FOR THE SAKE OF ARGUMENT

ELEVATING CIVIL DISCOURSE GOES TO THE HEART OF PUBLIC LEADERSHIP
WHEN 63 NEWLY ELECTED MEMBERS of the U.S. Congress came to Harvard Kennedy School in December to attend the now-traditional orientation program hosted by the Institute of Politics, HARVARD PRESIDENT LARRY BACOW encouraged them to see the country’s colleges and universities as resources on which to draw. “We are a source of expertise, and hope you will use us and exploit all of us mercilessly, because every college and university in America exists to serve the nation in one form or another. That is what we do; it’s why we’re here,” he said.

But he also reminded them, as they were about to dive into the cauldron of national politics (and a government shutdown), that they had a “special responsibility” to model respectful behavior and proper civil discourse. “We need to demonstrate to the rest of the world that we believe in the fundamental decency of this country by how we treat each other,” Bacow said.
EXECUTIVE SUMMARY

ON NUMEROUS OCCASIONS during the past few years I have spoken about how economic, social, and political changes have eroded people’s trust in governments and in leaders. Of course, I have also reflected on what we at Harvard Kennedy School can do to respond to these challenges. As Harvard’s new president, Larry Bacow, said at his installation ceremony this past fall, “We have a responsibility to use the immense resources entrusted to us—as our assets, ideas, and people—to address difficult problems and painful divisions.”

Some of the problems we see in the world have exacerbated divisions between people and fostered a breakdown in productive dialogue. Therefore it has been one of our aims this year at the Kennedy School to bolster civil discourse in our community. In this issue of the magazine, you can read about some of the ways that we are teaching and modeling civil discourse on campus. Often when people with different backgrounds and views come together, the results of these connections are powerful—and the Kennedy School aims to foster those sorts of connections. Some of the wonderful connections occur between alumni: for example, you can read in this issue about two alumni with very different backgrounds who met at Kennedy School and have since established a university in Niger.

Other important connections are formed between our faculty members and government leaders and policymakers. For instance, one of our professors is working with the Chief of U.S. Naval Operations to help teach the science of decision making to members of the Navy in order to improve outcomes in high-stakes scenarios. And faculty affiliated with our Center for International Development are working with government officials in dozens of countries to conduct research and develop policy approaches for solving thorny problems in economic development.

Many important connections take place between our faculty and our students and alumni, and you can read about some of these connections in the following pages. For example, one alumna worked with Kennedy School professors to develop a significant new program on the Arctic. An alumnus drew on faculty guidance to launch a bipartisan organization for veterans seeking office. Yet another alumna was so inspired by her study of gender inequity while at the Kennedy School that she changed careers to focus on this issue for the City of Boston.

These are just a few of the stories in this magazine. There are many more that demonstrate how the Kennedy School community is advancing the public interest in powerful ways.

Among all of our efforts to improve lives around the world, we also stop to mourn the loss of Devah Pager, who was the Peter and Isabel Malkin Professor of Public Policy. She was a pioneering scholar who illuminated the effects of discrimination in the labor market and loss of Devah Pager, who was the Peter and Isabel Malkin Professor of Public Policy. She was a pioneering scholar who illuminated the effects of discrimination in the labor market and loss of Devah Pager, who was the Peter and Isabel Malkin Professor of Public Policy. She was a pioneering scholar who illuminated the effects of discrimination in the labor market and. She was a pioneering scholar who illuminated the effects of discrimination in the labor market and. She was a pioneering scholar who illuminated the effects of discrimination in the labor market and.
GLOBAL REACH  The Kennedy School’s mission is to improve public policy and public leadership across the United States and around the world so that people can lead safer, freer, and more prosperous lives. The Summer 2018 issue focused on the United States. This time, we look at what our faculty, our alumni, and our programs are doing across the world in each of our priority areas.

- Making democracy count
- Improving public services
- Expanding economic opportunity
- Enhancing global security and human rights
- Strengthening public leadership
- Expanding the reach of our training

To see more, go to our interactive map at ken.s/maps

Find the corresponding stories on page 6–7
Making Democracy Count

1. **BRAZIL** (Democracy in Hard Places): The Ash Center’s Initiative on Democracy in Hard Places aims to foster social science research on democratic experiments—both successful and failed—throughout the developing world, including Brazil, to learn how democracy can be built and maintained in a variety of terrains. And through engagement with policymakers, practitioners, and activists, it aims to translate that research into action. The program is co-directed by SCOTT MAINWARING, Jorge Paulo Lemann, Professor of Brazil Studies, and TAREK MASDoud, Sultan of Oman Professor of International Relations.

2. **VIETNAM** (Ash Vietnam Program): Established in 1988, the Vietnam Program, a part of the Ash Center’s Rajawali Foundation Institute for Asia, is a recognized leader in the study of Vietnam’s political and economic development. Through a combination of teaching in Vietnam, research, and policy advising, the programs is an influential participant in the country’s policy dialogue, informing Vietnam’s ongoing reform process. The program is led by DAVID DAPICE, Ash Center senior economist, and THOMAS VALLELY, the center’s senior adviser for mainland Southeast Asia.

Improving Public Services

3. **HONDURAS** (Building State Capability): The government of Honduras faces key delivery and implementation gaps, especially in areas that involve many agents and require new and undeveloped capabilities. Building State Capability (bsc), a program of the Center for International Development led by MATT ANDREWS, Edward S. Mason Senior Lecturer in International Development (center, below), is helping the government employ the Problem Driven Iterative Adaptation (p dia) method as its active working approach and to facilitate visible progress in key challenge areas. (See story on page 32.)

Expanding Economic Opportunity

4. **GHANA** (Social Innovation + Change Initiative and Center for Public Leadership): MEGHAN MCCORMICK mpp 2019 cofounded OZE, a business insights engine that enables investment readiness for small to medium enterprises in West Africa. McCormick started OZE to address out-of-date business practices, such as the use of paper ledgers, but soon realized that the zip had wider commercial viability. Today, OZE, for which McCormick won the Harvard President’s Innovation Challenge, is the most active accelerator in French-speaking Africa. McCormick credits her Cheng Fellowship—a rigorous program that supports selected students in taking action to advance progress against a pressing social problem through innovation—with keeping her grounded and connected to the project’s original vision.

Enhancing Global Security and Human Rights

5. **ICELAND** (Arctic Initiative): The rate of temperature increase in the Arctic is a whole has been twice the global average and, in some parts, three to four times the global average. The Arctic Initiative, a joint project of the Environment and Natural Resources Program (enrp) and the Science, Technology, and Public Policy Program (stpp) at the Kennedy School’s Ash Center for Science and International Affairs, is focused on the environmental, economic, and social challenges linked to rapid climate change in the Arctic, with particular emphasis on issues for which insights about the relevant science and technology are germane. The initiative is led by JOHN HOLDREN, Teresa and John Heinz Professor of Environmental Policy, and HENRY LEE, senior lecturer in public policy. Program manager HALLA HRUNI LOGADOTTIR MSC.M.PA. 2007 is an enrp Fellow and former director of the Iceland School of Energy at Reykjavik University. (See story on page 26.)

6. **INDONESIA** (Evidence for Policy Design): REEMA HAINA, Jeffrey Cheah Professor of South East Asia Studies, and colleagues studied the effectiveness of Indonesia’s cash transfer program, PKH, using data from about 14,000 households. They found that the program, which was designed to reduce poverty, helped increase the use of trained health professionals for childbirth and reduced the number of children not enrolled in school. Over time, researchers also observed large reductions in stunting and some evidence of increased high school completion rates. The results suggest that cash transfer programs can have substantial effects on the accumulation of human capital.

7. **SIERRA LEONE** (Transparency for Development): A diverse array of voices within the international development field have promoted the potential benefits of community-led transparency and accountability, but the evidence that such approaches have an impact is mixed and incomplete. Without this evidence, civil society organizations and their supporters will not have the information they need to target their work in improving the responsiveness of governments and service providers. Working with local civil society partners across five countries, the Transparency for Development (tfd) project looks to fill this knowledge gap by generating rigorous and actionable evidence about whether, why, and in what contexts local transparency and accountability interventions improve development outcomes. ARCHON FUNG, Winthrop-Laflin McCormack Professor of Citizenship and Self-Government, and DANI LEVY, senior lecturer in public policy, are the project’s principal investigators.

8. **FRANCE** (Project on Europe and the Transatlantic Relationship): The Harvard Kennedy School Project on Europe and the Transatlantic Relationship aims to strengthen Harvard University’s capacities for teaching, research, and policy on the relationship between the United States and Europe. The project was designed to deepen connections that for more than 70 years have served as an anchor of global order, driven the expansion of the world economy, provided peace and stability, and reunited peoples once divided by war. Housed at the Belfer Center for Science and International Affairs, the project hopes to prepare a new generation of leaders on both sides of the Atlantic.

9. **FINLAND and CANADA** (Bloomberg Harvard City Leadership Initiative): A collaboration among Harvard Kennedy School, Harvard Business School, and Bloomberg Philanthropies, the Bloomberg Harvard City Leadership Initiative provides mayors and their staffs with the tools to lead high-performing, innovative cities. The program has brought mayors from across the United States and the world. Jan Vapaavuori, the mayor of Helsinki, was part of the inaugural class of 40 city leaders. Calgary Mayor NAHEED NENSHI MPP 1998 was part of the second class. The program gives mayors an opportunity to learn from one another, from Harvard faculty, and from state-of-the-art research. In turn, says JORRIT DE JOENG (at right, above), the faculty director and lecturer in public policy and management, Harvard has a chance to learn from how city leaders approach complex challenges. The initiative aims to enroll up to 240 cities from around the globe over four years.

10. **UNITED ARAB EMIRATES** (Emirates Leadership Initiative): A collaboration between Harvard Kennedy School’s Center for Public Leadership and the Belfer Center’s Middle East Initiative, the Emirates Leadership Initiative (eli) provides opportunities for emerging leaders from the United Arab Emirates and elsewhere in the Middle East to confront the region’s public policy issues through a multilingual approach. eli features several components, including a research fund that supports predoctoral, postdoctoral, and faculty research; student degree fellowships; an on-site learning experience in the UAE; and executive education programs.

11. **CHINA** (The Harvard-Tsinghua Workshop on Low-Carbon Development and Public Policy convenes prominent members of the academic and policy communities of China and the United States at Tsinghua University in Beijing. The workshop is a collaboration among the Kennedy School’s Environment and Natural Resources Program (enrp) and Sustainability Science Program and the Center for Science, Technology, and Education Policy at Tsinghua University. Workshops have dealt with technology innovation, market mechanisms to reduce carbon emissions, and renewable energy.
Del Rio is the executive director of the Mayor’s Office of Women’s Advancement for Boston, and the faces of the people touched by her work are all around her.

Highlighting issues of inequality and working to effect change for women in all levels of the workforce is Del Rio’s overarching focus. Her remit from Mayor Martin J. Walsh includes continuing the efforts of a pay equity program that has garnered national acclaim, developing workforce support programs and addressing affordability issues within the childcare sector, and expanding efforts to combat sex trafficking through a corporate alliance initiative.

