired university administrator living in Palm Desert. “Any other Kennedy School folks out here?”

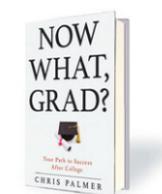
**Peter Kiernan** MC/MPA is of counsel to the national law firm Schiff Hardin. He chairs the NYS Law Revision Commission, is a visiting fellow at the Rockefeller Institute of Government, and was counsel to the governor from 2008 to 2010.

1982 | 35th reunion

**Hans Boehlk** MC/MPA writes, “Schopenhauer’s dictum that life is the only enterprise whose costs do not cover its revenues seems irrefutable to me. Harvard, however, was on the revenue side. After 30 years of attorney work I relocated to the Swiss side of Lake Geneva (as attorney without change, the digitalized world makes it possible). Happily unmarried, but happily sharing life with a



Greg Conderacci MPP 1977 published his first book, *Getting Up! Supercharging Your Energy*, in 2016.



Chris Palmer MC/MPA 1973 published *Now What, Grad?* in 2016.

Use the Alumni Directory to contact your classmates.

COURTESY OF GREG CONDERACCI; COURTESY OF CHRIS PALMER

TOP TO BOTTOM: COURTESY OF ARRD; HKS ARCHIVES

French lady. Publishing on Mideast, history, literary history, and economics. Sadly, trips to Puerto Rico have become rare, very rare.”

**Sarah Carpenter** MC/MPA is still in beautiful Burlington, Vermont. After HKS she served as executive director of Cathedral Square Corporation, a developer and operator of communities for seniors and persons with special needs. In 1998 Sarah was appointed executive director of the Vermont Housing Finance Agency, which provides financing and support for affordable homeownership and rental housing. Sarah served 10 years on the board of the National Council of State Housing Agencies, and on a number of Vermont nonprofit boards. “I just can’t believe it has been 35 years since the Kennedy School!”

**Harry-Eric Elbot** MPA writes, “The neuro-technology national security company we founded, The Veritas Scientific Corporation, had a year of negotiating new partnerships, such as explorations with the Ontario Institute of Technology. My focus groups in Indonesia are part of a predictive book in the works about Asian geo-strategic politics. And the months I spent as a Democratic presidential candidate in the New Hampshire primary built relationships, including The Donald, in this most fascinating of races. But my son, Noah, as a first Schwartzman Scholar in Beijing, daughter Morgan, working on her PhD in philosophy, and daughter Sage, pioneering disability work, warm my heart the most.”

**Robert Griffiths** MPP writes, “I have retired after 34 years with the Department of State and have relocated to Utah, where I now teach politics and Chinese studies part-time at the University of Utah. My wife, Jeannie, and I are building a home to accommodate visiting family and friends. I look forward to doing all those things that simply were not possible with a full-time job, and we are committed to spending more of our life outdoors!”

**Martin Krongold** MCRP writes, “Development officer for a nonprofit addressing homeless veterans (my job); trustee of a charter high school helping “last chance” kids, assisting an anti-drug advocate fight heroin abuse in New York City, three kids out of the house—one in finance, one in med school, one kinda lost but I love him so cuz he’s mini-me. A few fun adventures here and there. Best to everyone.”

**Odella Welch** MC/MPA writes, “Completed my second retirement, first as director of human services for the City of Columbus, Ohio, and recently from the Franklin County Court of Common Pleas as a conflict resolution mediator. Embarked upon a third career as an interior decorator completing projects in Ohio, Illinois, and Maine; continued exploration of my creative side with art accepted for exhibit in Pittsburgh, Columbus and Dayton, Ohio, and one for permanent exhibition at the Greater Columbus, Ohio, Convention Center in 2017. Enjoying a busy retirement; road trips

with four daughters; fun times with grandchildren; member of the Greater Columbus Council of Elders.”

1983

**Fred Gaines** MPP has been elected to a second term on the Calabasas (California) City Council. Fred served as mayor in 2013–2014.

**Karen Handmaker** MPP is very excited to be working on the strategy team at IBM Watson Health, which is based in Cambridge, on enhancing population health in the United States and globally. “Would be very happy to hear from alums who are also working in this growing field to compare notes and possibly collaborate. I recently attended an event for **David Johnson** MPP 1983 to mark the release of his new book, *Market vs. Medicine*—a book I highly recommend to understand more about why U.S. health care is at this crossroads and what we are doing and need to do to change course.”

**Nelson Ortiz** MC/MPA writes, “I just spent two wonderful days at the Kennedy School with our classmate **Teresa Doggett** MPA. She just joined the Dean’s Council of the Kennedy School, where I have been a member for approximately 12 years.”

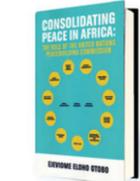
**Muhammad Siddiqi** MC/MPA is teaching at the School of Management Sciences, Q A University, Islamabad. “It is interesting as well as challenging to share my knowledge and experience with MBA students. They are excited about my association with Harvard University. I have been around the world on official business. I inspire them with my global perspective. I am trying to build a segment of people who are equipped with knowledge and values to contribute to the glory and development of this country.”

1984

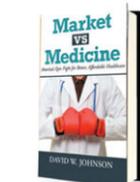
**Kevin Howley** MPP writes, “Returned to metro Detroit, my hometown, about nine years ago, after having been gone for 25 years. Am enjoying watching the city going through a rebirth. Great things happening and lots of young people moving in. Have been running my own turnaround management practice for the past 12 years, both nonprofit and for-profit. My partner, Jason, works at Lear. Our son is a high school senior and our daughter is in 5th grade. I try to stay active with local politics and various nonprofits. Continue to play competitive volleyball. All in all—can’t complain. We welcome visitors.”

**John King** MC/MPA joined the Department of Health and Human Services in May as a director with Federal Occupational Health in Bethesda, Maryland.

**Arthur Namu** MC/MPA writes, “Thanking God for many children, grandchildren, and a wonderful wife, besides good health. Since my last update I have ascended to the posi-



Ejeviome Ootobo MC/MPA 1985 published *Consolidating Peace in Africa: The Role of the United Nations Peacebuilding Commission in Africa*.



David Johnson MPP 1983 released his new book *Market vs. Medicine*.

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

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

tion of chairperson of the Kenya Community Development Foundation ([kccdf.co.ke](http://kccdf.co.ke)). This is a public foundation fighting poverty in Kenya by promoting education, food security, and environmental protection strategies. I’ve also joined the governing council of Kenya Alliance Residents Associations. These are volunteer positions.”

**Joseph Olchefske** MCRP celebrated 30 years of marriage with his wife and HKS classmate **Judy Bunnell** MPP. Judy and Joseph also celebrated their daughter India’s graduation from the University of Chicago and the launch of her career as a professional ballerina. They are still in touch with many HKS classmates, including **Mark Sullivan** MPP, **Anne (Rudolph) O’Donnell** MPP/MTS 1985, **Dana Rowan** MPP, **Jody (Litvak) Feerst** MPP, **Fred Cooper** MPP, and **Carol Landsman** MPP, among many others.

**Jim Varn** MC/MPA writes, “I’m retiring in June from my position as assistant provost at the University of New Hampshire, where I have been working since HKS. Will continue to consult and possibly teach. Looking forward to hearing from HKS friends and colleagues.”

**Juan Young** MC/MPA writes, “My book, *Mindfulness-based Strategic Awareness Training: A Complete Program for Leaders and Individuals*, was just published by Wiley Blackwell. The book presents a full eight-week program to help participants gain strategic awareness, a quality that allows leaders and individuals to make wise and constructive decisions that benefit not only themselves but other stakeholders as well. I am also the academic director of a unique master’s program, the Executive Masters in Positive Leadership and Strategy (EXMPLS), now in its fourth year at IE Business School in Madrid. I live in Zurich doing consulting work and private investments.”

1985

**Kenneth Davies** MC/MPA writes, “After 26 years with the UN World Food Programme in six countries, I retired in June 2015. My wife, Margrethe, and I have retired to Jinja, Uganda, where we are building a country home along the Nile River. Margrethe is working as a doctor at Hospice Jinja. I have been building and working with local NGOs. Would love to hear from classmates and please let me know if you are ever coming to Uganda!”

**Nancy Farrell** MC/MPA writes, “I am finishing my third year as chair of the board of directors of the American Foundation for Suicide Prevention, a national nonprofit that raises awareness, funds scientific research, and provides resources and aid to those affected by suicide. In 2016, I will continue to serve as a national board member chairing our advocacy program. I remain CEO of Regina Villa Associates, a Boston public policy consulting firm.”

COURTESY OF EJEVIOME OTOBO; COURTESY OF DAVID JOHNSON

**Ejeviome Ootobo** MC/MPA published a book, *Consolidating Peace in Africa: The Role of the United Nations Peacebuilding Commission in Africa*, in June 2015. He was appointed a member of the external advisory board of INFOCORE Project (on peacebuilding and the media), supported by the European Union.

**Jim Pearson** MPP writes, “Easing into an eight-hour-a-day job in DC with less travel has opened up opportunities to write, participate in local theater, and sleep. Seeing more of our classmates as we progress into our ‘next careers.’ Stay in touch!!”

**Wayne Schatz** MPP retired from the U.S. Air Force in September after serving more than 33 years in uniform, the last five as a major general. Wayne continues to serve in government, beginning in October as a senior executive servant at Air Force headquarters in the Pentagon. He and his wife, Kim, are relocating to Alexandria, Virginia. They are looking forward to seeing more HKS classmates in the Washington, DC, area!

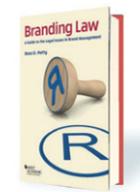
**Bill Seymour** MC/MPA was named chief of staff at the Connecticut Department of Motor Vehicles. He continues to help lead process improvement projects, the agency’s communications outreach efforts, its public internet offerings, and special projects involving policy and legislative issues. He also teaches at the University of Hartford and Manchester Community College. He’s beginning to think about retirement and the next steps in using his career work as well as the Kennedy School experience to help communities and nonprofit organizations.

1986

**Katarina Engberg** MC/MPA writes, “In my current position, working on strategic foresight in the Office for Strategic Development and Future Issues in the Swedish PM’s office, I find myself, 30 years after graduation, drawing on my Harvard experience; the education, the network, and the continued access to Harvard’s rich intellectual resources.”

**Paul Jargowsky** MPP writes, “I have a sabbatical for academic year 2016–17 and will be a fellow at the Center for Advanced Social and Behavioral Sciences at Stanford. **Marie Chevrier** MPP 1986 and I are still married; she is also on sabbatical and will be a visiting scholar at Stanford. Visit us in Palo Alto—there until June 2017. Sorry to miss the 30th reunion because of a family wedding.”

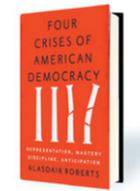
**Shigeharu Kato** MPP writes, “Ever since I left HKS, the values I developed through the MPP course there have guided me in difficult moments of decision making in my career as a government official. I attach great importance to the global exchange of young generations. That’s the essential ingredient for peace, mutual understanding, and the creation of new value. Now I think it is the obligation of this generation to make the planet Earth and



Ross Petty MC/MPA 1986 published *Branding Law: A Guide to the Legal Issues in Brand Management*.

“The values I developed through the MPP course have guided me through difficult moments of decision making in my career as a government official.”

— Shigeharu Kato MPP 1986



Alasdair Roberts MPP 1986, PHD 1994 published *Four Crises of American Democracy* in December.

our society, economy, and culture sustainable. Let’s think about this and act on it, whatever you are working on.”

**Marcus Peacock** MPP was named a distinguished research professor at the Regulatory Studies Center at George Washington University.

**Joaquin Perez** MC/MPA writes, “As a political consultant, I have been working with the Democratic Party in the United States and for PAN in Mexico. I was in charge of the only political poll done in Cuba for the past 56 years.”

**Ross Petty** MC/MPA writes, “I have been teaching law at Babson College for more than 25 years and just published a book titled *Branding Law: A Guide to the Legal Issues in Brand Management* with West Academic.

**Hatanto Reksodipoetro** MC/MPA writes, “Since graduation I became director general at the Ministry of Trade of the Republic of Indonesia, Indonesian ambassador to Norway, and then secretary general of the Ministry of Trade. In 2008, I requested an early retirement for personal reasons. In April 2016, after six years of retirement, I was appointed chairman of the Batam Indonesia Free Trade Zone Authority (BIFZA), which is in dire need of reform. It has an airport with the longest runway in ASEAN, a container port, and other infrastructure, including vast tracts of land awaiting potential investors.”

**Alasdair Roberts** MPP, PHD 1994, writes, “My book, *Four Crises of American Democracy*, was published by Oxford University Press in December. I moved to the Truman School of Public Affairs at the University of Missouri in 2015.”

**Javier Rubinstein** MPP joined Kirkland & Ellis LLP’s Chicago and New York offices as a partner in October to help build the firm’s International Arbitration Practice Group. Javier is well known in the legal community, both in the United States and abroad, from his service as vice chairman and global general counsel at PricewaterhouseCoopers International during the past 10 years, and his earlier role as the global leader of the International Arbitration Practice at Mayer Brown LLP.

1987 | 30th reunion

**Vicki Arroyo** MPA writes, “In my eighth year as executive director of the Georgetown Climate Center at Georgetown Law, where I’m also an assistant dean and professor of practice. I was fortunate to join Henry Lee and other HKS faculty members in Beijing to present at a low-carbon summit in June, and it was great to reconnect. My son is at Tulane, and most of my family is back in New Orleans, so we get there often, but my husband, John,

and I live in northern Virginia. Hope everyone is well and happy and that I see my friends from ‘87 soon!”

**Tom Bennett** MC/MPA, HKSEE 1996, is chairman and co-CEO of First Oklahoma Bank and also chairman of Orphan’s Tree International, working with teenage and young adult orphans in Russia.

**Janice Hearty Day** MC/MPA writes, “I am retired now. I serve on the board of the Keewaydin Foundation, which operates three wilderness camps in Canada and Vermont. Live with my husband, **Jim Day** MC/MPA 1987, in Washington, DC. Have two adult children, one working, one in graduate school at Johns Hopkins/SAIS in Bologna, Italy, and a 15-year-old at boarding school at Thacher School in Ojai, California.

**Nadine Hack** MC/MPA, CEO of beCause Global Consulting ([beCause.net](http://beCause.net)), has been named a Top 100 Thought Leader in Trust often enough to earn a Lifetime Achievement Trust Award. Nadine is a key interviewee of Gunther Kainz for his upcoming book on trust, an expansion of his 2013 dissertation, “A Matter of Trust: Keeping Promises in Negotiations.”

**Martha Lester Harris** MC/MPA writes, “I’m an entrepreneur who created a company, Fizika Group, LLC, to help educators apply the latest brain science by incorporating physical and health literacy, project-based learning, and critical thinking in their teaching methods ([fizikagroup.com](http://fizikagroup.com)). We live in downtown Lancaster, Pennsylvania—a very desirable place that’s been called the new Brooklyn. My husband, Randy, daughter, Kathryn, and I enjoyed a reunion with **Howard** and **Sandra Webber** both MC/MPA 1987, when we visited London in July. We look forward to seeing our classmates at our 30th reunion in Cambridge in May 2017!”

**Joyce Murphy** MC/MPA, executive vice chancellor of UMass Medical School’s Commonwealth Medicine division, has been elected clerk of the Schwartz Center for Compassionate Healthcare board of directors. Joyce was appointed to the board in October and previously had served on its leadership council. She serves on numerous boards and commissions, including the Massachusetts Health Policy Commission Advisory Council and Massachusetts State Treasurer Deborah Goldberg’s Advisory Committee on Wage Equality. Joyce is vice chair of the Harvard Pilgrim Health Care board of directors and a member of the boards of Curry College and UHealthSolutions.

**Josef Reum** MC/MPA writes, “After a decade of public service, and 22 years in higher education administration, I’ve committed to full-time consulting with not-for-profit organizations making change possible at every level of our society. Countless founders are retiring, foundations are changing metrics, and NGOs are merging to change the world... in a chang-

ing world. There is no better place or time to support transformative and adaptive leadership than right here and right now. Every single day my KSG learned skills are applied and refined, and I am forever grateful for the gift of differing perspectives brought by my classmates and teachers.”

**Torsten Thiele** MPA writes, “Having returned to Harvard as a 2014 Advanced Leadership Fellow, I am busy putting into practice the lessons learned in order to help improve global ocean governance. The ocean-climate platform brought the ocean into the Paris Agreement and a UN marine biodiversity agreement is the next goal.”

**Mike Thomas** MPP writes, “About six years ago, through a management buy-out that was not exactly voluntarily timed, I cofounded The Lantau Group, a boutique economic consulting firm in Asia focused on the energy sector. If you are interested in energy issues in Asia, have a look at what we do.”

**Howard Webber** MC/MPA writes, “Having managed to extricate myself early from full-time work, I spend my time on a mixture of board appointments (including as chair of a provider of social housing in inner-city London); volunteer work of various sorts; massive indulgence of my love of music, theatre, and literature; travel with **Sandra Webber** MC/MPA 1987; and study—I’m nearing the end (I hope) of a PhD looking at the origins of government funding of the arts in the UK.”

1988

**John Chick Donohue** MC/MPA is retired and living in Pompano Beach, Florida.

**Bob Ebersole** MC/MPA currently serves as CFO for Lowell Community Health Center in Lowell, Massachusetts, and recently completed the successful financial closing on a \$27 million expansion of the health center to add dental and vision services and expansion of medical and support services. He also

serves as vice chair of the Lunenburg Board of Selectmen, having been elected to a second three-year term. He lives in Lunenburg with his husband, Troy Daniels.

**Brad Fluegel** MPP is living in Chicago and loving it. “Go Cubs!”

**Christina Klotz Kales** MC/MPA recently joined the board of the Sustainable Learning Foundation/Global STEM Alliance and will travel to Cameroon in November for the dedication of the Good Shepherd Academy, a residential school for grades 6–12. Global STEM Alliance’s Imagining Tomorrow has become my retirement career. It’s an exciting cross-cultural partnership in a developing nation. For more information go to *Imagining-Tomorrow.org*.”

**Anne Nelson** MC/MPA writes, “In 2014 I retired after 25 years with a Wall Street firm here in Tucson, Arizona, where I still reside. I am still involved with the community and in my 23rd year as a member of the board of the Marshall Foundation. We own the majority of the commercial real estate outside the Main Gate of the University of Arizona and currently give away about \$1.4 million a year to the university and other community organizations. I am spending time off and on in Chicago, so it would be great to catch up in either city.”

**Yasser Sherif** MPA writes, “This was not the plan, but upon my return to Egypt in 1988, I was drawn to a career shift from architecture to environmental management and policy. Up to 1992 in a private consultancy firm, and to 1999 in the Egyptian Environmental Agency. From then on, over 17 years, I have managed my own environmental consultancy firm, which is small-scale by any account, but still one of the largest in Egypt. Meanwhile, I was blessed with a wonderful wife—an architect—and two beautiful daughters, one just graduated with highest honors in psychology, and the other majoring in biology.”

**Valerie Veira** MC/MPA writes, “It seems like just yesterday that we were in Boston. At that time we might not have been conscious of the enriching journey we were commencing. These experiences were an invaluable contributor to a purpose-driven life. I continue my role as CEO at Jamaica Business Development Corporation, an organization I played a lead role in establishing. The organization focuses on the development of the small-business sector. Life keeps unfolding as new opportunities arise, which guides me to grow. My sincere thanks for your generous friendship and support we shared, and I look forward to your visit to Jamaica.”

1989

**Ole Gunnar Austvik** MC/MPA was a Harvard Kennedy School M-RCBG senior fellow from January 2015–August 2016, exploring the fields of international political economy,

energy economics, and European integration. “Having my own study groups, teaching and publishing—and a lot of interesting events and people. It was great to be back!”

**Bob Bailey** MC/MPA writes, “Wow, 27 years! Married 25 years to my wife, Sarah; our son, Connor, a 2016 Grinnell College graduate; and me in my second career since KSG. Started with police review position and organizational development work in Berkeley, California. Then HR/OD work for a fiscal sponsor (Tides Center) serving progressive organizations around the country—and now in my 10th year as director of HR and administration for the Evelyn & Walter Haas, Jr. Fund in San Francisco. Plus, volunteer board work for community mediation and environmental communications organizations—and full circle to the California Partnership for Safe Communities (violence prevention/police reform).”

**James Brett** MC/MPA was recently appointed by the U.S. Congress to the National Council on Disability board. He was formerly chairman and is a present member of the President’s Committee for People with Intellectual Disabilities. James is also chairman of the Massachusetts Governor’s Commission for People with Intellectual Disabilities and chairman of the Disabled Persons Protection Commission.

**Susan Froetschel** MC/MPA writes, “I’m now managing editor of YaleGlobal Online, a public service magazine that covers globalization defined as the interconnectedness of our world. I can’t imagine doing the job without my studies at HKS. I also write mysteries that explore globalization issues and public policies at the local level.”

**Russell Hawkins** MC/MPA writes, “During my latest visit to Korea, I toured the DMZ. I thought of my father, who served in the Korean War, and thousands of others who fought for democracy. The experience greatly heightened my appreciation of democracy and my belief that peace will find a way.”

**Lin Liu** MPP writes, “I finally left the Office of Management and Budget, after 21 years, and am now at the U.S. Agency for International Development. I work on a rare bipartisan program to provide prevention, care, and treatment services to people living with HIV/AIDS around the world. In the past few years, we have attended the weddings of **Herman Jenich** MPP 1989 in 2014 and **Pam Hill** MPP 1989 in 2016. These reunions have been joyous occasions to share wonderful memories of our days at the Kennedy School.”

**Momodou Sallah** MC/MPA writes, “After leaving HKS, I returned home and worked as financial controller, and later as managing director/CEO, of The Gambia Commercial Bank; managing director of the Assets Management Recovery Corporation; secretary of state for Trade, Employment and Industries; secretary of state for Tourism and Culture; and also worked for Labat Anderson International (Virginia) as trust administrator for the Non-

Performing Assets Recovery Trust in Uganda. Retired 12 years ago, spending my time learning new professions, and now hold LLB, BL, MCSE/MCITP (Ent.). Working on LLM program.”

**Veena Siddharth** MPP writes, “Became a UK citizen early in 2016, along with my two children, in the hopes that they would be part of a greater Europe. Brexit now means that my vision of an accepting and open Britain was tragically mistaken. Just finished my MSc in quantitative research methods and evaluation and will teach a short course at LSE later this year on human rights and advocacy. Hoping to do more work on evaluation, human rights, and advocacy.”

**Paul Ulrich** MPA writes, “Since 1996, apart from several years in the New York area, my wife, Jing (Harvard College 1990), and I have been in Hong Kong, where she is a banker. I’ve largely been doing project-based consulting, often in the development field, with a focus on China. If any classmates are in, or passing through, Hong Kong, feel free to contact us.”

**Marcel Van Opstal** MC/MPA writes, “In August 2014, after 40 years of career for and within the European Union institutions, and having completed my last posting as ambassador/head of delegation in the Republic of Congo, I went into retirement. I am now settled in Bogotá, Colombia, where I teach European studies at the Del Rosario University’s School of Political Science, International Relations and Government. I have joined the local MIT-Harvard Club, and make use of Harvard case studies in my courses. So, 26 years after my graduation from KSG, the influence of the teaching I received then still is very much alive.”

**Joyce Walther** MC/MPA has been awarded the globally preferred Certified Fraud Examiner (CFE) credential by the Association of Certified Fraud Examiners (ACFE). Joyce successfully met the ACFE’s stringent criteria regarding character, experience, and education, and passed a rigorous exam administered by the ACFE to reflect knowledge in four areas critical to the fight against fraud: fraudulent financial transactions, fraud prevention and deterrence, legal elements of fraud, and fraud investigation. Joyce is president of Tempe, Arizona–based Walther Consulting, which provides professional services for the senior marketplace.

**Joseph Wilson** MC/MPA writes, “Retired for seven years from my checkered career as football coach, lawyer, elected/appointed public official, and high school principal. Retirement has been much fun. Was part of the activist army that brought about the state-wide fracking ban in New York and continue to devote much time to fighting expansion of fossil fuel infrastructure and for a low-carbon future. P.S. Harvard, divest from fossil fuels!”



Deanna Bennett MC/MPA 1991 published *Anna: American Dream*, the third novel in her historical trilogy.

1990

**Debbie Phillips** MC/MPA was invited to interview women’s movement leader Gloria Steinem onstage before several thousand guests for Planned Parenthood’s 80th anniversary gala in Milwaukee, Wisconsin.

1991

**Deanna Bennett** MC/MPA, in August, published *Anna: American Dream*, the third novel in her historical trilogy about 15-year-old Anna, who immigrates to America in 1914. Because of the research that went into the books, Deanna gives talks on the great wave of European immigration. Her books are available on *Amazon.com*.

**Robert Byrnes** MPP, after practicing at Quinn Emanuel Urquhart & Sullivan and representing plaintiffs in class actions, is heading Lawyers For Workplace Fairness, a firm dedicated exclusively to representing workers in employment disputes.

**Barbara Grob** MC/MPA is currently on sabbatical from political work while writing a forthcoming book about jazz and R&B icon Etta James and her longtime manager Lupe DeLeon. Lupe’s life is as amazing as Etta’s. Two resurrection stories with a boatload of music history wrapped around them. Wonderful change of scenery in these strange times.

**Marianne Lee** MC/MPA is living in Antigua, Guatemala. “We helped with the birth four years ago of the Antigua International School, which now has 220 students and a new campus. Summers in Maine enjoying retirement. Life is good.”

**Matt Lorin** MPA writes, “Been years since I shouted out. Just transitioning from a beautiful life with family on Oahu, where I ran a private charity funding and promoting civic engagement in public education. Today, I’ve taken up the inaugural presidency of the XQ Institute and its 25 incredible young staffers to do what we can to reinvent American public high school. The brainchild of Laurene Powell Jobs and Russlynn Ali, XQ put out the largest open call to transform public high school in our country’s history. It is an honor and an unprecedented opportunity, for me anyway, to put Heifetz to work.”