For the past four years, the Office of Women’s Advancement (where Del Rio was preceded by Megan Costello MPP/MPPA 2019) has had a laser focus on tackling pay equity issues, and the results have been impressive. The model involves a three-pronged approach—helping individual women navigate more successfully through an already biased system while simultaneously working with employers and legislators to change unfair aspects of that system.

“We’ve trained more than 8,000 women in our salary negotiation workshops, and nearly 90 percent of those participants take some sort of action, whether that be researching if they’re being paid fairly or actually making the ask and hopefully getting a raise or a better job,” says Del Rio. “Women have to use different strategies than men, and it’s important that they learn how to mitigate social backlash.”

At the same time, Boston has brought together almost 250 companies that convene regularly to discuss ways to advance women in leadership and close the pay gap, but that have also signed the mayor’s 100% Talent Compact, agreeing to supply wage data so that the city can produce an aggregate picture of current pay gap statistics. “We are the only city doing this,” says Del Rio, noting that the group includes Putnam Investments and State Street, among others. “We get calls from cities, states, even some foreign governments, asking us how they can follow suit. We caution them that you can’t do it without engaging individuals and employers, and doing that alongside advocating for equal pay legislation at the state level.”

Del Rio—who grew up in Mexico and the United States—started her work with the city with the Diversity Team, helping to implement the mayor’s goal that the city’s 20,000-strong workforce reflect its population. Boston is 23 percent black and only 12 percent Latino workers. “Those are gaps we work on, day from day to day,” she says, “and it was done for an organization whose people I knew, so the recommendations I made had a human face.” Today, Del Rio runs the Mayor’s Office of Women’s Advancement for Boston, and the faces of the people touched by her work are all around her.

“Iris Bohnet had plateaued at 27 percent, and Del Rio was enlisted to analyze possible reasons. The resulting P&AE project earned accolades—the Outstanding Policy Analysis Exercise Award and the Jane Mansbridge Award for research on gender issues—and was deeply rewarding for Del Rio.

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Indeed, revealing the need for change in the process of working on a problem is not something Del Rio shies away from. She is proud of the launch of a user-friendly public dashboard that reflects the city’s workforce broken down by ethnicity, gender, and earnings, and notes this is something most organizations are too scared to do. “But our information has to be public,” she says, “and when you share your information freely and solicit feedback on how to improve, antagonists become collaborators.”

This perspective will serve Del Rio well as she shifts her focus to the issue of affordable child care (Massachusetts is the most expensive state in the country for child care) and supporting the child care workforce—90 percent female, 61 percent women of color, 44 percent immigrant women—of whom more than 30 percent are living under the poverty line. She knows she has her work cut out for her, but she’s focused and committed. “You have to have an open mind to different ways of attacking problems, and sometimes we really need to look beyond,” she says. “I work for change every day from where I sit.”

Susannah Ketchum Glass is a Boston-based freelance writer.
PALAK SHAH MPP 2009 has worked on implementing the Affordable Care Act in hospital systems in states that voted against it and on improving transit in Los Angeles, a city famous for its car culture and traffic jams. Drawn to complex, entrenched problems that require innovative solutions, she has now turned her focus to organizing and helping improve the lives of the 2.5 million caregivers for the elderly in the United States. As the founder of the National Domestic Workers United States, Shah is working on implementing the New Deal for domestic workers, a long overdue policy that has always been focused on optimizing conditions, rather than transforming those underlying conditions. The assumption that a market-based intervention or social enterprise solution can solve problems that at their core are entrenched in power imbalances has simply proved not to be a sufficient approach. Shah's influence on the Kennedy School is similarly immeasurable. "The Kennedy School would exist, perhaps, without Richard, but it certainly wouldn't exist in its current form," said Jack Donahue, the Raymond Vernon Senior Lecturer in Public Policy. "It wouldn't exist as a center for the practical application of social science concepts to make the world a better place."

The existing benefits system that relies on full-time employment with one employer is of no use to housecleaners—they typically work for many clients or employers, providing different amounts of service to each. Through Alia, we have created an online portable benefits platform that is already making a real difference in the lives of housecleaners, many of whom have never been able to take a paid day off from work. The potential for Alia to expand to other sectors will provide a real opportunity to make work better for millions of workers.

Why have you come back to work as the Beck Visiting Social Innovator at sici?

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"WHEN YOU ASK PEOPLE to speak at your 50th anniversary celebration, you get the people who like you the most," RICHARD ZECKHAUSER, the Frank P. Ramsey Professor of Political Economy, told a crowd of 150 friends and family (including lots of luminaries) at an event last October marking his five decades of teaching at Harvard. His joke was a measure of Zuckhauser’s humility. It was also an insight into a mind that has been as playful as it has been incisive, probing the everyday for lasting insights.

Zeckhauser, who graduated from Harvard College and received a PhD in economics from the University, initially joined the Harvard faculty in 1968 as an assistant professor in the economics department. However, he was soon recruited to the Kennedy School, which was being rebooted by a group of social scientists that included Richard Neustadt and Tom Schelling. At the Kennedy School, Zeckhauser’s imaginative application of economics was given freedom to roam. From taxation to health to the environment, his contributions have been as deep as they have been broad and have included concepts such as status quo bias, betrayal aversion, and quality-adjusted life years. His scholarly output includes 13 books and more than 300 articles. And he has won thousands of students.

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With all the alarming headlines today about technology’s role in society, what are some concerns about its impact on human rights?

We are already turning over a lot of decision making to machines. We’re using automated decision making in the judicial system, where decisions about parole are made by— or at least based on the advice of— algorithms. We are developing technologies for artificially intelligent weapons systems. The way we exercise freedom of speech and freedom of expression is being massively affected by the availability of deep fakes and bots in online discussions. And that’s just the beginning.

What will society look like when more and more tasks are not merely supplemented by algorithms and robots but actually taken over by machines?

This might all end for the better: throughout history, technological innovation has almost always created more and higher-quality jobs than it has eliminated. It is also possible that large parts of the population will be increasingly excluded from the workplace. This will simply limit the necessary education and training. And as they are excluded from the workplace, they will also be increasingly irrelevant as participants in our political processes.

If we’re heading toward extending the definition of what it is to be human, will the definition of human rights change as well?

The Universal Declaration of Human Rights is there to make sure that everyone benefits from power and is protected from its excesses. We might be looking at a future that is populated by intelligent players that are dramatically different from us and that will demand a share in power and the ability to enjoy the same protections and enduring existence that humans have. It’s very much on my mind and on the Carr Center’s radar, because these aren’t questions you want to ask for the first time when such entities are actually upon us.
We are completely ripped apart. Veterans are one of the few groups that actually does have some trust that transcends those party lines. RYE BARCOTT MPA 2009

The vetting process for candidates included research, reference checks, and interviews. It also required candidates to sign the With Honor Pledge, committing them to bipartisanship and a code of ethical and civil behavior, both in their campaigns and in office. Eventually, With Honor settled on 39 House candidates running in the primaries—20 Republicans and 19 Democrats. The organization spent where it thought it could make a difference. It was significantly involved in 14 general election races, backing the winning campaign in nine of them.

But even though a number of new veterans were elected to the House, the high number of departing ones means that total veteran representation has held steady at just below 20 percent. With Honor is now ramping up for the 2020 campaign, and focusing on creating a space for the sort of bipartisan leadership for which it fought so hard. It will help support a caucus and provide the resources for it to grow. The organization’s goal is to grow the caucus to 30 members by 2020.

“In the short term, we want to see some real tangible accomplishments from this coalition of 19 members,” Barcott says. “That may be more naturally in the national security and veterans affairs space. With time, we really believe that this is a group that could broaden out and solve some of our tougher problems, but they need cohesion.

“These are truly unique times in our country. We are completely ripped apart. Veterans are one of the few groups that actually do have some trust that transcends those party lines. I don’t preach veteran exceptionalism. There are plenty of veterans who are not part of the solution, but that’s why we have the pledge and the screening process. Could this organization eventually broaden out into other forms of service? Maybe. It’s possible.”
Civility and civil discourse are not just about polite conversation.

They are key to the Kennedy School’s mission to improve public policy and public leadership.

BY NORA DELANEY

ILLUSTRATIONS BY CHRISTIAN NORTHEAST
"Be civil."

"Show some civility."

These appeals are familiar to many of us. From Twitter to the *New York Times*, the word “civility” has made a conspicuous appearance in recent years, becoming something of a lightning rod. A *New York Times Magazine* piece, “When is ‘civility’ a duty, and when is it a trap?” ran in the fall, a month after an opinion piece, “Is ‘civility’ a duty, and when is it a trap?”

However, detached civility-as-politeness is not the same thing as the civility that drives principled debate and civil discourse. “It’s important to distinguish between two senses of civility,” ARCHON FUNG, the Winthrop Laflin McCormack Professor of Citizenship and Self-Government, has written. “The first is a superficial kind of civility—being nice, refraining from insults or ad-hominem kinds of argument. The second is a deeper, more important (and older, for what that’s worth) sense of civility that is about behaving in ways that are necessary for cooperative projects such as schools and democratic societies to work well. This deeper sense of civility comes from the Latin civitas—relating to citizens. Civility in this sense is behavior that is important for good citizenship."

And good citizenship is perhaps especially important at this time of widening ideological divides and growing political polarization. With a number of different meanings, “civility” can be a tricky word to pin down. And calls for civility in politics have been met by fears that these appeals give harmful views a free pass. April Holm, an associate professor of history at the University of Mississippi, wrote in the Washington Post recently, “Calls for moderation and civility, combined with denouncing both sides as too extreme, are common in moments of moral and political crisis. But they are not apolitical. They take the focus away from injustice and put it instead on the behavior of those protesting it. This allows critics to adopt a moral high ground as the civil, reasonable ones without ever publicly taking sides in the debate.”

A November 2018 Pew Research Center report showed that “over the past two years, Americans have become more likely to say it is ‘stressful and frustrating’ to have political conversations with those they disagree with,“ and an October 2018 PBS NewsHour/marist poll revealed that 54 percent of respondents thought civility in Washington, D.C., has declined since the 2016 election. This problem is not unique to the United States. In a number of countries around the globe, populist parties and movements have gained ground and are increasingly at odds with establishment parties and traditional institutions, leading to more-heated rhetoric.

This heat has come to university campuses as well—including Harvard’s. Some public figures invited to speak at the Kennedy School over the past few years have drawn controversy and criticism. For example, when the U.S. secretary of education, Betsy DeVos, spoke about education policy at a 2017 John F. Kennedy Jr. Forum, she was met by crowds of protesters. Nevertheless, DeVos was given her time to speak and to respond to questions—she was not shut down. Fung, then the academic dean of HKS, moderated the Forum and acknowledged the tense atmosphere, saying, “Conversations like we’ve just had are very, very difficult.”