**Moises Ramirez** MC/MPA writes, “I always remember Harvard. It was a privilege to attend KSG and the Yard, and meet so many extraordinary people. In recent years I have been teaching a workshop in social design and innovation here in Caracas, Venezuela. I also keep working as a consultant in ICT projects, in which public policies are a key component. The situation in Venezuela has been getting worse politically, economically, and socially. Heifetz courses I took are my survival kit now, and I hope I will be able to contribute with some of the changes we urgently need. Warm regards, my friends!”

“Twenty-six years after my graduation from KSG, the influence of the teaching I received then still is very much alive.”

— Marcel Van Opstal MC/MPA 1989



**THE BEST THE WORLD HAS TO OFFER HAS A SPECIAL OFFER FOR YOU.**

Choose from over 40 executive education programs created specifically for public, corporate, and nonprofit leaders. Plus, Harvard Kennedy School degree program alumni are eligible for a 30% tuition discount.

Learn more about the programs and download the program guide today at [exed.hks.harvard.edu](http://exed.hks.harvard.edu)

**HARVARD Kennedy School**  
Executive Education  
YOU'RE HERE TO MAKE A DIFFERENCE.

TOP TO BOTTOM: COURTESY OF DEANNA BENNETT; MARTHA STEWART

**Michael Scott** MC/MPA writes, “Thank you to **Mike Brown** MC/MPA 1991 and his family for opening their home for a great 25th year reunion. Fantastic time seeing classmates. Daughter, Tiffany, a 2015 Harvard grad and mother of Taylor and Caleb, is seeking a nursing degree. With the support of husband Chad, she will graduate with a degree in nursing from the University of Alaska, Anchorage in December 2017. Son, Walter, who graduated from High Point University, works for Screaming Flea Productions in Seattle. He’s a storyline writer and field producer for the show *Hoarders*. Also, he has released original songs available on iTunes under “Wally Wells.”

**Richard Shaw** MC/MPA writes, “Sorry to have missed the 25th reunion. Just returned from adventurous five-country tour of Africa. Active with several businesses, including Mexico Project, started with partner Ken Moscow. Active with Arizona Historical Society, and writing a book on history of livestock branding.”

**Robert Simon** MC/MPA writes, “I have been working on social and health issues for 40 years. I retired two years ago. I am now involved in different NGOs: Human Rights League, Solidarité Internationale LGBTQI, school association. I am also working on social responsibility of multinational companies. I am trying also to be part of the French political debate, but it is not easy. Spring 2017 will be important for the political life of my country: presidential elections, election of national representatives. More important: I became a grandfather in June, but I am in Paris and my granddaughter is living in Singapore.”

**David Witzel** MPP writes, “It isn’t enough for our future to be ‘sustainable.’ We want it to be phenomenal! Inspired by that thought, I’m helping convene the Regenerative Agriculture Sector Accelerator (*rasa.ag*), a global cooperative for high-impact social change. Interested? Join in!”

**Chris Wolz** MPP is CEO of Forum One, an innovative digital agency serving clients such as the Peace Corps, Gates Foundation, EPA, and CSIS. The team includes **Jim Cashel** MPP 1991 and several other HKS grads. Chris and his wife, Eugenie, live in Alexandria, Virginia, with the youngest of their three children, and bicycle often (Chris has completed two cross-country bike rides in the past three years).

1992 | 25th reunion

**Joyce Anagnos** MPP was selected as an Ohio State Bar Foundation Fellow for 2016–2017. Joyce was appointed to a three-year term on the Toledo Bar Association board of directors and chair of the membership committee. She was elected district governor for 2016–2017 of the Daughters of Penelope District #11 (covering Ohio, West Virginia, and

Kentucky), which is an international philanthropic and service organization. She is serving her fourth three-year term on the parish council of the Holy Trinity Greek Orthodox Cathedral of Toledo, Ohio, which celebrated its centennial in 2015. “Hope everyone is healthy and doing well.”

**Michael McSweeney** MC/MPA writes, “Hard to believe 25 years have gone by since graduation. In that time I got married, moved to the United States, back to Canada, had two kids and five different jobs. For the past 10 years I have been at the Cement Association of Canada, the past eight years as its president, primarily focused on clean air and climate change issues. Focus now is on our two kids and their education. One is at George Washington University, in Washington, DC, and our second son is heading off to study business in Toronto or London, Ontario, in 2017.

1993

**Peter Andersen** MC/MPA joined Fiduciary Trust Company, a Boston-based private wealth advisor and investment management firm for high-net-worth families, individuals, and nonprofits, as chief investment officer. In this role, Peter is responsible for leading Fiduciary’s investment process, which includes directing the development and refinement of the firm’s investment strategies, asset allocation, third-party manager selection, and client portfolio construction. Peter joined FTC from Congress Wealth Management, where he had served as CIO since 2003. He was also a portfolio manager with Congress Asset Management, an affiliated firm. Prior to Congress, he held senior roles at Delaware Investments/Conseco Capital Management and Colonial Management.

**Reuven Carlyle** MPA writes, “Following seven years in the Washington State House of Representatives, I have joined the state Senate, where I focus on budget, tax, education, transportation, social services, and other issues. Business development consulting is exciting as I enjoy the nuanced interplay, tension, and dynamics between public and private sectors. My wife, Wendy, and I recently had a wonderful journey to Africa. Four awesome kids—ages 19, 17, 15, and 9—are thriving in Seattle. Best regards to all!”

**Lori Peaterson Dando** MC/MPA just moved to Nairobi, Kenya, to become the permanent representative from the U.S. to the United Nations headquarters in Nairobi, which includes UNEP and UN-Habitat.

**Susan Hammel** MPP writes, “Living my dream this year as the Minnesota Council on Foundations executive in residence for impact investing, thanks to the Archibald and Edyth Bush Foundation, which sends many Minnesotans to HKS as Bush Fellows.”



Diane McPartlin Mulcahy MPP 1994 announces that her most recent book, *The Gig Economy: The Complete Guide to Getting Better Work, Taking More Time Off and Financing the Life You Want*, came out in November.

She credits HKS for the intellectual foundations of her work and a network of people who have supported it, especially Professor Anthony Oettinger, who encouraged multidisciplinary thinking.

— Patricia Hirl Longstaff MC/MPA 1994



Clifford Garstang MC/MPA 1994 is the editor of *Everywhere Stories: Short Fiction From a Small Planet, Vol. 2*.

**Ahmar Iqbal** MPP writes, “Confession: I read all the 1993 class notes, but this is my first submittal. Currently, I am residing in Ann Arbor, Michigan, with my wife and two kids while consulting on brownfield development projects, mostly in Detroit. This is after spending 14 years in Africa and Asia working on infrastructure and energy projects, and then some college teaching in Lahore, Pakistan. Please connect via LinkedIn and call me when you are in Michigan (*iqbal.ahmar@me.com*). Look forward.”

**Mia MacDonald** MPP writes, “I’m doing a lot of work at the global level on food and climate change with a focus on animal agriculture in collaboration with some great colleagues, including in China, through the non-profit I run, Brighter Green (*brightergreen.org*). I recently taught (fall semester of 2016) a five-week class on food and sustainability for professional students at Columbia University’s Earth Institute. And had a terrific, long overdue, summer 2016 reunion with fellow 1993 MPPs **Lynn Heller, Jenny Craig, Trish Thomson, Daria Caliguire, Justin Latus,** and **Laurel MacLaren**, recently back in DC from Indonesia.

1994

**Joanne Adams** MC/MPA just completed three years as a USAID contractor in Kosovo, assisting in the integration of northern Serbian municipalities into the Kosovo government’s legal and financial systems as part of the Brussels agreement on normalization of relations between Serbia and Kosovo.

**Jean Banker** MPP writes, “Since HKS graduation, I have been implementing transportation policy in New York and California and advocating for goods and people movement to be used in the same sentence. I now work as a senior manager at the Port of Oakland along with two other HKS Grads: **Sara Lee** MPP 1993 and **Amy Tharpe** MPP 1995. It is unusual to have three women from the same grad school in leadership positions at a port! I just connected with **Diana Yin** MPP 1994 and **Loren Blackford** MPP 1994. Diana moved back to the United States from Shanghai last year and is great at connecting everyone!”

**Clifford Garstang** MC/MPA is the editor of *Everywhere Stories: Short Fiction From a Small Planet, Vol. 2* (Press 53, September 2016), an anthology of stories by 20 writers set in 20 countries. Clifford says, “As editor, I sifted through hundreds of submissions to select the best stories that dug beneath the surface of the cultures they portray. Whereas the theme of Volume 1 was ‘It’s a dangerous world,’ readers of the new volume will discover that ‘it’s a mysterious world,’ as well.” Clifford is also the author of the prizewinning novel in stories, *What the Zhang Boys Know*.

COURTESY OF CLIFFORD GARSTANG; COURTESY OF DIANE MCPARTLIN MULCAHY

COURTESY OF RICHARD SEARLE

**John Hlinko** MPP is living in Washington, DC, where he runs Left Action, an online community of 2 million activists. He lives with his wife, Leigh, an architect and author, and their daughters, Kate and Ali. And as of a few weeks ago, a new puppy, Pebbles.

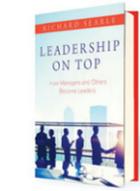
**Dale Johnson** MPP writes, “I was honored to receive the inaugural Sally M. Johnstone Award from WCET for exceptional contributions to technology-enhanced teaching and learning. The award acknowledges leadership and excellence in practice.”

**Jose Alfredo Levy** MC/MPA, CEO of ITTI, was recognized by the American Telemedicine Association for his efforts to implement a nationwide telemedicine program in Bolivia to improve population health. Thirty-four percent of the population lives in rural areas. The telemedicine program can improve the life of more than 3 million Bolivians. The main constraints on the timely implementation of the project and its sustainability have to do with specialized human resources, costs of satellite connectivity, and public education on the availability of telemedicine in an environment where traditional medicine (*curanderismo*) is the preferred choice.

**Patricia Hirl Longstaff** MC/MPA is the David Levidow Professor of Communications Law and Policy in the Newhouse School at Syracuse University. Her research has centered on how to manage and/or regulate systems with high uncertainty (such as the communications industry). This has taken her in many new directions and given her international recognition in the study of resilience and organizational adaptation. She studied these issues at Oxford University as a visiting senior scholar. She credits HKS for the intellectual foundations of her work and a network of people who have supported it, especially Professor Anthony Oettinger, who encouraged multidisciplinary thinking.

**Diane McPartlin Mulcahy** MPP is excited to announce that her most recent book, *The Gig Economy: The Complete Guide to Getting Better Work, Taking More Time Off and Financing the Life You Want*, came out in November! The book is based on an MBA class that Diane created and has been teaching for the past five years at Babson College. The class was named one of the Top Ten Most Innovative Business School Classes in the country by *Forbes*. Get in touch with Diane (who still lives in Boston) at *dianemulcahy.com*.

**Richard Searle** MC/MPA, HKSEE 2004 recently published a book called *Leadership On Top: How Managers and Others Become Leaders*. This was influenced by his time at HKS and the 20 years he has spent as a management educator, primarily with Melbourne Business School Executive Education. You can check out all his news at *searleburke.com*.



Richard Searle MC/MPA 1994 recently published *Leadership On Top: How Managers and Others Become Leaders*.

# MAKE YOUR NETWORK GLOBAL

Find alumni who will make a difference in your world.



Update your profile and explore the Alumni Directory today.  
[hks.harvard.edu/alumnidirectory](https://hks.harvard.edu/alumnidirectory)

1995

**Karole Dill Barkley** MC/MPA writes, “I have spent more than half of my time since HKS caring for my parents and my children, but was excited to accept an offer to re-enter the formal sector. I am joining the risk management business of JP Morgan Chase’s consumer and commercial banking division.”

**Claudia Garcia** MPA sends a save-the-date for a mini reunion for the MC/MPA class of 1995 in Cartagena, Colombia, March 24–26, 2017. “Planning to attend? Send an email to *mcmpa95@gmail.com* and also share with us what you would like to do during that wonderful weekend!”

**Sapna Gupta** MPP writes, “I’m applying what I learned at HKS in my position as senior policy analyst at the Morrison Institute for Public Policy, a think tank at Arizona State University. My focus is education, trade, and economic development. My family and I are

spending a sabbatical year in Australia through June 2017, after which we’ll return to our home in Tempe, Arizona.”

**Gabriela Ramos** MPP has worked as OECD chief of staff and sherpa to the G7/G20 since 2008. She was appointed special counselor to the secretary-general and oversees work on education and social affairs (gender, employment, migration). She coordinates the New Approaches to Economic Challenges initiative and heads the OECD’s Greece Task Force. She helped achieve the G20’s target to reduce the gender gap in labor market participation by 25 percent by 2025, and worked with G20 presidencies, including recently China, to build a more inclusive, innovative global economy. She passionately leads the OECD’s inclusive growth agenda and promotes it at the global level.

**Geralyn Sheehan** MC/MPA is currently serving as country director for the Peace Corps in Colombia. “Such an honor to be serving at this historic moment in time in Colombia. The Peace Accord has been signed, ending a half century of war. Join our 1995 MPA classmates



Carrie Sheffield MPP 2010 (above right) and Bill Werkmeister MC/MPA 2010 (inset) are cofounders of Bold Media, a news company that aims to give space to bipartisan voices.



# Millennial Media

CARRIE SHEFFIELD MPP 2010 AND BILL WERKMEISTER MC/MPA 2010

A couple of things that might give you a pretty good idea about *Bold*, a news website developed by Carrie Sheffield MPP 2010 and Bill Werkmeister MC/MPA 2010: It was launched on Winston Churchill's birthday, and it wants to be the nice *Vice*.

The "Churchill's birthday" part speaks to Sheffield's and Werkmeister's political orientation. Sheffield, a Washington-based journalist before coming to the Kennedy School, and Werkmeister, a serial entrepreneur with roots in Wall Street, both leaned right — though moderately, they insist — embracing a belief in the value of private-sector solutions to public problems.

The *Vice* part speaks to the fact that if journalism has a future, Sheffield says, it is based on a model similar to that of *Vice*, the successful digital media group: a hub-and-spoke in which one's own branded content is at the core, while content partnerships with other media offer a way to reach larger audiences.

And "nice" because it's important for news to offer less bile and more solutions, say Sheffield and Werkmeister, who met at the Kennedy School.

"That's the future of journalism as technology eats all our jobs, and Google Ads takes away all our advertising and classified revenues," says Sheffield, who was a Lewis Friedman and Frederick Lloyd Martin fellow at HKS.

"The only way we're going to survive as content creators is to work together and to grow and share our audiences together."

The two launched the site in November 2015. Sheffield, who worked in finance after the Kennedy School but had previously worked at *The Hill* and *Politico*, brought the journalism experience. Werkmeister contributed an entrepreneurial and venture capital background that also provided media experience by way of ownership of a large Texas-based magazine.

They now want to grow *Bold* into a household brand, increasing their television presence through partnerships with other media, including *Salon* and Al Roker Media, and gaining exposure and credibility.

And although their initial vision was of a millennial media company with a conservative bent, it has evolved into a more consciously bipartisan voice, bringing left and right together in an ongoing dialogue: an antidote, Sheffield says, to the polarization that helped fan the bitter presidential election campaign.

"For me, it's about making an impact," Werkmeister says. 🌟 RDO

"The only way we're going to survive as content creators is to work together."

for a mini reunion in Cartagena, Colombia, March 24–26, 2017. Come reconnect and enjoy this beautiful country!"

## 🌟 1996

**Nancy Brune** MPP was appointed by President Obama in April to the President's Advisory Commission on Educational Excellence for Hispanics. This appointment leverages Nancy's work on behalf of the local community college where she teaches. Nancy has celebrated almost three years as the executive director of the Kenny Guinn Center for Policy Priorities, a bipartisan policy analysis center in Nevada that focuses on education, tax policy, economic development, health, and natural resource security issues affecting Nevada and the intermountain West.

**Rohan Fernando** MPP, leader of the business consulting group at the global sales and marketing firm ZS, was named one of the Top 25 Consultants of 2016 by *Consulting* magazine. Recognized by the magazine for excellence in leadership, Rohan has led major client accounts across North America, Europe, and Asia and launched multiple ZS offices. He also is an expert in health care commercialization strategy, mergers, and product launch.

**Natalie Keng** MPP writes, "Ni Hao, Y'all! After cleaning up from Hurricane Matthew's wrath in the fall, we're excited to welcome holiday cheer. For me and my small business, Chinese Southern Belle, that means writing about food and diversity, hosting hot pot parties, Asian market tours, a Lunar New Year banquet, and tastings with Farm to School and Farm to Table partners. Try our award-winning gourmet cooking sauce blends (order online) and underwrite the revolution 'opening minds, one mouth at a time!'"

**Stephanie Mickle** MPP joined Caldwell Strategic Consulting, the bipartisan government affairs and public relations firm, where she will assume the role of partner. Stephanie has years of Hill experience with advocacy on the legislative and policy fronts, advising Sen. Bill Nelson (D-Florida) and serving as his general counsel, and a successful career in private practice. Her work across partisan lines has increased her ability to achieve legislative goals and priorities in changing political environments.

## 🌟 1997 | 20th reunion

**Christian Duve** MPA turned what he learned about negotiation and dispute resolution at Harvard into private practice as a partner of the international law firm Freshfields Bruckhaus Deringer in Frankfurt and into teaching as an honorary professor at the University of Heidelberg. He applies what he learned about nonprofit management on the board of various nonprofits pertaining to arts, culture, and

the legal profession. Going forward, Christian will increasingly promote financial literacy, personal development, social businesses, and improved governance structures.

**Leith Greenslade** MPA writes, "In 2016 I launched JustActions, a global campaign to engage the world's best and brightest talent to advance action toward 10 development goals. The evidence shows that these 10 goals, ranging from increasing women's incomes to reversing inequality, are most likely to trigger development gains rapidly, sustainably, and irreversibly."

**Anne Rader** MC/MPA was profiled in *Women of Influence* for her work in American health care empowering women with disabilities to live healthy, productive, and active lives. She speaks about her own life as a successful woman with a disability and how she is impacting health care for all women with and without disabilities.

**Alex Rodríguez** MPP was recognized by the U.S. Department of Commerce for his support for export growth with the U.S. Commercial Service and the Arizona District Export Council in his role as vice president of the Arizona Technology Council.

**Ken White** MC/MPA is now the CEO of Junior State of America (*jsa.org*), a 82-year-old student-led and student-run nonprofit that strengthens American democracy by educating and preparing high school students for life-long involvement and responsible leadership in a democratic society. Ken and his wife, Brooke Deterline, live in Richmond, California. Ken welcomes opportunities to connect with classmates visiting the Bay Area, or in DC, where he will visit regularly.

## 🌟 1998

**Mark Bayer** MPP writes, "After nearly 20 years working on Capitol Hill for Rep. and then Sen. Ed Markey, I recently left to start my own strategic consulting firm in DC. I'm helping a range of organizations move their priorities forward and enjoying opportunities to explore new topics while building a business from the ground up."

**John Kenagy** MC/MPA writes, "HKS still influences my work developing adaptive, innovative health care organizations, plus new work in helping create adaptive curricula in higher education. New website coming at *Kenagyassociates.com*. Jonell and I are back on the West Coast in Longview, Washington. We wish all the best to our HKS classmates."

**Fumihiro Komamiya** MC/MPA writes, "In addition to teaching and research at Niigata University, I have been teaching an intensive course on tax treaties for tax officials of developing countries at the National Tax College of Japan for 18 years. These years, more African

"We held a celebratory reception for admitted students to encourage them to select HKS (everyone who attended that reception did indeed choose to go to our beloved alma mater)."

— Jenny Korn  
MPP 1998

Use the Alumni Directory to contact your classmates.

countries are joining the course, while Asian countries are reduced to Myanmar, Cambodia, and Indonesia."

**Jenny Korn** MPP continues to volunteer as an organizer of HKS alumni locally in Chicago. "We hosted the director of admissions during his visit to Chicago, and we held a celebratory reception for admitted students to encourage them to select HKS (everyone who attended that reception did indeed choose to go to our beloved alma mater). We have a watch party coming up for the first presidential debate, and we will continue to gather for socials, too. If you are in the Chicagoland area, please join us by contacting Jenny Korn!"

**Jodie Smith** MPP practices law at Moscone Emblidge & Otis LLP in San Francisco. She focuses on resolving public law disputes. She heads the civic and judicial appointments work of the local women's bar association, Queen's Bench, and volunteers representing kids in school discipline matters. She's active in Bay Area alumni activities, so give her a shout if you're in the area or visiting and want an HKS connection.

**Susan Thornton** MC/MPA recently moved to the DC area from Dayton, Ohio, to take another position with the Air Force. "My new position is director of information dominance in the Office of the Assistant Secretary of the Air Force (Acquisition). I have responsibility for a \$4 billion-per-year portfolio of programs in C2, ISR, IT, and Cyber. I love living in the DC area for the first time and experiencing all that this area has to offer."

## 🌟 1999

**Takao Aiba** MPP, after a two-year secondment to the cabinet office of the government of Japan, has gone back to Toyota as a project general manager of the environmental affairs division (Tokyo), where he leads policy and direction of global Toyota's zero/low carbon activities.

**Jairo Clopotosky** MC/MPA writes, "What are you doing? As you remember, I'm a former Colombian senator. I've been living in Vancouver for the past five years representing my country as a diplomat. You are very welcome to visit me any time."

**Edgar Feinberg** MC/MPA voted "Yea" for the first woman candidate for president in Philadelphia in July! "Hoped to help make the world a better place for my first granddaughter, who arrived in November."

**Julie Klinger** MC/MPA writes, "Over the past few years, I've published a peer-reviewed paper on reducing unnecessary death from a major health problem called sepsis. I also sit on a national nonprofit board raising awareness of sepsis. And I was selected by LinkedIn as one of their Top 10 Voices in Healthcare, which is a big honor! Additionally I speak on these topics and other major health concerns,

including the need to improve our mental health system. So I continue to consult in health care in order to Save Lives and Stamp Out Disease. Please email and say 'Hi!'"

**Pedro Miguel Lorenti** MC/MPA just passed the Kaplan QLTs exams to qualify as a solicitor in England and Wales. "This will add to my current qualification as a lawyer in Argentina. I plan to continue working in international arbitration and as a legal consultant in African and other developing countries."

**Joe Mulligan** MC/MPA is currently serving as a Transformative Development Initiative (TDI) Fellow with MassDevelopment, a quasi-public state finance agency that is seeking innovative ways to maximize the Commonwealth's investment in gateway or post-industrial cities. TDI is a new start-up that partners with public, private, and nonprofit fellows in downtown districts. The TDI Fellows provide robust technical support, including consulting, expertise, technology, and exposure to the latest trends in planning, real estate, and placemaking strategies to provide additional capacity and advance the city's goals.

**Terkel Petersen** MC/MPA has been living in Brussels since 2007, after previously living in Geneva. "Still working for the EU (the External Action Service), now as senior advisor on Arctic matters, after some years in western Balkans affairs and a stint in Asian affairs. Try to go above 66 degrees north at least once (e.g. Barrow in Alaska, Kirkenes in Norway, Kiruna in Sweden, Inari in Finland, or Kanarkussuaq in Greenland). Aurora borealis and very dramatic climatic change. Beautiful and scary at the same time. Daughter, Clara Margrethe, will soon be 10 years old; super visit with CM to **Veronica Loewe Muñoz** MC/MPA 1999 in Chile earlier in 2016. Hope you are all well, wherever you are. Looking forward to our 20-year class reunion in 2019."

**Ben Richardson** MPP, after 15 years at McKinsey and Company, joined Carnall Farrar as a managing director. The company is dedicated to improving health care and public services more broadly. It is based in London, England, where Ben has lived since 2003.

**Masaki Takayanagi** MPA, having spent 15 years post HKS, in London, Sydney, and Singapore, returned to Tokyo last year with his wife, Louise. They also celebrated the arrival of beautiful Emma in December 2015 in Tokyo.

2000

**Eduardo Marques Almeida** MC/MPA writes, "After graduation, I worked in Brazil, the United States (for LAC), Haiti (before, during, and after the 2010 earthquake), and Paraguay. I am glad to have used my studies and professional experience to solve issues related to sustainable development and poverty reduction."

**Thais Corral** MC/MPA writes, "Since my graduation my passion has been leadership development and transformation. Ten years ago, I created a place where people who are willing to make a difference in the world can be nurtured, meet peers, and acquire the inner competences so critical to navigating the complexities of the world today. Sinal do Vale (*sinaldovale.org*) is a 400-acre agroforestry farm near Rio de Janeiro, located in a very lush environment surrounded by mountains and water streams. Sinal is also a school of agents of transformation—young people who want to learn how to embrace challenges with grace and resilience."

**Julie Kashen** MPP, based in Brooklyn, New York, is loving her work as policy director of the Make It Work Campaign (*makeitworkcampaign.org*), promoting better work-family, child care, and equal pay policies, and also her role as mom to an amazing 2.5-year-old son.

2001

**Moshe Arenstein** MC/MPA writes, "After spending three years in Israel as the news editor for *The Jerusalem Post*, I moved back to New York, and back to work at NBC News, just in time for the election season. Living in Israel was a fantastic experience for my wife and kids. We enjoyed the food, the mild weather, and the beautiful scenery. And although it was challenging at times, we made the most of it. Hope you vote(d) for the right person!"

**Nathaniel Beers** MPA is the new executive vice president at the Hospital for Sick Children Health System in Washington, DC. He joins HSC after seven years at DC Public Schools. He will oversee the hospital and outpatient services, home care, Medicaid managed care for kids with disabilities, and foundation. He will be working to improve the quality of life for kids with disabilities in the DC area.

**Angela Calman** MC/MPA has been vice president of communications for 23andMe, a Silicon Valley-based consumer genetics company with both a research and therapeutics mission, since May 2014. Prior to this, she was head of corporate communications for Intuitive Surgical (\$ISRG). She has a 7-year-old (going on 17) daughter named Cassandra.

**Mark Fedor** MC/MPA assumed command of the Coast Guard cutter *James* in Charleston, South Carolina, in May 2016. "At 418 feet, with a sophisticated sensor and command-and-control suite, *James* is our newest national security cutter. Its primary missions are national defense, counter narcotics, and search and rescue. My wife, Amy, and four kids arrived in Charleston in June after finishing the previous school year in Miami. We're all enjoying the Low Country lifestyle."