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**WHY SHOULD THE KENNEDY SCHOOL CARE ABOUT CIVIL DISCOURSE?**

Civil discourse and debate are no strangers to university campuses, because good teaching often involves presenting, understanding, and weighing differing viewpoints. At a school that brings a range of public figures holding many views to its classrooms and convening spaces, this is especially important.

Dean DOUG ELMENDORF made an explicit case for teaching and modeling civil discourse at the Kennedy School in a letter to the campus community at the start of the 2018–2019 academic year:

To make the Kennedy School the best possible learning environment and the most welcoming personal environment, we need to let members of our community speak up about their views and be heard, even—in fact, especially—if they disagree with one another. Rather than dismiss or ignore those with whom we disagree, we should listen to them, try to understand their perspectives, vigorously advocate our own views—and then look for ways to work across differences that do not require us to abandon our principles but do allow us to move forward. Both our lives at the School and our ability to address public challenges outside the School are improved by an ability to have respectful and thoughtful interactions with people with different perspectives. Accordingly, we will continue to invite as guests of the Kennedy School people with a wide range of views, we will arrange some opportunities to discuss approaches to civil discourse, and we will continue to expect civil discourse and civility between members of our community.

**CAN CIVIL DISCOURSE BE TAUGHT?**

One way the Kennedy School builds an environment for constructive dialogue is through its curriculum. The skills required for civil discourse are an important part of the courses and workshops of the wks Communications Program, for instance. JEFFREY SEGLIN, director of the program and a senior lecturer in public policy, teaches a course on opinion and column writing and says that one of the pedagogical challenges is to get students to “express a strong opinion while being civil.” Seglin mentions one student he worked with who, although he had liberal views, chose to write a monthly column for a conservative newspaper. The student “found the experience more meaningful because it was harder and he might have more of an impact,” Seglin says. The wks Communications Program also has a slate of workshops on topics that include having difficult conversations and engaging with hostile audiences. To Seglin, what distinguishes civil discourse is that it is not an easy way out of hard problems: “To be civil is not to be complacent. It’s an active word, not a passive one.”

Civil discourse is a core element of the Kennedy School’s teaching in the areas of ethics, negotiation, and leadership as well, both in the School’s degree-program courses and in its executive education programs. One effective way to model this discourse is through case studies and simulations—forms of experiential learning that give students an opportunity to engage in real-life problems by studying or acting out scenarios.

JANE MANSBRIDGE, Adams Professor of Political Leadership and Democratic Values, has worked with other faculty members at the Kennedy School—including BRIAN MANDELL, Mohamed Kamal Senior Lecturer in Negotiation and Public Policy; KESSELY HONG, lecturer in public policy; and JULIA MINSON, assistant professor of public policy—to create cases and simulations for teaching negotiation tactics at the state legislative and national congressional levels as part of the Legislative Negotiation Project. The goal is to help legislators work together more effectively in this era of increased polarization and political impasses.

And last year, MANDELL and CHRIS ROBICHAUD, senior lecturer in ethics and public policy, piloted a new simulation on civility with support from the Kennedy School’s Center for Public Leadership. Robichaud and Mandell wanted to explore what civil disagreement looks like in practice, why civil discourse is important for leadership and democracy, and how it can be taught.

One hundred and twenty Kennedy School students took part

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This heat has come to university campuses as well—including Harvard’s. Some public figures invited to speak at the Kennedy School over the past few years have drawn controversy and criticism. For example, when the U.S. secretary of education, Betsy DeVos, spoke about education policy at a 2017 John F. Kennedy Jr. Forum, she was met by crowds of protesters. Nevertheless, DeVos was given her time to speak and to respond to questions—she was not shut down. Fung, then the academic dean of HKS, moderated the Forum and acknowledged the tense atmosphere, saying, “Conversations like we’ve just had are very, very difficult.”

**WHY SHOULD THE KENNEDY SCHOOL CARE ABOUT CIVIL DISCOURSE?**

Civil discourse and debate are no strangers to university campuses, because good teaching often involves presenting, understanding, and weighing differing viewpoints. At a school that brings a range of public figures holding many views to its classrooms and convening spaces, this is especially important.

Dean DOUG ELMENDORF made an explicit case for teaching and modeling civil discourse at the Kennedy School in a letter to the campus community at the start of the 2018–2019 academic year:

To make the Kennedy School the best possible learning environment and the most welcoming personal environment, we need to let members of our community speak up about their views and be heard, even—in fact, especially—if they disagree with one another. Rather than dismiss or ignore those with whom we disagree, we should listen to them, try to understand their perspectives, vigorously advocate our own views—and then look for ways to work across differences that do not require us to abandon our principles but do allow us to move forward. Both our lives at the School and our ability to address public challenges outside the School are improved by an ability to have respectful and thoughtful interactions with people with different perspectives. Accordingly, we will continue to invite as guests of the Kennedy School people with a wide range of views, we will arrange some opportunities to discuss approaches to civil discourse, and we will continue to expect civil discourse and civility between members of our community.

**CAN CIVIL DISCOURSE BE TAUGHT?**

One way the Kennedy School builds an environment for constructive dialogue is through its curriculum. The skills required for civil discourse are an important part of the courses and workshops of the wks Communications Program, for instance. JEFFREY SEGLIN, director of the program and a senior lecturer in public policy, teaches a course on opinion and column writing and says that one of the pedagogical challenges is to get students to “express a strong opinion while being civil.” Seglin mentions one student he worked with who, although he had liberal views, chose to write a monthly column for a conservative newspaper. The student “found the experience more meaningful because it was harder and he might have more of an impact,” Seglin says. The wks Communications Program also has a slate of workshops on topics that include having difficult conversations and engaging with hostile audiences. To Seglin, what distinguishes civil discourse is that it is not an easy way out of hard problems: “To be civil is not to be complacent. It’s an active word, not a passive one.”

Civil discourse is a core element of the Kennedy School’s teaching in the areas of ethics, negotiation, and leadership as well, both in the School’s degree-program courses and in its executive education programs. One effective way to model this discourse is through case studies and simulations—forms of experiential learning that give students an opportunity to engage in real-life problems by studying or acting out scenarios.

JANE MANSBRIDGE, Adams Professor of Political Leadership and Democratic Values, has worked with other faculty members at the Kennedy School—including BRIAN MANDELL, Mohamed Kamal Senior Lecturer in Negotiation and Public Policy; KESSELY HONG, lecturer in public policy; and JULIA MINSON, assistant professor of public policy—to create cases and simulations for teaching negotiation tactics at the state legislative and national congressional levels as part of the Legislative Negotiation Project. The goal is to help legislators work together more effectively in this era of increased polarization and political impasses.

And last year, MANDELL and CHRIS ROBICHAUD, senior lecturer in ethics and public policy, piloted a new simulation on civility with support from the Kennedy School’s Center for Public Leadership. Robichaud and Mandell wanted to explore what civil disagreement looks like in practice, why civil discourse is important for leadership and democracy, and how it can be taught.

One hundred and twenty Kennedy School students took part
in the pilot simulation, which was conducted in groups of six. Participants were given roles to play and differing information according to whether their assigned characters were liberal or conservative. They then reviewed a fictionalized incident in which an unnamed black individual was shot by police. Each participant, in a group was given the news through a different fictional media outlet with a particular political slant and wrote a social media post in response to the article. Then, the six-person group was brought together to discuss the responses. Adam Murray and Rob McCarl, who participated in the pilot, says, “The simulation itself was a useful exercise, and I remember thinking at the time that it felt ripped right from the headlines. I found it a bit challenging to really take on some of the intricacy of the role play, but it was still valuable in seeing how people with different backgrounds and perspectives can all view the same situation quite differently. We were all playing characters living in their own information bubbles, and we didn’t even know it.” Murray, who is a Foreign Service officer, adds, “Being able to understand where others are coming from—even if we totally disagree—is a vital skill in my profession.”

Robichaud and Mandell had an opportunity to talk about the experience of running this new simulation at one of the Dean’s Discussions, a set of themed campus conversations introduced by Dean David Gergen, Professor of Practice of Press, Politics, and Public Policy. For Gibbs, such conversations are important. “As a journalist, I believe in open discourse,” she says. “More debate is better. Put your argument on the table, and may the best argument win.”

A PLATFORM FOR DIALOGUE AND DEBATE

In addition to the Dean’s Discussions and other programming designed especially for the campus community, several public events have touched on issues related to civility and civil discourse in the past year. The Kennedy School’s Institute of Politics (iop) has historically been very active in this area. Its director, Mark Gearan, has said, “At the Institute of Politics, we seek to provide students with an environment to engage in civil discourse, ask the tough questions, listen to a variety of voices, and conclude the semester inspired to public service and active citizenship.” Each term, a cohort of professionals in politics and public service—with a range of views and backgrounds—are invited to spend the term at Harvard as iop Fellows. While on campus, they interact with students and faculty, lead study groups, and take part in conversations about important public issues in the John F. Kennedy Jr. Forum and other venues.

Given the range of views Fellows represent, these conversations often serve as models of civil discourse. Past iop Fellows Forums have had titles such as “One Fellows Utopia: Politics; Congress, the Candidates, and Catalyzing Civil Discourse.” Other Forum events have focused on dialogue and discourse. CORNELL WEST, professor of the practice of public philosophy at Harvard, and Robert George, McCormick Professor of Jurisprudence at Princeton University, took part in a conversation this spring titled “Free Speech, Open Minds, and the Pursuit of Truth,” they explained that they disagree on many issues but admire and enjoy learning from each other. They were followed a few days later by U.S. Senator Jeff Flake—who has frequently called for bipartisanship and civility in politics—speaking in the Forum. Because Forum participants, like all external speakers at the Kennedy School, must take unfettered questions from the audience, these events offer even greater opportunity for public dialogue.

Another flagship program of the iop is the Bipartisan Program for Newly Elected Members of Congress, which the iop has run for more than 45 years. In this time, nearly 700 members of Congress from both sides of the aisle have come through the program. This past December, the agenda included a conversation on civility and democracy with DAVID GERGEN, public service professor of public leadership, who recently stepped down after almost two decades of directing the Center for Public Leadership, ARTHUR BROOKS, who is president of the conservative think tank the American Enterprise Institute and will join the Kennedy School as a professor of the practice of public leadership this summer; and DANIELLE ALLEN, James Bryant Conant University Professor at Harvard and director of Harvard’s Edmond J. Safra Center for Ethics.

ALUMNI LEADING THE CONVERSATION

With the emphasis on civil discourse as a cornerstone of principled and effective public leadership, it is no surprise that a number of Kennedy School alumni are trying to get more people to engage civilly, even if— or especially if—they disagree. In advance of the 2018 midterms, for example, Rye Barcott mph 2009 launched an organization to help more veterans get elected, with a requirement that candidates pledge to uphold standards of civility and bipartisanship. (Learn more about Barcott’s group on page 12.)

Another Kennedy School graduate, Julia Dhar mph 2014, went viral last year with a speech on this subject. Her October 16th talk, “How to Disagree Productively and Find Common Ground,” has been viewed more than 2 million times. Dhar argued, “We are so scared of getting into an argument that we are willing not to engage at all... Contempt has replaced conversation.” With her background as a formal debate champion, Dhar argues that the skills of engagement are the same that are learned through debate or other conversational skills separate people from their ideas in order to have real, objective dialogues.

Dhar (who went by Fetherston while at the Kennedy School) credits her success as training in making her viral video. “At the Kennedy School, there is a tradition of rigorous inquiry, robust debate, and self-criticism and self-examination,” she has said. “I was inspired to create a toolkit that mirrored the hks tradition in real-life practices.” Dhar cites three principles that have helped her find common ground with others. “First, identity the things you and your discussion partner can agree on, no matter how small. Use that source of agreement as the jumping-off point. Second, separate ideas and identity. One of my lessons from hks was that great ideas come from everywhere, and when we jump to label them as liberal or conservative, foreign or domestic, we deprive ourselves of examining the ideas themselves. Third, open yourself up to being wrong.” Dhar believes that we can all benefit from what she calls the “ humility of uncertainty” and that “we should start asking ourselves and each other, ‘What have you changed your mind about, and why?’”

GENEROUS LISTENING AND BRAVE SPEAKING

Civil discourse alone will not bring an end to political polarization, but—if undertaken with a genuine desire for dialogue and engagement—it is one tool that policymakers and public leaders can use to improve their communities. True civil discourse involves both speaking our views clearly and listening closely to the views of others. “Listening,” Nancy Gibbs says, in a recent piece on Medium, “is hard when the sounds around us grow mean and ugly.” calling out “listen” as her word of the year for 2018, Gibbs cited Elmundorf, who has emphasized the importance of listening while not abandoning one’s own principles. Drawing on language from a Harvard-wide report on diversity and inclusion, Elmundorf has said, “Generous listening can take as much courage as brave speaking, because listening to people with whom you strongly disagree or with whom you think you have nothing in common is hard. But understanding others’ perspectives and acting on that understanding is crucial for making a better world.” He cautions, too, that listening does not necessarily mean agreeing. In his Commencement address last year, Elmundorf said, “To be clear, listening and understanding do not always mean agreeing and compromising. When we look back on past public policies and leaders, we should not look equally fondly on the different sides of every issue or wish we had always just split the difference between one side and another. On the contrary, we need to make moral judgments.” But it is through the process of civil discourse—through listening, speaking our views, and making judgments—that we can aspire to become even better citizens and more principled and effective public leaders. And that is the heart of the Kennedy School’s mission.
As the Navy’s first chief decision scientist, Kennedy School Professor Jennifer Lerner is teaching the military how to harness the science of judgment and decision making.

**THE DECISION SCIENTIST**

BY MICHAEL BLANDING

PHOTO BY RAYCHEL CASEY

Imagine two hypothetical scenarios. In the first scenario, military acquisitions officers have spent millions of dollars creating a weapons system, only to find that it doesn’t work. In the second scenario, everything is the same except that the acquisitions officers have not yet spent any money; they merely contemplated doing so before it became clear that the system wouldn’t work. Rationally, consideration of the system’s future should depend only on the likelihood it will work, which is identical in both scenarios. The prior investment is a sunk cost that should not affect a forward-looking decision—and yet it does. Whereas the overwhelming majority of decision makers presented with the second scenario decide not to invest any funds in the system, the majority of decision makers presented with the first scenario decide to continue investing, spending millions more dollars, potentially throwing good money after bad.
We human beings routinely make these kinds of errors in judgment, says JENNIFER LERNER, Thornton F. Bradshaw Professor of Public Policy, Decision Science, and Management at the Kennedy School and a leading researcher in the field of decision science. In some situations the same error, known as “sunk-cost bias,” could have dire consequences. “The same mental intuitions can apply on the battlefield,” says Lerner. “People may say, ‘We’ve come this far, we can’t go back now.’ It’s the same sunk-cost bias, only lives are at stake instead of just dollars.”

Sunk-cost bias is only one way in which even smart people tend to make poor decisions. “We’ve conducted several experiments aimed at mitigating sunk-cost mistakes and we are also working on many other worrisome tendencies,” Lerner says. “There are probably 30 different errors and biases that even the smartest people fall victim to systematically. In the domain of national security, stakes are especially high and commanders know it. They want to set the battlefield,” says Lerner. “People may say, ‘We’ve come this far, you go into the compound at Abottabad to try and get Osama bin Laden?’ are fairly emotion-laden decisions,” Lerner says. “When her dad enlisted in the Army in 1954, however, he finally felt accepted as an equal. But Lerner, who grew up in a liberal welcoming climate in those days for poor people in general and Jews in particular, according to Lerner. When her dad enlisted in the Army in 1954, however, he finally felt accepted as an equal. For the first time in his life, he was fully valued for what he could do, regardless of who he was,” she says. His few years in the Army had a life-changing effect and enabled him to go back to Harvard for graduate school with new confidence. “So he raised me with the knowledge that the military, while not perfect, is a meritocracy and can serve as a conduit for societal progress.”

When she was 16, Lerner was diagnosed with systemic lupus erythematosus, a chronic autoimmune disease in which the body literally attacks its own organs. For long stretches, she was confined to a hospital or a bed at home. Of necessity, Lerner says, that experience gave her “an enormous life of the mind.” In particular, it forced her to think much more intentionally than most teenagers about the decisions she made, carefully choosing what she had the time and physical ability to do. She was drawn to psychological science as an undergraduate at the University of Michigan, where she became fascinated by understanding how people made choices. She began to study the work of such researchers as economist Herb Simon, who taught that humans are only “boundedly rational” and won the Nobel Prize in 1978, “No matter how smart we are, there are certain ways in which we can fail.”

As a doctoral student at the University of California, Berkeley, in the 1990s, Lerner was doing work on cognitive decision making. She also began to examine the role of emotions, a relatively understudied topic at the time. “Emotion signals travel more rapidly in the brain than cognition,” Lerner says. “When something happens, we respond emotionally first. There is a direct route from the sensory thalamus to the amygdala and motor neurons, bypassing the cortex, where thinking occurs.”

But even those researchers examining emotion were mostly only examining the effect of positive or negative mood on decision making. Most models at the time assumed that negative emotions, such as anger, would trigger pessimistic perceptions of risk. Lerner thought emotions were a lot more complicated than this, and drilled down to examine the effect of specific emotions, such as happiness, anger, sadness, and fear. Each of these emotions altered decision processes differently, she found, in three ways: the content of thought, the depth of thought, and the implicit goals activated. She found that anger, for instance, is defined by a cognitive sense that events are certain, predictable, and controllable. “When you are angry, you feel you know what is going on. You don’t think, ‘Well, I’m not sure if I’ve understood this carefully enough.’ Instead, you act without deep thought.”

Through a series of experiments and associated statistical models, Lerner has documented that the perceptions of control and certainty triggered by anger give rise to an inflated sense of power and an underestimation of risks. Far from pessimism, anger triggers relative optimism when it comes to how the self will prevail through challenges. Thus, “in situations where you need to have a nuanced understanding of risks, anger undermines sound decision making. On the other hand, in situations where a risky choice turns be the best choice, an angry individual is better equipped to take necessary actions.”

In order to overturn the conventional wisdom that anger is necessarily bad for decision making, Lerner and her students designed a financial choice study in which risk-seeking choices would be rewarded. Results revealed that decision makers primed with anger earned more money in the financial choice task than decision makers primed with neutral emotion. According to Lerner, cool heads do not always prevail. “Whether an emotion has

BOUNDEDLY RATIONAL

Lerner isn’t exactly central casting for the Pentagon. “Waking the halls to my Pentagon office, I tend to stick out,” she jovially acknowledges. Often times, she finds herself the only woman in a room full of uniformed men. But Lerner, who grew up in a liberal activist family, was always imbued with respect for the military. Her father, who was part of an Orthodox Jewish low-income Yiddish-speaking immigrant family, struggled to fit in at Harvard as an undergraduate in the early 1950s. Harvard was a less welcoming climate in those days for poor people in general and Jews in particular, according to Lerner. When her dad enlisted in the Army in 1954, however, he finally felt accepted as an equal. “For the first time in his life, he was fully valued for what he could do, regardless of who he was,” she says. His few years in the Army and can serve as a conduit for societal progress.”

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Lerner, pictured here with Admiral John Richardson during a recent visit to the Pentagon, is working to help educate Navy leadership about the breadth and applicability of decision science.

a beneficial or detrimental effect on decision making depends on the nature of the decision task at hand,” she says.

Dozens of scientific papers later (on a variety of topics in decision making), Lerner’s pioneering work resulted in her receiving the highest honor bestowed by the U.S. government to early-career scientists and engineers, the Presidential Early Career Award for Scientists and Engineers. Receiving that award from the president of the United States and the director of the National Science Foundation helped cement in Lerner’s mind the belief that science should be pursued not only for its intrinsic value but also for its value to the nation itself, which needs to build upon the information discovered. The award also carries with it a commitment to go above and beyond the usual strategies for disseminating science, urging recipients to work directly with public leaders and agencies to make the world a better place. Having been funded by the National Science Foundation nearly continuously since her doctoral program, Lerner takes seriously her commitment to share scientific results in ways that advance our nation’s interests.

Since coming to Harvard more than a decade ago, Lerner has continued her work at the Harvard Decision Science Laboratory, which she co-founded. Now dubbed “one of the most prominent American scientists” by the National Science Foundation’s “Sensational 40” award, her publications have been cited over 20,000 times in scholarly publications alone. But research is not her only passion. An award-winning instructor and curriculum innovator, she also teaches undergraduate, graduate, and executive education courses. Continuing her commitment to share science with public leaders, among her current students are two U.S. Air Force officers.

WIDER ROLE

One of Lerner’s most popular courses at Harvard Kennedy School is “Leadership Decision Making.” The executive education version of the course has especially attracted people in professions where stakes are high and margins for error are small. Practitioners in medicine, finance, and the military are especially drawn by an exercise on implicit bias in hiring, showing quantitatively how prejudice influences who gets hired. “He said, ‘The Navy needs to improve our promotion and selection procedures, because we may inadvertently be favoring people who fit our mental image of a leader,’” Lerner recalls. That officer raised the issue with Chief of Naval Operations Richardson, who asked Lerner to help examine the Navy’s hiring.

“I was super-impressed with Jenn’s command of the field, her comfort and familiarity with the military culture, and her toughness and tenacity,” Richardson says. (Lerner has maintained her role as a Harvard professor, albeit with a slightly reduced load, through research, teaching, and mentoring doctoral students.) Together, Richardson and Lerner identified the two main areas in which the Navy will integrate decision science: helping leaders better assess and manage risk; and building the decision science curriculum for leadership development. The Risk Assessment Research Effort (RAKE), a Navy initiative Lerner proposed and now heads, will study how decisions are made in risky or uncertain conditions across the entire spectrum of the institution, from an officer confronting a potentially adversarial ship at sea, to a top official making a management decision in his or her Pentagon office. In addition, Lerner has a mandate to help the Navy take a more evidence-based, scientifically guided approach to solving such longstanding challenges as improving diversity and inclusion, eliminating sexual harassment and assault, and designing reporting relationships in ways that reduce the abuse of power.