**Rick Minor** MC/MPA started in August in his new role as the CEO of Second Harvest of the Big Bend, a regional food bank that works

Use the Alumni Directory to contact your classmates.

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

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

with 130 agency partners to provide 5.2 million meals to needy families each year. In addition, Rick serves as president/founder of Tallahassee Music Week, which will be hosting its third annual weeklong series of musical events in April 2017.

**Morgan Muchnick** MPP writes, "I currently reside inside the Washington Beltway with my two amazing kids and dog, Kirby. I recently launched an innovative government affairs consulting firm called The M2 Group (*theM2Group.net*). We specialize in small/midsize companies and organizations doing interesting work, usually (although not exclusively) within the security sector. I would love to hear from folks within the Harvard community!"

**Patrick Nip** MC/MPA continues to work in the Hong Kong Special Administrative Region Government. "Having been the director of information services for more than two years, I took up the post of permanent secretary for food and health in July 2016, responsible for health and medical care policy."

**Dania Palanker** MPP recently joined the faculty of the Center on Health Insurance Reforms at the Georgetown University Public Health Institute. She will be researching and writing about access to health care through private insurance.

**Stephen Payton** MC/MPA, after taking time out to join his wife on assignment in the Netherlands, and before that working three years as head of the New Zealand Commerce and Industry Office in Taipei, has been appointed New Zealand Ambassador to Japan. It will be a busy assignment, with, among other things, planning already under way to maximize opportunities for New Zealand around the Rugby World Cup in 2019 and the Olympics/Paralympics in 2020.

**Paul Porteous** MC/MPA is adjunct associate professor and director of leadership development and international programs for the Institute for Governance and Policy Analysis in Australia and a fellow at the Australia–New Zealand School of Government. He teaches senior executive leadership programs internationally and across Australia/New Zealand, including in the community sector. Paul is also director of the Centre for Social Leadership in Australia, program director of the Social Leadership Singapore Program (where he teaches with Dean Williams), and director of the Centre for Post-crisis Leadership and Development in conjunction with the University of York, UK.

**Sean Van Liempt** MC/MPA and his partner, Chadrick, are proud to be part of Capital Rainbow Refuge, a group of community volunteers who are sponsoring sexual minority refugees fleeing persecution and violence to come to a safe new home in Canada. "The Canadian model, unique in the world, permits private groups to make application for acceptance by Canada as a refugee. The private group is

responsible for financial and other support to the newcomer for the first year. Capital Rainbow sponsored our fifth newcomer, arriving this February, and we are helping to provide mentorship and other support to similar community groups."

**Nicholas Wilson** MPA/ID has been appointed as fellow to The White Social and Behavioral Sciences Team (aka the "Nudge Team"). He will apply insights from his own research and the behavioral sciences in randomized, controlled experiments designed to increase take-up of U.S. federal programs among intended beneficiaries. Alumni working in federal agencies, including USAID, are encouraged to contact him with questions about the SBST and potential collaborative opportunities.

2002 | 15th reunion

**Amy (Anderson) Boutwell** MPP writes, "I am president of Collaborative Healthcare Strategies, a firm I founded in 2011 to support implementation of the health care delivery transformation policy vision of the Affordable Care Act. I work nationally to design and lead large-scale efforts to improve care and reduce costs—specifically on ways to reduce emergency room and hospital use. I practice medicine part-time, have three kids, and live in Lexington."

**Oscar Schiappa-Pietra** MC/MPA, after several years working for the World Bank's energy and mining practice, has joined the ranks of Centrum Catolica Graduate Business School, in Peru. He is also CEO of AgroAndino SRL, a social venture specializing in the production and export of dried organic goldenberry, which provides steady fair-trade income to hundreds of highland microfarmers. And, on a pro bono basis, he is the representative in Peru of The Vine Trust, a Scottish charity operating two medical ships in the Amazon basin.

2003

**Andy Grotto** MPA joined the NSC staff in December 2015 as the senior director for cybersecurity policy. "In June, my wife, Anne, and I had our second child, Vera, who has a loving big brother, Axel."

**James Morgan** MPA is married to **Jeongha "Amy" Kim** MPA 2002. "I'm practicing tax law with the federal government. Please contact me if you are in Washington, DC."

2004

**José Antonio Ardavin** MPP, besides celebrating his 10th anniversary at the OECD, "had the opportunity to see the launch of the OECD Latin America and the Caribbean Regional Programme, for which I have been



Alumni Relations partnered with Karen Jackson Weaver, senior associate dean of degree programs, to host a networking brunch and lecture with Kimberlé Williams Crenshaw during Harvard Women's Weekend in November. Crenshaw spoke on critical race theory and leadership development. (Clockwise from top: Xevion Baptiste MPP 2016, Adema Sangale MC/MPA 2015, Crenshaw, and Deborah Bailey MC/MPA 2015.)

working the past three years. This is a major milestone in the OECD that will increase the interaction with this region and support their reforms to increase productivity, social inclusion, and governance."

**Ken Biberaj** MPP and Valerie Biberaj welcomed their second child in July, a healthy baby boy named Grant. Ken continues to relish his role as the chairman of the Manhattan Chamber of Commerce and recently hosted White House senior advisor Valerie Jarrett for a discussion about the president's nomination to the Supreme Court and the importance of criminal justice reform.

**Sean Bielat** MPP is now CEO of Endeavor Robotics (formerly iRobot Corp's defense and security business unit). He, **Hope Lozano-Bielat** MPP 2004, and their children recently relocated to Carlisle, Massachusetts. Hope is currently an instructor of political science at the University of Pennsylvania.

**Raj Chinai** MC/MPA writes, "Early 2015 marked a significant change. I completed eight years in Bangalore, where I was in the venture capital industry, to relocate to Dubai to pursue a more entrepreneurial role. I joined PNC Menon, the chairman and founder of Sobha Group, to help expand and diversify his real estate business in the GCC, with a particular

focus on the UAE. I'd love to re-connect with HKS classmates, so please do get in touch if you have plans to travel through Dubai. My email is: [rchinai@post.harvard.edu](mailto:rchinai@post.harvard.edu)."

**Akunna Enwereuzor Cook** MPP, after almost 10 years at the U.S. Department of State as a foreign service officer, went back to school to get a law degree. This past May, Akunna graduated from Yale Law School and recently joined Covington & Burling in Washington, DC.

**Kira Marchese** MC/MPA writes, "I've been working at the Environmental Defense Fund for 12 years, and am now the associate vice president for digital products and strategy. In my free time, I serve on the board of Project Create, which provides arts education to at-risk youth in DC, and of On-Ramps to Careers, which connects DC high school students with technology internships. You'll also find me riding the fabulous DC bike trails on a tandem bicycle with my partner, Eric Shutt. We did a round-trip ride between DC and Pittsburgh this past fall, a 725-mile adventure!"

**Ravi Naidoo** MC/MPA writes, "After Harvard, I convened South Africa's Health Roadmap in 2008–2009 (which as government policy turned around the country's life expectancy from 49 years in 2008 to 62 years in 2015).

Use the Alumni Directory to contact your classmates.

When South Africa hosted the COP17 Climate Change conference in 2010 I got my opportunity to establish the National Green Fund. From early 2017, and drawing on my past 10 years of development finance experience, I will be launching an African network of business innovation hubs, supplying the rapidly growing market of 1 billion consumers in Africa. I hope to get Harvard alumni actively engaged in this initiative."

**Louisa-Jayne O'Neill** MC/MPA continues as vice chairman of the Information Assurance Advisory Council (IAAC), a not-for-profit that brings together government, businesses, and academia to develop thought leadership on cyber security. IAAC has since established links with similar bodies in the United States, Belgium, Germany, the EU, and the Commonwealth, and welcomes opportunities to engage with all those with a professional interest in cyber security. In December 2015, L-J was appointed non-executive director of ORIC International, a consortium enabling the sharing of operational risk data and risk intelligence across the global (re)insurance and asset management sectors.

**Eloise Pasachoff** MC/MPA received tenure at the Georgetown University Law Center earlier this year. She teaches and writes about administrative law and education law. Before joining the Georgetown faculty in 2011, she was a law clerk to three federal judges, including Justice Sotomayor during the justice's first term on the Supreme Court. She also practiced law in New York City and was a Climenko Fellow at Harvard Law School. She lives on Capitol Hill with her husband and two children.

**Ken Robbins** MPA is president/CEO of MILLIE ([www.gomillie.com](http://www.gomillie.com)), which helps military families with the stressful moving process. "Additionally, doing some adjunct fellow work at the American Security Project, a nonpartisan think tank in DC focused on advancing commonsense policies."

**Tim Sultan** MC/MPA ran for Congress immediately following HKS graduation but came in second. After eight years as a negotiation trainer and consultant, Tim now works at Elon Musk's SolarCity in Arizona. Passionate about saving humanity from existential threats such as climate change, nukes, and AI. Tim's current focus is on creating the public policy framework that people will need to survive the emerging automated world: a world where robots do the work.

2005

**Candace Bertotti** MPA is now teaching negotiation at Georgetown Law School. She continues her consulting and keynote speaking business in partnership with Vitalsmarts and recently published in *Harvard Business Review*, "How to Talk Politics at Work Without Alienating People."

Use the Alumni Directory to contact your classmates.

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

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

**Sylvia Clute** MC/MPA wrote a chapter for a book to be released soon called *Transforming Justice, Lawyers and the Practice of Law* (Carolina Academic Press). "In my chapter, called 'Creating a Parallel Model of Justice: Unitive, Not Punitive,' I argue that our traditional model of justice is broken and inconsistent with our growing understanding of how interconnected we all are. I advocate for unitive justice, a new model for a new era, grounded in loving-kindness, equality, and shared responsibility. The unitive model of justice goes beyond addressing incidents to healing root causes — unitive justice promises to achieve system change."

**Samira Khan** MPP moved to DC with her husband, Faraz Ali, and three daughters — Maira, Liyana, and Inaya — after stints in Malaysia, Hong Kong, and India. She is focused on social impact, social entrepreneurship, and social sector consulting at Dalberg & AT Kearney. Currently, she is working on a domestic labor market platform: Opportunity@Work, supported by the Obama administration and LinkedIn founder Reid Hoffman. Faraz (HBS 2001) works in biotech. Samira is still ever-passionate about women's issues in South Asia, especially neonatal and maternal health in Bangladesh, Pakistan, India, and Nepal. Holding on to her creative writing hopes as well. "Get in touch — always seeking a good chat!"

**Mark Rosenow** MPP, major in the U.S. Air Force, finished his fourth year as a traveling senior prosecutor this summer when he was selected to become a military judge. He and his wife, Meghan, will be living in Sacramento, California, for the next few years and look forward to connecting with anyone passing through.

**Francis Spangenberg** MC/MPA, who is still working as a lieutenant in the NYPD, received a doctorate in Criminal Justice from the City University of New York in June.

**Giles Whiting** MPP has moved from San Francisco to London, where he is continuing with Medallia, now running their EMEA business. On another note, in September, Giles was named to the board of directors for Single Stop USA.

**Warren Wilhide Jr.** HKSEE, a graduate of the Harvard Executive Education program "Leadership for the 21st Century," successfully climbed Denali (Mt. McKinley) in Alaska on June 27, 2016. Denali is the "Top of North America," at 20,310 feet, and one of the noted Seven Summits. Warren resides in West New York, N.J.

2006

**Marjorie Decker** MC/MPA, after graduating, completed 14 years as an elected member of the Cambridge City Council (including service as vice mayor) and is now serving her second term as an elected member of the Massachu-

setts House of Representatives (representing the district where HKS is located). She is married with two young children.

**Erin O'Donnell Dotzler** MPP has been named the executive director of the American Academy of Periodontology, the professional membership organization representing more than 8,000 periodontists worldwide. In her new position, Erin will report to the AAP board of trustees while overseeing the academy's operations and guiding a staff of more than 40 full-time employees.

**Owen Ray** MC/MPA is now an Army War College Fellow at the University of Washington following battalion command and a tour in Afghanistan. Owen previously served as the military aide to President Barack Obama from 2011 to 2013.

**Dylan Voorhees** MPP writes, "Still living in Maine with wife and three lovely daughters, ages 10, 7, and 1.5, who are the core of my life. Still working uphill to craft and pass strong clean energy and climate policies in Maine. Finding politics in little Augusta, Maine, still not as bad as DC, but lurching there every day, which is dispiriting. I'm pleased to work with many excellent colleagues, for a great organization, and with a talented team (including **Pete Didisheim** MC/MPA 2005.)"

**Chris Ward** MPP won a seat on the San Diego City Council in June with 60 percent of the vote, avoiding a November runoff. His four-year term representing the center city district began in December. He credits his urban planning and policy studies at HKS with preparing him for the job, where current issues include affordable housing, homelessness, economic development, and public safety. He spent the summer enjoying his time with his two-year-old daughter, Betty, and partner, Thom.

2007 | 10th reunion

**Manuel Lopez de Miguel** MC/MPA was recently reelected president of UNICEF's Madrid Committee in Spain. Manuel is also a board member at UNICEF's Spanish Committee.