Lerner is also working across the board in helping the Navy integrate the scientific method for testing ideas and learning from carefully controlled experiments. When considering a new procurement procedure to lessen time in port, for example, the Navy could randomly assign two different procedures across its various ports, comparing results to determine which procedure is really better. To address an issue such as sunk-cost bias, for example, decision science could promote such tools such as cost-benefit analysis, expected-value calculations, reframing the choices so that sunk costs are no longer salient. Similar tools could be applied to other biases. Research has shown, for example, that people tend to make much riskier choices when a decision is framed in relation to the losses than they do if it is framed in relation to gains. By reframing a question and considering both sides of a choice, a leader can better weigh the risk.

And Lerner is also helping officers better understand the effects of their own emotions on their choices. “We say look, if you are in an angry state or if you are in a fearful state and making a decision, keep in mind that your decision may be biased—anger reducing the perception of risk and fear increasing it,” says Lerner.

Lerner is enlisting other scholars from around the country and especially from within Harvard to work on initiatives and to help educate Navy leadership about the breadth and applicability of the discipline. For example, Lerner is collaborating with two Kennedy School colleagues, MICHELA CARLANA and DARA KAY COHEN, on empirical studies that will help the Navy. And Kennedy School graduate students, including active-duty military members, are involved in research applicable to Lerner’s work.

Furthermore, Lerner is working with Richardson to make it easier for the Department of Defense to draw on academic scientists’ expertise more regularly. The present system, which requires months of paperwork to be processed even in the best of circumstances, needs to be revised and augmented. Nowadays when Lerner meets with Navy leadership, she hears many of the terms she has been teaching. “Admirals have started to talk in terms of biases, expected value, and probabilistic reasoning,” Lerner says. And decision science has now been written into the Navy’s official strategic plan, an important guiding document that has a years-long influence on the Navy’s course. Incorporating Lerner’s help, the latest plan, released in December of 2018, included decision science for the first time.

“The Navy has a long history of drawing on scientific expertise in physical sciences and engineering,” Lerner says. “But we’re not going to preserve freedom across the seas just by having the best equipment. We are going to do so by smarter use of information.”

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RAYMOND DIAZ III

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WHAT HAPPENS IN THE ARCTIC

A new Harvard Kennedy School course works to create understanding and solutions to the challenges posed to the region by climate change

BY NORA DELANEY
PHOTOS BY BENN CRAIG

There’s more to the Arctic than the lonely polar bear on the shrinking ice floe. It is a region of convergence, where every line of longitude meets at the cap of our globe, and where the impacts of climate change touch on any number of issues, from shipping to security to the protection of environments and indigenous cultures.

Harvard Kennedy School’s Arctic Initiative was created to help more people understand and confront the complex challenges. At the core of that effort is a program that both educates Harvard students and enlists their imaginations in formulating creative solutions.

Halla Hrund Logadóttir (MC/MPA 2017, a native of Iceland, is the co-director of the initiative, which is housed at the Belfer Center for Science and International Affairs. Concern about the lack of young and diverse voices in discussions of climate change in the Arctic, along with the fact that these conversations often diagnose problems but only rarely suggest ways to address them, motivated Logadóttir to conceive of the initiative while a student and a Bacon Environmental Leadership Fellow at the Kennedy School. (Learn more about the Bacon Fellowships on page 62.)

One of the initiative’s principal components is the Arctic Innovators program. Now in its second year, the program includes a course, “Policy and Social Innovations for the Changing Arctic,” that Logadóttir teaches with John Holdren, Teresa and John Heinz Professor of Environmental Policy and a former science advisor to President Barack Obama. (Holdren and Henry Lee, senior lecturer in public policy and the Jassim M. Jaidah Family Director of the Environment and Natural Resources Program at the Belfer Center, serve as faculty directors of the Arctic Initiative.)

“At the Kennedy School, we ‘ask what you can do,’” says Logadóttir, who gained a deep appreciation for the environment early in her life while working on her grandparents’ farm. “It was important to me to get people involved in dialogues about the changing Arctic, but also to get them to think about solutions.”

The Arctic is a more complex region than many people may realize, comprising parts of the United States, Finland, Greenland, Iceland, Canada, Norway, Russia, and Sweden. And because rising temperatures and melting ice in the region have far-reaching repercussions, it is a bellwether for climate change around the globe. “What happens in the Arctic,” Logadóttir says, “does not stay in the Arctic.”

This past fall, the Arctic Innovators gave 24 Harvard students a unique chance not only to conceptualize a solution to a problem in the Arctic but also to travel to Reykjavik to pitch their ideas at the Arctic Circle Assembly, an annual gathering where scientists, policymakers, students, activists, and representatives of organizations from all over the world discuss the future of the region. The students in the course—who were paired with expert mentors—also pitched their ideas on campus and wrote op-eds.

What makes the Arctic Innovators program special is the way in which it harnesses “the skills and creativity of highly motivated graduate students to address Arctic challenges in imaginative new ways,” Holdren says. The ideas the students developed were wildly diverse, ranging from saving indigenous languages to studying waterways to generating renewable energy to safeguarding security.

Colleen Narlock (MPP 2020) was interested in how to preserve medical knowledge as climate change affects biodiversity in the region. “Historically, most of the medications that we use today come from discoveries in nature,” Narlock says. “For example, aspirin comes from the bark of a willow tree. For a majority of medications, that’s how these discoveries are made. I was concerned with how climate change is affecting biodiversity in the Arctic and our ability to discover medicines there. My idea was to create a data bank: a giant library of information that can be used for decades to come, even if plants and animals are no longer there or if they have changed.”

With a background in environmental issues, Katie Segal (MPP 2020, a Bacon Environmental Leadership Fellow, was drawn to the course in part because of its regional focus. Her idea was to use biogas from sewage in the Arctic to create renewable energy. Segal’s favorite part of the course was pitching her idea at the Arctic Circle Assembly, where she had a chance to get feedback from engineers and have conversations about both the technical and the policy aspects of her idea. “Having this shared experience with classmates in Reykjavik made the course special,” Segal says.

Patrick Lynch (MC/MPA 2019, who spent eight years studying waterways in Patagonia, was interested in the human aspect of climate change in the Arctic. “There are 4 million people who live in the Arctic,” says Lynch, a Bacon Environmental Leadership Fellow. “We need more people to care about the Arctic.” Lynch’s idea is to create films about Arctic rivers to get people to learn and care about issues in the region. He thinks it is especially important to know how to communicate these ideas to policymakers. “If you have an idea that can improve the world, how dare you keep it to yourself,” Lynch says.

These ideas were just a few of those proposed by the Harvard students in Arctic Innovators. Logadóttir is enthusiastic about how the program will continue to develop in the next few years, along with the Arctic Initiative’s newly established research programs that focus on creating solutions for the changing Arctic. “Together,” Logadóttir says, “we can all move the needle a little bit.”
LIKE A RIVER IN THE DESERT

ON THE BANKS OF THE NIGER RIVER lies Niamey, the capital city of Niger, a Francophone nation in the Sahel region of West Africa. Niamey’s many unpaved streets and roaming farm animals give the city a rural, village-like feel despite the fact that it is home to nearly 2 million people.

Twenty-seven-year-old Nana Natitia grew up there. In a country where only 8 percent of girls even attend secondary school, let alone complete it, Natitia is a proud high school graduate. Her ambitions pushed her to apply to Niger’s national public university, but she failed out. She tried again, this time in neighboring Burkina Faso, but again, she failed. “I abandoned my studies, disappointed and discouraged,” she says.

Then, while scrolling through her social media feed, she discovered African Development University (A.D.U.). She attended an open house, liked what she saw, applied, and was accepted. Natitia is now studying for a bachelor’s in business administration with a focus on project management. “A.D.U. is innovative and ethical, and it gives us the opportunity to learn English and technology,” Natitia says. “It gives me the confidence to study again. What is different about A.D.U. is the whole liberal arts approach. I guess after years of rote memorizing, I was starting to lag behind in traditional universities. At A.D.U., the thinking by ourselves and hands-on practical approach, coupled with the high-caliber faculty, were just what I needed to succeed.”

Today, if you ask Nigeriens to name the best university in the country, many cite A.D.U. This new nonprofit university—it opened its doors to students in October 2017—focuses on educating the most promising young people in the Sahel region to become leaders with the knowledge, skills, and commitment to shape their countries’ future. A.D.U. currently offers undergraduate programs, specialized master’s degrees, an MBA program, professional English courses, and executive programs.

That A.D.U. even exists—and that it has grown so quickly—is testament to the power of the Harvard Kennedy School community. Nowhere is that community more evident than in the deep and productive partnership between two Mid-Career alumni from the class of 2017, Kad Kaneye and Meredith Segal.

Different backgrounds, similar goals

Kaneyé and Segal’s backgrounds couldn’t be more different. Kaneyé grew up in Niger—his early years were spent in a mud house without clean water—in a family that valued education and helped him to attend university in Paris. Unlike many Nigeriens
who study abroad, he wanted to return to his country and give other young Nigeriens the same chance at success that he had. “Many people say, ‘If you come back to Niger, you waste the opportunity you’ve been given,’” Kaneye says. Segal was raised by a family of activists in Maine. Before coming to the Kennedy School, she worked in domestic politics and on educational issues in the United States, and she hadn’t traveled much internationally, “certainly never to Africa,” she says. The two met in a design-thinking course they cross-registered for at Harvard Business School. “It was all about how to create products, organizations, and tools that authentically meet a need and have a market,” says Segal. Kaneye’s stories of his homeland intrigued Segal. “Right away, I was impressed with the passion with which Kad spoke about Niger. He was so excited to represent Niger and to tell us all about his country.” Kaneye had always understood the need for a new university to help develop his country. About 20 percent of Niger’s population cannot meet their food needs, and adult literacy is only 19 percent. These facts and others combine with one of the globe’s highest rates of population growth to leave an alarming number of Nigeriens struggling to subsist. “I had been thinking about this project for 10 years,” says Kaneye. “But the magic started when Meredith joined me in Niger.” KESSELY HONG, lecturer in public policy at the Kennedy School and an early supporter of A.D.U., met Segal in the fall semester, when Segal took a negotiation class with her. “Meredith was appreciated by her classmates for her eloquence, ingenuity, support for people in low-power positions, and ability to build coalitions,” says Hong. “I learned about Kad’s wonderful dedication to bringing quality higher education to Niger through conversations with Meredith.” Now Hong serves on A.D.U.’s academic advisory board along with DEBORAH HUGHES MALLETT, adjunct professor of public policy at the Kennedy School, and a host of faculty from top schools around the globe. Hong says that Kaneye’s and Segal’s different strengths united to create a juggernaut. “By combining Kad’s deep connection to Niger and his understanding of the country’s educational needs with Meredith’s expertise in designing innovative schools, they have been able to build a brand-new university from scratch that is designed to train young adults from Niger to succeed in highly skilled jobs,” she says. “They provide an inspiring example to our current students of the ability to create something that extends beyond any single person’s knowledge base by joining forces and leveraging their differences.” Still, the speed with which the effort took off came as a surprise to all involved. “We kept saying to each other that we have to work on the plan for this university,” says Segal. “Kad talked about this idea, but always as an undone, to-do list item. And he wanted to do something about this dream of his. I was uncertain that I had anything to bring to the table, since I had no international experience at all.” What she did have was an extraordinary ability to bring stakeholders together to meet a common purpose, along with knowledge about educational innovation, skills she honed working on charter schools in the United States and U.S. politics. After graduating in May of 2017, Kaneye hoped to admit the university’s first class within three to five years. He was on his way to a new job in Rwanda, where he would continue planning for the school. He and Segal had discussed spending some time in Niger to work on the university, but he wasn’t expecting her to take him up on it. “I was looking for projects to work on after graduating from Harvard, and I thought, ‘If there’s ever a moment in my life to do something disconnected from what I did before, this was the moment,’” Segal remembers. Says Kaneye, “I remember that Meredith called me and said, ‘I have one month in my life for you.’ I thought, ‘This university was supposed to start in three years; it will probably take five years.’ But Meredith said, ‘Let me come for one month, and we’ll see.’” Segal’s choice wasn’t fearless—she was concerned by State Department warnings about security issues in Niger—but she recalled something her friend Agnes Agoye wrote in WA magazine: “A.D.U. adventure is the most enriching and exciting experience for me; it was there, but Harvard made it come to reality,” says Kaneye. “The idea was there, the thinking was there, the plan was there, but Harvard made it come to reality,” says Kaneye. Most of the students at A.D.U.—70 percent in the founding class—are women. “We didn’t predict this would happen,” Kaneye says. “Students took a competitive entrance exam, and the best were the girls.” This is remarkable, because female Nigerians typically experience severe inequality. The gender gap begins in primary school, where only 44 percent of girls reach sixth grade. The high rate of child marriage in Niger—76 percent of women age 20 to 24 are married before the age of 18—also limits women’s and girls’ participation in education. Natitia, the student who failed out of two universities and is now the president of her class at A.D.U. (a class calling itself the Obama cohort) was married at age 22 and has three children. She says, “A.D.U. has given me the opportunity to apply to the Clinton Global Initiative University,” an annual program in which young people, experts, and celebrity activists come together to develop solutions to pressing problems. Natitia traveled in October of 2018 to Chicago, where she worked on a plan to raise awareness of the challenges disabled people face in Nigeria. “Attending the Clinton Global Initiative University was my first experience out of Africa—first time in a plane—and I would say had the most impact on my life so far,” she says. “Entrepreneurs from all over the world, public and civic leaders, the fellows... it was the best place one can dream to be on earth. I am grateful to A.D.U. for preparing me to apply via the consistent support and mentorship of our on-campus Innovation Lab and the recommendation from board member Agnes Igoye.” “I’m a mother with three children who is struggling to have a good education for a better life,” Natitia says. “Being part of the A.D.U. adventure is the most enriching and exciting experience for me and all young Nigerians. I hope and I believe A.D.U. will be the key to the development of Niger because great leaders and entrepreneurs will come out of it.” Seventy percent of the founding class of 125 students are women. This is important in a country where the educational gender gap is significant. The Kennedy School community has played a key role in the creation and success of A.D.U. Kennedy School Adjunct Professor of Public Policy Deborah Hughes Mallett (above, center) was part of that support. “I’m a mother with three children who is struggling to have a good education for a better life,” Natitia says. “Being part of the A.D.U. adventure is the most enriching and exciting experience for me and all young Nigerians. I hope and I believe A.D.U. will be the key to the development of Niger because great leaders and entrepreneurs will come out of it.” Today, Kaneye—who named one of his children Meredith—and Segal are busy raising funds for A.D.U. and working on international accreditation for the university, a process that takes approximately three years. Says Segal, “Kad and I work really well together. We’re both very non-risk-averse; we both take calculated risks.” Says Kaneye, “I’m a mother with three children who is struggling to have a good education for a better life,” Natitia says. “Being part of the A.D.U. adventure is the most enriching and exciting experience for me and all young Nigerians. 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FACULTY

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AND THEIR POOREST CITIZENS

HELPING GOVERNMENTS HELP THEMSELVES AND THEIR POOREST CITIZENS

BY RALPH RANALLI

THE RESULTS AREN'T IN YET from ASIM IJAZ KHWAJA's policy experiment in Pakistan's Punjab province, but the signs are encouraging. The idea is to enhance local tax collections by seeing whether taxpayers will be more willing to pay if they have more say in how the money is spent. “We were talking with a senior bureaucrat of the Punjab government who has been supportive of the project—he acknowledged his uncle was one of the reasons,” says Khwaja, the Sumitomo-FASID Professor of International Finance and Development at Harvard Kennedy School. It turns out that the official’s uncle lived in the experiment area and had gone to his nephew to say how pleasantly surprised he was.

“I said, ‘What’s the result?’ He said, ‘It was, in fact, the best thing to happen to this area.’” Khwaja says. “The uncle said, ‘They’re actually going to deliver something that I asked for!’”

Khwaja says he and a team from Evidence for Policy Design (epoD), wrt, and the London School of Economics want to see if they can build up the credibility of a classically low-credibility group—local tax collectors. On paper, Khwaja says, 70 percent of taxes in Punjab are supposed to go to local projects and services. “But no one really believes that.”

“We said, ‘What if we have the same guy, while dropping off your tax bill, also collect your preferences for how your money is spent?’” he says. “That’s a very different conversation.” The team is also placing labels that say, “Paid for by your taxes” on projects as small as individual streetlights, so that people will make the connection. Khwaja says it is the first randomized controlled study of the relationship between public service delivery and tax collection. Research shows that as few as 15 percent of people pay income tax in developing and newly developed countries. While enhanced revenue collection might seem a counterintuitive way to alleviate poverty, it’s indicative of an evolution in how development economists are approaching the issue.

In a major shift in world poverty, the largest numbers of the poorest people aren’t in the poorest countries anymore; instead they make up the socioeconomic underclasses in nations that have recently achieved middle-income status. That means the most effective way to help those people, according to Center for International Development (cID) researchers at epoD and the Building State Capability (bsc) program, is engaging with national, state, and local officials. Much groundbreaking work continues to be done on understanding how to help jump-start and grow fledgling economies. But helping build a capability to deliver basic services—education, public health, transportation—and helping train different kinds of public leaders are increasingly being viewed as among the most sustainable and cost-effective ways to help lift people out of poverty.

To the government, said, “Can you help us?”” says MATT ANDREWS, Edward S. Mason Senior Lecturer in International Development and faculty director of the bsc program. Bashkim Sykja, director of the Competitiveness Policy Department for the Albanian Ministry of Economy, Trade, and Energy, says before bsc’s involvement, civil servants weren’t talking to one another, support services weren’t getting from government ministries to garment manufacturers, and critical data wasn’t being shared.

“We needed to follow a very bureaucratic process, trying to address a very formal letter to the relevant minister,” Sykja says. “And then from this minister the letter must go to the right department in that ministry. Then we could get the information. Or not.”

Enter bsc and its Problem Driven Iterative Adaptation (pDIA) methodology. Andrews, who worked in government in South Africa and at the World Bank before coming to the Kennedy School, says he had always been frustrated with what he saw as a disconnect between training and actual government practice at the street level.

“Training was this book-learning stuff,” Andrews says. “That left a huge gap between what government employees were being asked to do and how they could realistically operate.”

pDIA, by contrast, is an intensive process of bringing teams of officials and stakeholders to identify complex problems and then break those problems down into smaller and smaller component problems, Andrews says, often using Ishikawa, or fishbone, diagrams. Instead of coming up with one grand plan, the group takes intermittent breaks to tackle those smaller problems and then comes back to reflect, learn, share results, and iterate new solutions.

“Local officials often feel powerless to address the big problem, but they can address the small components, and do address them,” Andrews says. “pDIA, he says, “puts confidence into the whole system. Everyone starts to say, ‘We can do this.’”

bsc has worked in numerous sectors in Albania, but in the case of the fashion industry it put together a team of government officials, interviewed 400 companies about why the sector was underperforming, came up with a list of 52 distinct problems, and worked through them in seven months.

Government officials and industry people are now communicating more informally and routinely. Jobs and exports...
in textiles and footwear, meanwhile, have blossomed. Sykja says that from 2013 to 2017, the value of exports from the fashion sector rose from €495 million to €875 million. Over the same period, fashion goods grew from 28 percent of Albania’s total exports to 44 percent. Overall, Albania’s unemployment rate has dropped by a third, down to 12 percent in 2018.

“We did it, and we succeeded,” Sykja says.

BIG BUREAUCRATIC ORGANIZATION

BSC Director Salimah Samji says the program worked directly with 457 government officials in 12 countries in addition to Albania, and has also trained 1,112 development practitioners in 86 countries using BSC’s practical HarvardX online course. It’s always a team of people, working together intensively over a period of months. “We look to change systems,” Samji says. “When only one person changes, you can’t change your big bureaucratic organization. Sustainable change requires collective and synchronous learning.”

Another key part of the work, she says, is breaking the narrative that government workers aren’t successful because they’re lazy, or corrupt, or just unmotivated to do their jobs. Although corruption or corrupt, or just unmotivated to successful because they’re lazy, or just unmotivated to do their jobs. Although corruption or corrupt, or just unmotivated to do their jobs. Although corruption

“IT’s being able to give people the tools so they can empower themselves,” Hanna says. “I guess I was too cynical before.”

BSC also works to train policymakers in the use of evidence. In India, Thulasi Maddineni says she would like to use her BSC training to address the problem of teacher absenteeism and education in rural villages, where 65 percent of the country’s population lives.

“If teachers come, then the learning happens ... but sometimes the teachers don’t show up,” says Maddineni, a former deputy director of the Lal Bahadur Shastri National Academy of Administration who is currently earning a master’s degree in the United States and will become the head of a government department in her home state of Karnataka when she returns.

The problem is a complex one, she says. A lack of public transportation makes it hard for teachers to reach their posts, and parents in local villages lack the political clout to demand better schooling. Teaching jobs are often doled out to supporters by influential local politicians, and when it’s time for a teacher to do political work on behalf of a patron, the schoolhouse is empty, she says.

Maddineni would like to apply her training to perhaps testing an incentive scheme whereby teacher salaries and advancement are linked to student performance. Evidence-based policy design, she says, “has to become a habit” for government officials like her to succeed. If a critical mass of policymakers develop the evidence habit, that may lead to large-scale change. That is why, says BSC’s Senior Training Manager Charlotte Tuminelli, BSC is working to build up a team of local trainers. BSC now has directly trained some 1,100 civil servants in a number of countries, and some of those officials have also become instructors, training another 2,400 people. In its training work, BSC uses adaptive e-learning programs that can meet local officials at their current levels of knowledge and sophistication.