**Grace Hong Duffin** MPA writes, "Will be attending the reunion in May! Started a new position in March/April 2016. I am serving as the new COO at a community mental health and senior service organization, called Kenneth Young Center, which serves the most vulnerable in the northwest suburbs of Chicago. I didn't make it to my HKS graduation because I had my first child in 2007 (Finn) and could not make my five-year reunion to give birth to my twins (Mikayla and William). I look forward to seeing everyone at the 10-year reunion!"

**Colleen Gross Ebinger** MPP and husband Fritz welcomed daughter Vivienne Celeste into the world September 2015. Big siblings Ben



Colombian President Juan Manuel Santos MC/MPA 1981 received the Nobel Peace Prize for his role in bringing an end to a half-century of conflict.

# I Listened to the Victims

JUAN MANUEL SANTOS MC/MPA 1981

It was during the most difficult moments in negotiating an end to the more than 50-year-old civil war that had torn his country apart that Colombian President Juan Manuel Santos MC/MPA 1981 thought back to the lessons he had learned at the Kennedy School.

As he accepted the Nobel Prize for Peace in December in Oslo, Norway, Santos spoke of the seemingly insurmountable challenges encountered while reaching a peaceful settlement between the government and the FARC rebels.

"To the great majority of us, peace seemed an impossible dream — and for good reason," he said in his Nobel lecture. "Very few of us — hardly anybody — could recall a memory of a country at peace."

Sometimes the inspiration to carry on, Santos said, came from advice given to him by Ron Heifetz, the Hussein Bin Talal Senior Lecturer in Public Leadership at the Kennedy School. "Whenever you feel discouraged, tired, pessimistic, talk with the victims," Santos quoted Heifetz as saying. "They will give you the push and strength to keep you going."

"And it has been just this way," Santos continued. "Whenever I had the chance, I listened to the victims of this war and heard their heartbreaking stories."

According to estimates, more than 200,000 Colombians have died and more than 5 million have been driven from their homes since the conflict began, in 1958. Although many who did not suffer directly were reluctant to accept peace, Santos said, "the victims are the ones who are most willing to forgive, to reconcile, and to face the future with a heart free of hate."

The Kennedy School's Carr Center for Human Rights Policy has been involved in the process, carrying out an evaluation of the Victims Service Unit, established to coordinate and deliver reparations to more than 7 million victims of the civil war in Colombia. "The reparations program is the most extensive in history, recognizing the breadth of damage done by 50 years of conflict but also the vision of President Santos to create leverage for peace," Carr Center Director Douglas Johnson says. "His program simultaneously forced the FARC to recognize the victims it created while showing his desire to rebuild the country with the victims, not in spite of them."

"Colombia is an example to the world," says Kathryn Sikkink, the Ryan Family Professor of Human Rights Policy. "Santos and the FARC are setting a new model for peace agreements that incorporate provisions for justice and reparations."

Santos is the second graduate of the school to win the prize, following Liberian President Ellen Johnson Sirleaf MC/MPA 1971, who won in 2011. (Tom Schelling, a founder of the school, won the Nobel Prize for Economics in 2005. See page 10.)

"We are proud that an alumnus of the Kennedy School won the Nobel Peace Prize this year," Dean Doug Elmendorf says. "We are also proud that President Santos's experience at the Kennedy School, and especially the teaching of our colleague Ron Heifetz, made such a positive difference in his life and work."

RDO

"Very few of us — hardly anybody — could recall a memory of a country at peace."

KODDO VIA AP IMAGES

(six), Cora (four) and Alexandra (two) are brimming with pride. Meanwhile, Colleen and Fritz are exhausted.

**Idrissa Kanu** MPA/ID, having worked as head of revenue and tax policy in the Sierra Leone Ministry of Finance and Economic Development, decided to pursue another master's degree focusing on international taxation policy. He is currently at the Sanford School of Public Policy, Duke University, Durham and enjoys the North Carolina weather. During his time at Duke he hopes to research issues relating to taxation of multi- or transnationals; he is particularly interested in tax implications of corporate structure, restructuring, and transfer pricing issues.

**Funmi Olorunnipa** MPA writes, "After a stint at the White House Counsel's Office, where I had the opportunity to work with tons of HKS alums, I am now at the Department of Justice, working on policy, legislative, and regulatory issues that affect Americans. The HKS alumni reach in DC is strong, and I am always happy to see fellow alums throughout the city."

**Martha Parker** MC/MPA writes, "I finished my PhD in educational policy and leadership at the University of New Hampshire (continuing work from Harvard). Currently serve as educational consultant to the New Hampshire Governor's Task Force on K-12 STEM education, which was formed to lead modernization efforts in teaching STEM. Also provide policy consulting for eLumen, a technology company in Minnesota leading efforts on competency-based student learning outcomes tracking and analytics for higher education but especially community colleges. System includes soup-to-nuts coverage of program/majors review, curriculum development, budgeting, and leadership/administrative management with dashboard analytics. Integrates with enrollment databases and most learning management systems."

**Norris Prevost** MC/MPA writes, "It's a real nice feeling to be an ordinary citizen once more, after 25 years of being a Member of Parliament in the Commonwealth Island of Dominica. I can just imagine how President Obama and Michelle will feel come January 2017. I retired from Parliament prior to the last general election in December 2014. It's just that when I travel abroad, people keep coming up to me exclaiming, "Oh my God, aren't you Morgan Freeman?" Even when I say I am not, they don't believe it, and insist on a picture with me and even an autograph."

2008

**John Crowley** MC/MPA became the manager of knowledge and learning at the International Federation of Red Cross and Red Crescent Societies in Geneva, Switzerland, the world's largest humanitarian network. "If you are passing through Geneva, let's catch up over fondue."

"This is a great opportunity to put into practice my PAE, that I worked on with Ricardo Hausmann,



which was intended to establish a strategy for economic growth in my home state."

— Jose Luis Romo MPP 2008

Use the Alumni Directory to contact your classmates.

**Cody Keenan** MPP, chief speechwriter at the White House, married Kristen Bartoloni on July 3, in Washington, DC. After the ceremony, they took photos with President Obama in the Rose Garden and then threw a reception at a local brewery with several HKS alums in attendance.

**Yasmin Padamsee** MC/MPA writes, "I am back in Cambridge, working for a social change organization that works on building leadership through creative arts in Africa, Latin America, and Asia. For the past eight years I was working in Myanmar at the intersection of change occurring across the country. The changes were phenomenal and unprecedented as the country changed from military dictatorship to a democracy and from a forgotten country to the last major frontier market. I plan to go back someday to once again partake in the change."

**Theresa Grano Reno-Weber** MPP writes, "After five years as a deputy mayor in Louisville, Kentucky, where I launched and ran the city's Office of Performance and Innovation, stood up the LouieStat program, and oversaw HR and IT, I am leaving to take on an exciting new challenge as president and CEO of Metro United Way. Metro United Way serves seven counties across Kentucky and Indiana and is focused on improving outcomes for kids, families and individuals through education, health and financial stability."

**Janna King Rezaee** MPP and **Arman Rezaee** MPP 2009 welcomed their son, Malcolm Remy Rezaee, on May 7. Janna received her PhD in political science at UC Berkeley in 2016 and is now on the faculty at the USC Sol Price School of Public Policy. Arman received his PhD in economics at UC San Diego in 2016 and is now on the faculty at UC Davis.

**Jose Luis Romo** MPP writes, "I was appointed secretary for economic development of the State of Hidalgo (Mexico). This is a great opportunity to put into practice my PAE, that I worked on with Ricardo Hausmann, which was intended to establish a strategy for economic growth in my home state."

**Jamie Snashall** MC/MPA writes, "I have been deputy director of government relations for Telstra Corp since 2009. Most of my work focuses on supporting the company's new business priorities, including Asian expansion and digital health. My wife, Narelle, and I live in Canberra with our boys, Darcy and Ned. In my spare time, I am convener of the ACT chapter of the Harvard Club of Australia and occasionally work on my comedy writing."

**Edward Sullivan** MC/MPA moved to New York City this May to deepen his executive coaching and leadership training practice, serving clients in New York, Silicon Valley, the Middle East, and Asia. He coaches CEOs and other executives at Fortune 500 companies, start-ups, and NGOs on authentic leadership,

communications, and conflict resolution. He also graduated in May from The Wharton School's Executive MBA program.

**Tai Sunnanon** MPP has been elected to the national board of the U.S. Peace Corps Association, where he will work on developing a comprehensive resource tool kit for returned Peace Corps volunteers. For more info, contact [tai@si3group.org](mailto:tai@si3group.org).

2009

**Eunice Ajambo** MPP writes, "While releasing the 'Panama Papers,' my team was launching a report on how the international dimension of corruption facilitates the illicit flow of an estimated \$60 billion annually from Africa, an amount approximately double what is received in ODA. As a panelist in the socio-economic working group on 'Sustainable Growth and Social Cohesion: Advancing Access and Inclusiveness in Democracy in Sub-Saharan Africa,' at the Sub-Saharan Africa Regional Roundtable on Next Generation Democracy in Dakar, I persuaded H.E. Chissano, former president of Mozambique and chair of the Forum of Former African Heads of State, to endorse and align with the report."

**Osei Bonsu Dickson** HKSEE writes, "In March, I delivered the inaugural address of the 2016 Annual Rule of Law Lectures at the faculty of law of the University of Wisconsin. I spoke on the conduct of the security and intelligence services as an important barometer of governance, and also on how the performance of these institutions can shape the social health of nations. I am currently head of legal at Sanford World Clinics—Ghana and adjunct lecturer in business and public law at Wisconsin International University College. I am also working on a major new publication: *Dickson on Principles of Security Law*.

**Thomas Eads** MC/MPA writes, "This year is my fifth anniversary as a senior chemist with the Food and Drug Administration, using product regulation to help cut the 500,000 unnecessary annual deaths caused by tobacco consumption in the United States. Integrating harms reduction from molecules to millions — my summer detail was health policy analysis — puts our work at the leading edge of tobacco control in particular, and of science and public policy in general. The Washington, DC, area is the backdrop for this challenging work, and for a life made more vibrant by HKS friends."

**Bruce Haupt** MPP is currently the team lead for the Program Management Office for Oman's National Development Plan Implementation Program (Tanfeedh). Tanfeedh is focused on economic diversification and government structural transformation, and Bruce is currently working alongside three other HKS grads. He also recently began

studying for a PhD in educational leadership. "Life is still good in married life with Emily." They now have one dog and one cat.

**Jamshed Kazi** MC/MPA is currently based in Islamabad, as the Pakistan country representative of UN Women (United Nations Entity for Gender Equality and Women's Empowerment). "Focusing mainly on enhancing women's increased participation in the labor force, prevention of violence against women and girls, and strengthening women's leadership in disasters and humanitarian response. Definitely the most challenging, but professionally most rewarding, experience of my international development career over the past two decades."

**Kimberlyn Leary** MPA completed his service as a Robert Wood Johnson Health Policy Fellow at the White House Council on Women and Girls and the Office of Management and Budget in July. "Joined the Harvard T.H. Chan School of Public Health as enabling change program director within the school's DRPH program. I also began a new role at McLean Hospital/Harvard Medical School as executive director of policy outreach. Miss Washington but enjoying my return to Cambridge!"

**Ben Reno-Weber** MPA/MBA writes, "I recently stepped down as the CEO of the Kentucky YMCA to become chief storyteller (CEO) of a tech company called MobileServe, which helps organizations track and communicate social good. We use an app/tablet to track volunteer engagement, and then build infographics and communications tools that let organizations connect with people making a difference. Because we were built from the ground up to be mobile and social, we can give users (organizations and volunteers) a transformative experience for a stupidly low price. It's been really fun to be part of creating disruptive technology for schools and nonprofits as a business."

**Andrew Sullivan** MPP launched with two partners Hudson Pacific ([hudsonpacific.co](http://hudsonpacific.co)), a data-driven public affairs consultancy, in September. The firm gathers data through opinion research and behavioral analysis to develop recommendations on strategic communications, reputation management, and campaign strategy.

**Hassan Tetteh** MC/MPA is now command surgeon at the National Defense University in Washington, DC. In his new role, Hassan develops, resources, and executes health policies, programs, and activities to benefit the entire university community. The position also coordinates and facilitates medical care for more than 1,800 NDU students, faculty members, and staffers, including more than 100 international students representing more than 70 countries.

# MAKE YOUR NETWORK RELEVANT

Find alumni who will make a difference in your world.



Update your profile and explore the Alumni Directory today.  
[hks.harvard.edu/alumnidirectory](http://hks.harvard.edu/alumnidirectory)

2010

**Armando Barrera Barrios** HKSEE received tenure as a full-time marketing professor at the University of the Valley of Mexico in Mexico City. He is currently finishing a book that will be published in 2017.

**Nizar Farsakh** MC/MPA writes, "Started my new business in January 2016, Farsakh Training & Consulting LLC, focusing on leadership, negotiations, and advocacy. Led a fascinating training in Ireland with a group of Palestinian, Israeli, and international young professionals. Did research on interfaith dialogue in Palestine that was very illuminating. Participated in a few non-violence initiatives in the United States and Palestine. Ran for the HKS DC Alumni Council but didn't make it. In other news, we are very grateful our 11-year-old got accepted into an amazing middle school that provides just the right dose of challenge and nurture. We're loving seeing her blossom!"

**Jose Hinojosa** HKSEE is currently working on his doctorate in education. He recently wrote a literature review focused on the cultural obstacles between American and Afghan mentoring and professional development programs. "A lack of cultural understanding creates a dichotomy between Western and Islamic cultures. Therefore, the lack of understanding of cultural beliefs of the target audience creates obstacles when training and education focus on 'Western' concepts that are contrary to their beliefs. The need for better understanding of the Afghan and Middle Eastern culture needs further research to ensure that the education and training programs are successful."

**Boris Jamet-Fournier** MPP, the open government advisor within the office of the French prime minister, was looking forward to the fourth Global Summit of the Open Government Partnership (OGP), which France hosted in December. Thousands of participants, including heads of state and leaders in the nonprofit sector, were in Paris for three days to work toward governments that are transpar-

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

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

ent, inclusive of citizen participation, and open to collaboration with civil society. OGP is a unique venture joining key public-sector and civil society stakeholders. It has already announced more than 3,000 open government commitments in 70 countries.

**Marco Sordo** HKSEE has completed the post-graduate program in economics at The London School of Economics and Political Science with excellence of execution.

2011

**Amadi Anene** MPP serves as a political appointee in the Obama administration and is the senior advisor to the administrator at the U.S. Small Business Administration. Amadi's main focus is to generate programs and policies aimed at growing businesses on main streets across America. Amadi manages a portfolio of place-based initiatives for the redevelopment of America's small business economy in places such as Baltimore, Mary-

land, and Flint, Michigan. Amadi also works to increase lending and access to capital among historically underserved groups.

**Sebastian Burduja** MPP writes, "On January 5, 2016, I landed in Romania with my wife and our one-year-old daughter. We moved back home after we had spent close to 12 years in the States, and we pursued what one may call 'an impossible dream': building a new political movement in Romania, a country hungry for change and leadership. On a personal level, life here is wonderful, though we dearly miss our American family and friends. The party we founded, PACT, ran successfully in the local elections. A few days ago I announced my candidacy for Parliament in my home district of Neamt. We keep fighting!"

**Sharon "Moni" Davies** MPP has completed two tours with the Department of State since graduating. First, she served as the general services officer in Lomé, Togo. She recently completed her second tour as consular officer

in Kingston, Jamaica. Her next post will be in Warsaw, Poland, where she will supervise the embassy's management operations.

**Jesse Lava** MPP is the director of policy at the Chicago Department of Public Health, creating new laws and initiatives to promote health on issues ranging from tobacco to obesity to heroin to lead poisoning.

**Matthew Raifman** MPP writes, "I lead open data and performance analytics technical assistance projects with cities as a senior advisor at the Johns Hopkins Center for Government Excellence (GovEx), a partner in the Bloomberg Philanthropies What Works Cities initiative. Much of my work has focused on mayoral priorities around affordable housing, homelessness, and smart cities initiatives. My wife and I live in Baltimore, Maryland, in our first home. I'm grateful that my professional travels have enabled me to stay in touch with many of my friends from HKS, from Washington, DC, to Seattle."

**Toby Shepherd** MPP recently left his role as strategic initiative officer at the Rhode Island Foundation to become the executive director of the Nowell Leadership Academy, a public charter high school designed to serve pregnant and parenting teenagers at two campuses in Rhode Island. Toby's interested in connecting with other alums working with teenage parents and over-age, under-credited youth.

2012 | 5th reunion

**Kendall Fitch Bailey** MPP recently launched her own business, Kidzy. Kidzy is modernizing parenting education by building a professionalized library of short-form videos that are all pediatrician-approved. The video library will also be used to train and certify informal childcare providers. Informal child care is a large market that goes virtually unaddressed today in terms of education programs. Check out the videos at [kidzy.co](http://kidzy.co)!

**Jeffrey Baron** HKSEE was appointed to serve as national security minister for the Bermuda government in May. Jeffrey, who attended Senior Executives in National Security and Leadership in Crises executive sessions, served as junior minister of this portfolio since 2012 and as special advisor to the premier until he was appointed to the cabinet.

**Joan Byron** MC/MPA writes, "I organized and am now leading the Neighborhoods First Fund for Community Based Planning, a philanthropic collaborative that supports low-income communities seeking to engage in the planning processes that are shaping NYC's future. See more about this work at [NeighborhoodsFirstFund.nyc](http://NeighborhoodsFirstFund.nyc)."

**Kassi Manlan** MC/MPA writes, "Over the past three years, I worked in Addis Ababa, Johannesburg, and now Accra with Ecobank

Foundation. I have the opportunity to contribute to the socioeconomic transformation of the African continent through health, education, and financial inclusion. On a personal level, we are now a family of four and we are all looking forward to sharing moments and ideas when we meet in a few months in Cambridge. The best is yet to come as an HKS graduate, as I have not yet delivered on my promise to serve the world. I just began."

**Ian Palmquist** MC/MPA was recently promoted to serve as senior director of programs at Equality Federation, the national strategic partner to a robust network of organizations working for lesbian, gay, bisexual, transgender, and queer equality in the states. He continues to work from Raleigh, North Carolina.

**Ray Rivera** MC/MPA writes, "After leaving HKS, where I cofounded *Democracy.com* with classmates, I've transitioned to the education space by leading a national program to inspire and elect former teachers to serve in public office. I'm doing this from Denver, where I've also cofounded a government entrepreneur accelerator program that partnered with the City of Denver to find innovative solutions and talent for public problems. Also doing my best to raise two toddlers while my wife is an associate partner at McKinsey & Company. We are both doing our best to spend our free time enjoying Colorado's great outdoors. Come visit!"

**Ruma Samdani** MC/MPA writes, "Post graduation, I joined AARP and got the opportunity to establish AARP's innovation framework. Almost three years later, I am excited to be teaching and coaching design thinking in ways that will help us find breakthrough solutions that solve societal challenges facing seniors and their families in America."

**William Towns** HKSEE is the inaugural executive director of Benefit Chicago, which is a new collaboration that aims to mobilize \$100 million for impact investments in nonprofits and social enterprises working throughout the Chicago region. [wtowns@benefitchi.org](mailto:wtowns@benefitchi.org) [@williamwtowns](http://williamwtowns)

2013

**Salman Alzayani** HKSEE writes, "It's my pleasure to share with you the news of being appointed assistant professor in the Department of Family and Community Medicine, College of Medicine and Medical Sciences, at the Arabian Gulf University, in the Kingdom of Bahrain. I've also been elected a member of the college council for the current academic year."

**Cristina Garmendia** MPP writes, "In October 2016, I was named the first senior fellow at the Center on Law, Inequality, and Metropolitan Equity at Rutgers Law in Newark. I am thrilled to be able to devote myself to study and advocacy against place-based inequality.



Hiram Rios Hernandez MPP 2017 and Michael Huggins, of Music in Color, perform a violin duet during the annual HKS talent show. Their performance won first place.

This research will encompass topics such as fair housing law, eviction practices, and public finance."

**Emilia González** MPA writes, "In December I completed three years working as the head of project development at the Center for Education Innovation at Fundacion Chile, a public-private nonprofit devoted to the advancement of innovation in Chile and Latin America. The development of new alliances with organizations in the United States, UK, South Africa, and Paraguay has involved lots of travel lately, with the enjoyable side-effect of visiting fellow HKSers around the globe."

**Troy Holt** HKSEE is now the director of city commerce and communications for the City of Rocklin, California. He is responsible for a wide range of municipal issues and city commerce to include economic initiatives, marketing, property management, business development, legislative advocacy, communications, engagement, and transparency. He develops and implements programs to ensure positive growth and economic sustainability of the city, and he is responsible for event tourism and the start-up of a research and manufacturing innovation district.

**Mariya Krasteva** MPA/MBA writes, "As a dual MPA/MBA student, I was and continue to be fascinated with the nexus of business and nonprofit. After graduation, I moved to DC and saw a need for providing professional development services to communities. I founded the Bulgarian Professionals Club—a nonprofit that works to equip the Bulgarian community with the skills required to be successful in a very competitive job market. Our successes thus far make me optimistic about the future—we have reached 300 members, executed 30 events, obtained nonprofit status, and are poised for expansion beyond DC to the biggest U.S. cities!"

**Lityc Kurisinkal** MPP writes, "I work as a research consultant to the UN Special Rapporteur, Maud Buquichio, against the sale of

children, child prostitution, and child pornography. I believe it is inexcusable to allow a world environment where our children are undergoing such heinous suffering. We have no right to believe that we lead a meaningful life in this world until that last child is rescued and given his/her rightful world of childhood. Break your silence against all crimes against children. I live with my soulmate, Rex Mathew, and two adorable daughters, Mia, who is seven, and Rhea, who just turned one."

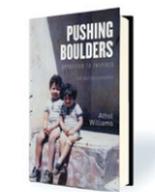
**Matthew La Rocque** MPP writes, "I recently started working at the S.D. Bechtel, Jr. Foundation in San Francisco—my first foray into philanthropy. An associate with the foundation's organizational effectiveness team, I support initiatives related to grantee sustainability, philanthropy field building, and special projects. In my spare time, I enjoy organizing and participating in adaptive leadership workgroups in partnership with my fellow Bay Area alumni of HKS."

**Sushma Raman** MC/MPA completed one year in her role as executive director of the Carr Center for Human Rights Policy at Harvard Kennedy School. She looks forward to meeting and collaborating with HKS students and graduates.

**Shaloo Savla** MPP writes, "I am still working in investment management at Fidelity Investments in the Boston area, where I have been since graduating from HKS. I have been thoroughly enjoying my work so far. This year, I was fortunate to be selected by *The Bond Buyer* magazine as a Rising Star, which is a program that recognizes young professionals working in public finance. Please do let me know if you're ever in the Boston area, as I'd love to catch up and reconnect with classmates in person!"

**Athol Williams** MC/MPA writes, "I have published my autobiography, *Pushing Boulders* ([pushingboulders.org](http://pushingboulders.org)), which tells of my struggle through apartheid in South Africa to ultimate academic and business career suc-

Use the Alumni Directory to contact your classmates.



Athol Williams MC/MPA 2013 published *Pushing Boulders*.

TOP TO BOTTOM: JESSICA SCRANTON; COURTESY OF ATHOL WILLIAMS

SPRING 2017

# Wiener Conference Calls

February 3  
**David Ellwood**

February 22  
**David Keith**

March 7  
**Khalil Muhammad**

March 30  
**Carmen Reinhart**

April 4  
**Iris Bohnet**

This unique series of conference calls offers alumni and friends the opportunity to ask Kennedy School faculty members questions about current events and public policy. Visit [ken.sc/wienercc](http://ken.sc/wienercc) for more information.

The Wiener Conference Calls are made possible by Malcolm Wiener, a long-standing member of the HKS Dean's Council and benefactor of the Malcolm Wiener Center for Social Policy.

*Schedule subject to change.*



Elizabeth Scharpf MC/MPA 2007 (far left) has found a way to use natural fibers to make an affordable sanitary napkin for women in poorer countries.

# The Silent Handicap

ELIZABETH SCHARPF MC/MPA 2007

Nine years ago, Elizabeth Scharpf MC/MPA 2007 was working in Mozambique with local women entrepreneurs when she began to notice something troubling. The women she worked with were missing a lot of work. The reason, she soon discovered, was that they couldn't afford the sanitary napkins they needed when they had their periods. She also learned that this was a problem affecting women around the world. Scharpf committed herself to finding a way to produce a cheaper product.

Although she was uniquely qualified to take on this challenge (Scharpf earned both an MPA and an MBA from Harvard in 2007 and had worked for several years in the global pharmaceutical industry), the task before her was nonetheless daunting. With colleagues, Scharpf searched for an indigenous resource that would be an effective substitute for the cotton found in ordinary napkins, thus eliminating the transportation and import fees that drive up costs.

After much trial and error, and with funds from Harvard Business School and the Echoing Green Foundation, her team found what it was looking for. The banana tree, a plant ubiquitous in Rwanda, consists of a fiber that can be turned into a light, highly absorbent material much like cotton.

Today, Scharpf's company, Sustainable Health Enterprises (SHE), produces sanitary napkins at a facility in Rwanda that cost women almost 40 percent less than the least expensive alternatives. Scharpf intends to bring the cost down even further—ideally to 60 percent below the cost of current options. "It's still not cheap enough," she admits, "but at least now girls and women can have protection for some of the most important days, so if they have a test in school, they are not forced to stay home."

For 2017, plans are in the works to add facilities in Uganda, Kenya, and Southeast Asia. Scharpf says her entrepreneurial adventure has taught her an important lesson. At different points in development, her team sought advice from pharmaceutical R&D experts. In the end, she says, they were not the people who made the breakthroughs.

"It was the students, colleagues, and the consumers themselves who gave the deep input," says Scharpf. "It's wonderful to bring in experts from different fields to solve problems, but sometimes you need an outside point of view that doesn't have a preconceived notion of how it should go. That actually opens up the door to innovation." SA

"Sometimes you need an outside point of view that doesn't have a preconceived notion of how it should go."

COURTESY OF ELIZABETH SCHARPF

cess, followed by a change in direction toward public service, which led me to HKS. It is sometimes funny, sometimes sad, but mostly inspirational (I hope)."