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The eminent sociologist and Harvard Kennedy School professor Devah Pager documented the barriers to dignity

A FIERCE COMMITMENT AND INESTIMABLE WARMTH

DEVAH PAGER, Peter and Isabel Malkin Professor of Sociology and Public Policy at Harvard Kennedy School, a groundbreaking scholar whose research shined a light on the consequences of discrimination and who was hailed as one of the most important sociologists of her generation, passed away in November after a long illness. She was 46.

Pager, who held appointments both at Harvard and in the sociology department at the Faculty of Arts and Sciences, was also the director of the multidisciplinary program on Inequality and Social Policy at the Malcolm Wiener Center for Social Policy.

“Her work was brilliant, and it showed her fierce commitment to using her impressive gifts and the tools of social science to help make the world a fairer and better place,” says Doug Elmendorf, dean of Harvard Kennedy School and Don K. Price Professor of Public Policy. “She was also known widely as one of the kindest and most generous people one could meet. She brought warmth, optimism, curiosity, and inspiration to her interactions with all of her many friends and students and colleagues.”

Born in Hawaii to a South African professor of computer science and an Australian pediatrician, Pager attended UCLA and then received master’s degrees from Stanford University and the University of Cape Town before going on to the University of Wisconsin for her doctoral studies in sociology. It was there that she embarked on the research that would help establish her reputation as a pioneer in the field. Working as a volunteer with homeless men, many with criminal records, Pager was struck by how difficult it was for them to find work. Undaunted by her advisors’ warning of the difficulties of fieldwork, she launched an experiment. She sent professional-looking, qualified young men out to apply for jobs. The young men were both black and white and would take turns listing a criminal record in their applications. The results were startling: only 5 percent of the black applicants with a criminal record were called back for an interview, compared with 37 percent of white applicants; perhaps more startling still, white applicants with a criminal record fared better than black applicants without one (32 percent to 14 percent).

The study (replicated later in New York City) was recognized by the American Sociological Association and led to Pager’s 2007 book, Marked: Race, Crime, and Finding Work in an Era of Mass Incarceration. More important, it helped spark an international campaign to get employers to remove the check box asking applicants about their criminal record (a movement known as Ban the Box).

“Her work provided some of the most rigorous research on the continuing significance of racial discrimination in the United States, during a period when some scholars and policymakers began to doubt the role discrimination plays in contemporary economic inequality,” says William Julius Wilson, Lewis P. and Linda L. Grayson University Professor.

Pager built on her initial work to become a leading expert on the effects of race on labor markets and the criminal justice system. But she also made important contributions in the area of theoretical concepts and in the understanding of data gathering and reporting, Wilson says.

“She was a force of nature who accomplished a superhuman quantity and quality of work in a tragically short amount of time, and her impact on scholarship and policy is hard to overstate,” says Jason Beckfield, chair of Harvard University’s sociology department. “She did work of global scope and tremendous depth that is unusual in its combination of rigor and creativity and relevance.”

“She was a scholar’s scholar who used her remarkable talent to shine a spotlight in places and on people our nations and, too often, each of us prefer to leave hidden,” says David T. Elwood, Isabelle and Scott Black Professor of Political Economy and director of the Malcolm Wiener Center for Social Policy. “She crafted a call for justice built on a foundation of exceptionally careful and creative work that simply could not be denied.”

Pager’s work was animed by rigor and intelligence, but also by kindness and generosity—qualities that were evident in all her interactions, her friends and colleagues say.

“You always felt better when you left a conversation with her than when you started,” says David Deming, professor of public policy at the Kennedy School and of economics and education at the Graduate School of Education, who codirected the inequality program with Pager. “She was just an optimistic person and a person who always sought to empower others. She was so giving of her time and her intellectual energy.”

Pager came to Harvard in 2013 after teaching at Northwestern and Princeton universities. She was also the Susan S. and Kenneth L. Wallach Professor at the Radcliffe Institute from 2013 to 2018, and a fellow at Radcliffe for two of those years. At Harvard, she helped to create a community of scholars and students, many associated with the inequality Program. That community remembers her as immediately accessible and always curious.

“In the too-short time that she lived, she embodied our highest aspirations,” says Radcliffe Dean Tomiko Brown-Nagin, Daniel F.S. Paul Professor of Constitutional Law at Harvard Law School and professor of history at the Faculty of Arts and Sciences.

“A brilliant, warm, and beloved member of our community, she will be deeply missed.”

“She was legendary in the field, but from the first time you met her, she always made you feel so comfortable—she made you feel heard,” says Kelley Fong, a doctoral candidate advised. “There was no one I could count on to have more faith in me or challenge me more.”

Her commitment to her students wasn’t simply from a sense of obligation, Fong says. “It came from a deeper sense of caring—caring about her students as people and caring about fostering justice through research and teaching.”

Pager’s commitment and energy never deserted her. She was teaching until just weeks before her death.

She is survived by her husband, Mike, and a young son.

IN MEMORIAM

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ILLUSTRATION BY SARAH WONG
“Each of us is most powerful when we are our authentic selves. If we try to be other than who we are, we are less powerful.”

Professor of the Practice of Public Leadership Wendy Sherman, the new director of the Center for Public Leadership, at a Forum in September.

“I have a cause, a purpose, something to fight for, something to try to achieve, and that for me was extremely important.”

Nobel Peace Prize winner and former Colombian President Juan Manuel Santos mc/mpa 1981 on his decision to go into politics.

“This is the new Sierra Leone we are building. Our mission is to develop a Sierra Leone whose reputation is hard to destroy.”

Sierra Leone President Julius Maada Bio at a Forum in March.

“Pushing for human rights is not an obstacle to be avoided or a distraction from our core interests.”

Samantha Power, Anna Lindh Professor of the Practice of Global Leadership and Public Policy, at a Forum on human rights in December.

“We should not assume that it is these people’s fault that they’re refugees—it’s never their fault.” Malala Yousafzai, the youngest-ever Nobel Peace Prize winner, said at a Forum in December. Yousafzai, who has become an advocate for girls’ education, was at the Kennedy School to receive the Gleitsman Activist Award. But with immigration elbowing its way to the top of the political agenda, Yousafzai added her perspective, both as someone who had to flee her own country after an attempt on her life and as someone who now regularly visits refugee camps as part of her activism. “We should try to understand how we would want other people to welcome us when it happens to us... I think we need to look at it from the human eye and be more welcoming and consider them as our brothers and sisters,” she said. “Let’s be human and let’s understand that we are all living on this one planet Earth.”

“When we hear about refugees in the news, we hear about them in numbers, we do not really hear the human stories: why they leave their homes, why they are forced to leave their countries,” Yousafzai said. “Sometimes you see so much disappointment and despair and hopelessness in the media and among people who have so much. And then you go to a refugee camp and you feel like they should be the most depressed people in the world because they have nothing—they do not have shelter, they have no electricity, they have no quality education. Then you talk to them and they are the most hopeful people. All the girls I have met in the refugee camps, they are so positive about their future; they believe that one day they will be able to go back to their country. They have—all of them—have dreams.”

—
The Hell of Good Intentions

America's Foreign Policy Elite and the Decline of U.S. Primacy
Stephen Walt, Robert and Renee Belfer Professor of International Affairs

The past four U.S. presidential administrations, from Clinton to Trump, seemingly have little in common. Yet Stephen Walt points to one characteristic they all share: a failure of foreign policy. In his book, he outlines why over the past three decades disparate administrations have made similar mistakes overseas and how to shift course to make major countries and the United States more secure.

He dubbs the recent foreign policy strategy “liberal hegemony,” which he defines as the belief that America is uniquely qualified to spread principles of individual freedom, democratic governance, and a market-based economy. That may sound like something to aspire to, but Walt contends that its execution has led to poor relations with Russia, quagmires in Afghanistan and Iraq, and resistance across the world. Liberal hegemony has failed, he writes, because of a “distorted understanding of international politics,” with both foes and allies alarmed by America’s dominance. At the same time, America’s military power could not exert control over other, weaker countries.

The strategy persevered despite the “dual record,” according to Walt, because of an entrenched foreign policy establishment with little accountability and motivated by vested interests to pursue American leadership with incompetence. That promise has proved illusory, he writes, because the Trump administration has appeared to promise a different direction for foreign engagement.

Not the Foreign Policy Establishment

Since the cold war, America’s foreign policy establishment has put forth an ambitious global agenda. That foreign policy establishment is now, however, on government intervention. His main focus, however, is on government intervention. At the time, Walt was a junior professor at Harvard, and his book was published in 2001.

Although Schneier says that security risks are getting worse, he offers remedies to help mitigate them. He presents a list of design principles with which vendors can improve the security of devices, ranging from providing greater transparency on how their security works to allowing researchers to study their products for vulnerabilities. His main focus, however, is on government intervention.

He calls for fines against companies after a security breach or as a penalty for insecure practices. He also proposes a new federal agency that manages government-wide cybersecurity issues, and he offers several provisions for government to prioritize offense over defense, including disclosing vulnerabilities and encrypting as much of the internet as possible. But improvements can only occur if technologists and policymakers work together, he writes: “We need laws and policies that address the economy of cybercrime, the psychology properly, and won’t become obsolete with changing technologies.”

Kissing the Negotiator

Lessons from Dealmaking at the Highest Level
R. Nicholas Burns, Roy and Barbara Goodman Professor of the Practice of Diplomacy and International Relations; James K. Sebenius; and Robert M. Mnookin

Kissing the Negotiator is the story of U.S. negotiating teams and the lesson they were supposed to provide to negotiators in the 21st century.

The book begins by proposing an alternative approach. Walt advocates for “offshore balancing,” which he calls America’s traditional grand strategy. It focuses, he writes, “on preventing other states from projecting power in ways that might threaten the United States.” The strategy is not isolationist, he emphasizes, but would work to maintain regional balances of power and would prioritize local forces as a first line of defense. It is a realistic strategy that served the country well in the past, he asserts, and would do so again in the future.

Click Here to Kill Everybody

Security and Survival in a Hyper-connected World
Bruce Schneier, Adjunct Lecturer in Public Policy

The security expert Bruce Schneier shows the insecurities that have arisen in a world pervaded by internet-connected computers—and how to address the problem before catastrophe strikes. As he notes in the first part of the book, which provides an overview of the current state of computer security, computers are no longer distinct devices but have become central to everyday objects like cars and appliances and can even be connected to our bodies through medical equipment such as pacemakers and insulin pumps. The complexity of these systems makes them more vulnerable to attack, he says, as does the fact that the systems are interacting with one another.

In addition, he argues, insecurity enables governments in conducting law enforcement and espionage and corporations in facilitating profit. The risks of this current state include attacks against industrial power systems, supply chains, transportation, and financial trading systems.