## 2014

**Jieun Baek** MPP is currently a PhD student in public policy at Oxford University. Her book, *North Korea's Hidden Revolution: How the Information Underground Is Transforming a Closed Society*, was published by Yale University Press in November. She will donate proceeds from book sales to organizations that send information into North Korea. Check out her blog at [JieunBaek.com](http://JieunBaek.com). Send her a note if you are anywhere near the UK!

**Shradha Balakrishnan** MPA and her husband, Ramesh Balakrishnan, welcomed a baby girl, Mira, on June 2, in San Francisco.

**Stephanie Cappa** MPP and her husband, Daniel Cox, welcomed the birth of their first child, Rowan Cappa Cox, in August. All are happy and healthy.

**Jonathan Chang** MC/MPA writes, "I continue my commitment to serving the HKS community as a member of the HKS alumni board of directors and the HKS alumni ambassador to Singapore. As the only candidate from Southeast Asia, I am committed to strengthening and expanding academic programs, research, and the HKS alumni network in the region. In addition, I am working to empower the social innovation and social entrepreneurship sectors. Financial inclusion and innovation in the public sector are also my areas of focus. I would very much welcome opportunities to collaborate with other alumni on related projects."

**Gouranga Das** HKSEE writes, "I am professor of economics at Hanyang University, South Korea. My learning at the HKS Executive Education program with Professor Calestous Juma and other faculty members was valuable. I continue working on innovation and absorption. Human capital-induced skill and globalization-led technology causing firm heterogeneity is my area of research. Knowledge gained from Professor Ricardo Hausmann, with his atlas model of complexity, enhanced my learning and thinking about economic development from a new angle. The education and the interaction with colleagues is memorable. In 2016, I was awarded Hanyang University's 'Best Researcher Award' in my discipline for my research publications. HKSEE is truly unparalleled."

**Pierre Deshommes** HKSEE writes, "Very soon you will receive my story and my plans about a practical new sustainable means to eradicate extreme poverty by the year 2030 throughout our developing countries."



Jieun Baek MPP 2014 is the author of *North Korea's Hidden Revolution: How the Information Underground Is Transforming a Closed Society*, published in November.



Paul Taylor MC/MPA 2014 published *On Obama* in 2016.

**Nate Mackinnon** MC/MPA, on September 24, married the love of his life, Kaitlyn Volucci! Kaitlyn was an honorary member of the HKS MC/MPA class of 2014, always joining Nate at both school and social gatherings. The couple had a beautiful wedding at the Botanical Center in Roger Williams Park in Providence, Rhode Island. They still reside in Boston and couldn't be happier!

**Ashwin Moheeput** HKSEE has published a book—*Modeling Financial Crises in Emerging Market Economies*.

**Adam Ranson** MPA, after almost two years with the Boston Consulting Group, returned to public service as a management analyst in the office of the chief financial officer of the National Park Service. During his short tenure with the Park Service he has already had the opportunity to work with a number of great parks, including Cape Cod, The National Mall, and Fossil Butte.

**Albert Solé** MC/MPA, a native of Barcelona, was appointed senior private sector development specialist at the World Bank's office in New Delhi, where he will support trade and competitiveness engagements with both central and state governments.

**Paul Taylor** MC/MPA writes, "In 2016, I published my second and third books: *On Obama* (Routledge) and *Black Is Beautiful: A Philosophy of Black Aesthetics* (Wiley-Blackwell), and secured a contract for a fourth—*Uneasy Sanctuary: Rethinking Race-Thinking* (Oxford). I also completed my first year as associate dean for undergraduate studies at Penn State's College of the Liberal Arts, where my team supported 5,500 undergraduate majors."

**Ursula Wellen** MC/MPA writes, "Family moved from London to New York City this February, for me to start a new position as the ethics advisor to UNICEF, reporting directly to the executive director. Arrival on the coldest Valentine's Day in living memory was rough. But great to reconnect with UN family and HKS alumni friends. Job is exactly what I told people I wanted to do when I came to HKS: work on internal good governance in an international organization where I feel passionate about the mandate. Family adjusting pretty well so far, given three international moves in less than three years."

## 2015

**Neil Dandavati** MPP writes, "After exploring health care at HKS and doing my PAE with a Harvard hospital, I find myself just south of San Francisco working on health care policy with Acumen LLC. Founded by Stanford economist Tom MacCurdy and drawing people from a variety of backgrounds, Acumen actually advises a range of government agencies on policy goals, including the Centers for Medicare and Medicaid Services. Outside of work,

my wife, Reva, and I are enjoying being back in the Bay Area and raising our little munchkin, baby Nina, though we miss our HKS family, and would love to catch up whenever possible!"

**William Denn** MPP was awarded the U.S. Army Command and General Staff College's General George C. Marshall Award, in June. The award is named in honor of George C. Marshall, who graduated first in his class in 1908. The award goes to the distinguished U.S. military graduate in recognition of scholarship and leadership. William, a major, was also recognized as the valedictorian of the graduating class. The U.S. Army Command and General Staff College is located in Fort Leavenworth, Kansas. The class of 2016 included 1,300 officers from the U.S. Army, sister services, interagency and 109 international officers.

**Daniel Dobrygowski** MPA has spent the year since HKS as a Global Leadership Fellow at the World Economic Forum in New York. He leads the forum's work on international, multi-stakeholder cooperation in cybersecurity/resilience and internet of things policy and strategy. Daniel and his family live in New Jersey.

**Edward Dong** MC/MPA, soon after his first endowment fund in 2015, made his second gift to HKS in honor of David T. Ellwood, in appreciation of his distinguished tenure as dean of Harvard Kennedy School and in recognition of his recent appointment as director of the school's Malcolm Wiener Center for Social Policy. While a student, Edward served as KSSG member and Harvard Graduate Student Council member. He is currently an HKS alumni ambassador. As funding chair of the U.S.-China Committee's International Leadership Foundation ([ilfnational.org](http://ilfnational.org)), Edward received the President's Volunteer Service Award 2016 at gold level for national and community service.

**Lisa Fitzpatrick** MC/MPA accepted a job as medical director for the Washington, DC, Medicaid program, housed in the DC Department of Health Care Finance.

**Meghan Grady** HKSEE was recognized by *Providence Business News* with a 40 Under Forty Award in July.

**Phuc Huynh** MPP writes, "Graduating from HKS in 2015, feeling enlightened, inspired, and compassionate, I really want to contribute my energy for a better Vietnam, via education. Even more than that, I have a dream to channel talents from all backgrounds to orient their hands, heart, and head toward education. I heard about Teach For America from an HKS friend, and I got to know the movement. So I approached Teach For All, the network of 40 partners in the world to bring equal oppor-





# Making Changes, Large and Small

**Melinda Wolfe MCRP 1981 has leveraged her Kennedy School education to address the financial needs of cities and states and to expand opportunities for individuals in the workplace and around the globe.**

BY MARI MEGIAS | PHOTO BY ANDREW KELLY

**M**ELINDA WOLFE may live in Manhattan and work in countries across the world, but she is proud of her midwestern upbringing. While she chafed at the seeming homogeneity of her suburban hometown of Skokie, Illinois, she loved the strong values imparted by her family and her community.

When Wolfe was growing up, Skokie was predominantly Jewish: At its peak in the mid-1960s, Jews composed 58 percent of Skokie's population, the largest representation in any Chicago suburb. As a young Jewish woman, Wolfe craved knowledge of the world outside this enclave. "Growing up in Skokie made me want to seek out experiences that were different from what I knew," she says.

She left Chicago at age 18 to attend college at Washington University in St. Louis. "My parents would have loved for me to have stayed even closer to home, but I was hungry to understand how the rest of the world worked. I had a deep experience growing up—it gave me strong and wholesome midwestern values that I'm proud to have—but I wanted to live in a more 'Technicolor world' and spread my wings."

An interest in architecture and design, fed by summer internships and a nonprofit job in which she worked to make cities more livable, brought Wolfe to Cambridge for the Master of City and Regional Planning program jointly offered by HKS and the Harvard Graduate School of Design. "The Kennedy School offered a broad platform of policy and practice that enabled me to do really interesting work," she says. "It provided important lessons, wonderful relationships, and opportunities to explore my passions."

Grateful for her Kennedy School education, Wolfe has given consistently to the HKS Fund since her graduation more than 30 years ago. She says she is eager to support the development of aspiring students who yearn for social impact, especially those who could not otherwise obtain a quality education. She also enjoys the intellectual stimulation the school provides, whether through her personal network, alumni events, or hearing from faculty on pressing issues. "The truth is, I like staying connected to the school. It gives me brain food," Wolfe says.

After graduating, Wolfe looked for a job in the public sector—a difficult task in the midst of the Reagan administration—so instead she took a job offer from Merrill Lynch that allowed her to work on public finance with state and local governments. "It was interesting, impactful work," she says. "And the skills I learned at the Kennedy School were very important in helping me interface with public officials and understand their needs and constraints. I took advantage of what I learned in analytics and communications, stakeholder management, and subject matter areas such as housing, health care, and public and private sector partnerships. Also, collaborative work at HKS—where often we had joint

accountability for our results—was a very important lesson that I've used in my professional life ever since."

During her 14 years managing billions in dollars of municipal utility and project finance transactions in Merrill Lynch's Fixed Income Division, she experienced what it was like to be outside the majority in the workforce. "In the early days, it wasn't easy for women—or other underrepresented groups—in trading-floor environments." So, later in her tenure as a managing director, when the opportunity arose for Wolfe to engage at the top level of the company as the head of diversity strategy, she made the switch. "I didn't realize that it was a whole new turn in my career—I thought it was a diversion. It was a compelling proposition to change the dynamics in the workplace to create more equity for all—and that wasn't inconsistent with many issues at the heart of my Kennedy School education."

After Merrill Lynch, Wolfe worked at a variety of companies, including Goldman Sachs and American Express as chief diversity officer. She eventually became the global head of human resources at Bloomberg. Today, she is the chief human resources officer and a member of the executive committee at Pearson, which provides educational products and services in more than 70 countries.

In addition to her day job at Pearson, Wolfe sits on the boards of several nonprofit organizations, including Planned Parenthood of New York City; ZanaAfrica, a social impact organization offering educational tools and sanitary napkins to keep Kenyan girls in school; and Auburn Seminary, which equips multifaith leaders to address issues of social justice around the world. Wolfe also focuses on increasing the number of women on corporate boards. In 2016, for instance, only 21 percent of board seats at Fortune 500 companies were held by women; 24 of the companies had no women on their boards at all.

Describing herself as "pathologically optimistic," Wolfe says it is important to advocate for change even when successes are few and far between. This is not always easy, however. The number of women in executive roles and on corporate boards has increased only glacially over the past several years, and much of the progress she had seen in the promotion of underrepresented groups was wiped out by the 2008 market crash. And the 2016 U.S. presidential election—particularly the way women were depicted during the campaign—has dampened her spirits.

But she says she cannot give up. "Institutional change is needed in many places across the globe, in fundamental areas such as day care and parental leave in addition to overall representation. We need more role models, people out there advocating." Wolfe emphasizes that she feels strongly about diversity in the workforce, not just for women but for others. "Further, enabling change requires engagement from all of us, not only those who are underrepresented."

IF YOU GET A CHANCE to wander around the construction site that is the courtyard of the Kennedy School and into some of the new buildings, you'll notice that some things are starting to look familiar. As the buildings are being sealed and work begins to move indoors, spaces that until not long ago were just that—spaces—are starting to resemble the artist's renderings we've been seeing for years. The cafeteria, the winter garden, and the modular classrooms are all taking recognizable shape. And so is the new entrance to the Forum from the courtyard.

*Photo by Martha Stewart*



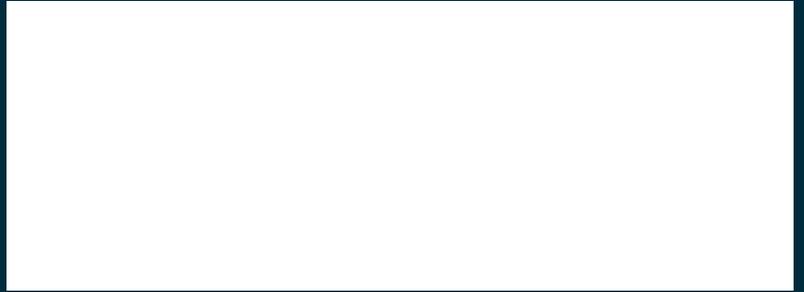


**HARVARD Kennedy School**  
JOHN F. KENNEDY SCHOOL OF GOVERNMENT

79 John F. Kennedy Street  
Cambridge, MA 02138 USA  
617-495-1100

[www.hks.harvard.edu](http://www.hks.harvard.edu)

NONPROFIT  
U.S. POSTAGE  
PAID  
BURLINGTON, VT  
PERMIT NO. 80



**SAVE THE DATE | MAY 19-21**  
**REUNION 2017**



CLASSES OF 1967 | 1972 | 1977 | 1982 | 1987 | 1992 | 1997 | 2002 | 2007 | 2012

**REGISTER EARLY AT [HKS.HARVARD.EDU/REUNION](http://HKS.HARVARD.EDU/REUNION). DON'T MISS OUT! #HKSREUNION17**