Contending that liability is currently lacking for insecure products, he calls for fines against companies after a security breach or as a penalty for insecure practices. He also proposes a new federal agency that manages government-wide cybersecurity issues, and he offers several provisions for government to prioritize offense over defense, including disclosing vulnerabilities and encrypting as much of the internet as possible. But improvements can only occur if technologists and policymakers work together, he writes: “We need laws and policies that address the economy of cybercrime, the psychology properly, and won’t become obsolete with changing technologies.”

Not for the Faint of Heart

Lessons in Courage, Power & Persistence
Wendy Sherman, Professor of the Practice of Public Leadership and Director of the Center for Public Leadership

The book begins with a lesser-known initiative in 1976, when Kissinger worked with southern African states to persuade the white-minority government of Rhodesia to accept majority rule. According to them, it demonstrated many of the skills that he brought to other negotiations, such as building multiparty coalitions, focusing on the motivations of counterparts, and building relationships with them. Similarly, in seeking to normalize relations with China, Kissinger chose other countries to assist with establishing communication and studied Chinese leaders to understand how best to interact with them.

These examples point to a key lesson from Kissinger, according to the authors: his practice of “zooming out” to larger strategic goals while also “zooming in” by using interpersonal skills to persuade counterparts. Other lessons they outline include continually reevaluating assumptions about the deal you seek to achieve and taking the long view; they quote Kissinger as seeking to “create incentives or pressures in one part of the world to influence events in another.” And sometimes, they add, simply deepened persistence can lead to success, such as with the 16 trips Kissinger took between Tel Aviv and Damascus to forge an Israeli-Syrian disengagement agreement. Although the world has changed drastically from the Cold War era in which Kissinger served in government, these lessons still apply, the authors contend, and would also be useful for those in business or law.

The Formula

Unlocking the Secrets to Raising Highly Successful Children
Ronald Ferguson, Adjunct Lecturer in Public Policy and Director, The Achievement Gap Initiative at Harvard University; and Tatsha Robertson

The Formula: Unlocking the Secrets to Raising Highly Successful Children is a book that helps parents learn the eight roles they can play to launch their children on a journey to self-realization.

Mainly, it interweaves the life stories of high achievers to reveal the sibling dynamics, and how high achievers respond to hurdles. It also explores a variety of rich stays in high school and college. After starting their detective work independently, they teamed up in 2014.

Together, they interviewed dozens of brilliant adults (about half were Harvard graduates) and their parents. No matter what a family’s race or income level, the same eight roles emerged from the stories. The “early learning partner” got the preschooler hooked on learning and problem solving, producing the “early lead effect” in kindergarten. The “flight engineer” monitored, making sure school kept the child’s journey on a high trajectory. The “nurturer” sacrificed to keep opportunity open. The “revealer” exposed the child to life’s possibilities. The “philosopher” engaged the child in deep, meaningful conversation. The “model” inspired emulation. The “negotiator” taught self-advocacy and strategic behavior. Finally, the “courage navigational voice” remained as the parent’s voice in the child’s head, still coaching, after the child left home.

The book addresses the meaning of success, parent motivation, sibling dynamics, and how high achievers respond to hurdles. Mainly, it intertwines the lives stories of high achievers to reveal the eight roles that parents can play to launch their children on a journey to self-realization.
Where in the World Are We? was the name of the discussion that drew 75 Kennedy School alumni to the Royal Institute of British Architects in London in January. Jon David Willingham MC/MPA 2016 joined in the conversation.

1964 55th Reunion
Richard Nuttall MC/MPA retired this year after a fulfilling 45 years practicing medicine. “My wife is fully taken with my extended family, including grandchildren, plus helping a small local NGO with a primary care clinic in Tanzania.”

1967
Harry Harris MC/MPA reports completing three careers in government, academia, and the private sector with the recent sale of Healthcare California, which he founded in 2004. Enjoying his home in central California as well as the state’s great weather and leisure lifestyle, Harry continues his frequent global travels with new adventures along with renewing old acquaintances and making new friends.

1969 50th Reunion
Anthony Robbins MC/MPA writes, “After 15 years serving as co-editor (with my wife, Phyllis Freeman) of the Journal of Public Health Policy, we have told Palgrave Springer, our publisher, that this will be our last year. Nick Philipson, at Springer, will conduct the search for a new editorial team at the 40-year-old, progressive quarterly.”

1974 45th Reunion

Barbara Goldsmith MC/MPA reports that Barbara’s Goldsmith & Company LLC, with offices in Washington and Brussels, started its 35th year on January 1st. “I currently go between Washington and Rhode Island, am the proud mother of 22-year-old Caitlin, who holds a master’s degree from the London School of Economics; remain busy with my work for now. But please let me know if you are interested in hiring my company; might get serious about finding a permanent significant other (are open to introductions); would love to see all my classmates at the 45th reunion who have lost touch with!”

1976

1977

Gregory Kastelic MC/MPA returned to Huabei University of Economics in Wuhan, China, as a visiting scholar to present lectures on the 2018 U.S. midterm election results and the American legal system.

1978
Richard Bronowinski MC/MPA writes, “Since Harvard, I’ve been Australian ambassador to Vietnam, then to the Republic of Korea, and finally to Mexico, Central American Republics, and Cuba (based in Mexico City). Since retirement in 1998, I’ve been an adjunct professor in media studies at University of Sydney, and president of the New South Wales branch of the Australian Institute of International Affairs. I’ve written four books—on my grandfather who was clerk of the Senate, on Australia’s nuclear diplomacy, an autobiography, and a book called Fallout from Fukushima. I’m writing a fifth, an official biography of a famous Melbourne Victorian-age bookmaker. I comment about foreign affairs in All Australia and Australian TV and radio. Married to Alison, two kids, two grands. One cat, Gertrude.”

Jeffrey Soule MCP writes, “Supported by a grant from the State Department, I undertook a speaking and outreach tour of three Russian cities: Perm, Yekaterinburg, and Chelyabinsk. Audiences included students and faculty at local universities, design professionals, and civic organizations. The focus of the program was incorporating natural and cultural conservation for sustainable cities. The audiences were interested in learning about the American urban experience, mistakes, lessons, and trends. The discussions were lively and included questions of implementation, public engagement, and balancing cultural heritage with development.”

1979 40th Reunion
Karen de Bartolomei (Strawaro) MPA, offer ggs as a White House fellow U.S. trade representative and director of international business for the Port Authority of New York/ New Jersey, moved to Colorado to start a family. “Two sons and 2.5 decades later, we are happily settled on a tiny ranch in Boulder County. Next year I will retire from the nonprofit I founded seven years ago—WorldDenver—which brings international educators, expert speakers, and visiting delegations from all over the world to Colorado: International travel, gardening, writing, canoeing, ranching, and caring for my elderly mother are in the plans, as well as reconnecting with old friends after a busy career. HKS remains an important source of inspiration for me!”


1980
Patricia White MC was elected to the board of the National Museum of Women in the Arts in Washington, D.C. It is the only major museum in the world dedicated to championing women through the arts.

Kenneth Young MC/MPA writes, “After HKS, I worked at the United States Environmental Protection Agency. Returned to Maine in 1980 to become deputy commissioner at Marine Resources and commissioner of Maine Department of Environmental Protection. Later jobs included consulting assignments and a final 12-year stint at a regional planning and development agency. Presently, I work with others trying to keep the Hubbard Free Library afloat. It is in some ways the most challenging assignment yet. So much irony. We worked hard to grow jobs. Now we have a big labor shortage, face a demographic winter along with climate change, and an assault on our democracy. HKS was one of those rare but welcome transformative moments for me, a life and career changer.”

1981
Ed Edelson MC/MPA writes, “Proud that my efforts to bring the story of Southbury, Connecticut to the attention of U.S. Holocaust Memorial Museum (Washington, D.C.) has resulted in a prominent position in the new exhibit “Americans and the Holocaust,” depicting that Southbury was the final government to vote and to succeed in stopping American Nazi movement. The town of Southbury presented efforts to build a new (and slated to be largest) training camp in 1937. Video documentary produced when I was chief elected officer of the town has brought this story of standing up to purveyors of hate and fear to the attention of thousands.”

www.hks.harvard.edu
Homework
Matthew Aronson MPP 2020
FOR MATTHEW ARONSON, graduate school provided an opportunity to
reflect on his experiences teaching young people and founding a youth-led organization as a Peace Corps volunteer in Ukraine. “Being here at Harvard, I got to rise and wash and(dress and drink) all the things that I did there,” he says. After graduating, Aronson worked at the U.S. Department of Housing and Urban Development, where he designed and implemented programs to end youth homelessness in communities across the country. In early 2018, having started his own consulting practice, Aronson was hired by Boston Mayor Marty Walsh to develop a comprehensive plan to end youth homelessness in the city.

According to Aronson, the adult homelessness system can be unsafe for youth and young adults who often need different kinds of supportive services. And the size of the affected population adds to the problem’s urgency. “If you walk outside tomorrow in Boston and were magically able to go down every street and into every shelter, you would fill an auditorium with young people who have nowhere to go. I’m excited to be here at Harvard Kennedy School because I am going to learn how to approach this comprehensively rather than in a piecemeal view. The book notes that African countries have made significant gains in reducing child labor. The book notes that African countries have made significant gains in reducing child labor. The book notes that African countries have made significant gains in reducing child labor. The book notes that African countries have made significant gains in reducing child labor. The book notes that African countries have made significant gains in reducing child labor. The book notes that African countries have made significant gains in reducing child labor. The book notes that African countries have made significant gains in reducing child labor. The book notes that African countries have made significant gains in reducing child labor.
Dan Chenok

Dan has been serving on the U.S. Department of Energy as a policy advisor for communities across the country who are participating in the Solar decibel Challenge program. His role is to support the development of local renewable energy projects and to provide guidance on the implementation of solar energy initiatives in communities. Dan’s expertise in policy development and his deep understanding of community engagement make him an invaluable resource for communities looking to transition to renewable energy sources. His commitment to helping communities achieve their renewable energy goals is evident in his dedication to working closely with local stakeholders and advocating for policies that support sustainable energy practices. Dan’s work is not only beneficial to the communities he serves but also contributes to the broader national effort to reduce our carbon footprint and combat climate change. His contributions to the Solar decibel Challenge program are a testament to his passion for sustainability and his commitment to making a positive impact on the world.
轨迹点 梅尔·安德森 MPAff ’ 2001

“Follow the Leader: Believe in Yourself. Craft the tools and confidence to get what you want!”

Pat Carrigan MPAff ’ 2016

Continue running my own business—interesting work in the areas of Adaptive Management, leadership, behavioral sciences, and policy and economics. Looking forward to working with a new client to run an Adaptive Management program.

Stephanie Mickie MPAff ’ 1996

CEO of Mic Fiduciary Advisors. Published a book, Follow the Leader: Believe in Yourself. Christ, non-profit roles, public policy, and personal.Firm provides an advisor with the tools and confidence to get what you want!

2019 20th Reunion

Takan Alba MPAff ’ 2000 reports that 2018 was a special year for him—he celebrated his 50th birthday, the Belt & Road Initiative. Powell was the interim executive director at the Old South Meeting House. Our classmates from the Class of 2003—along with Bryant and Willie after graduation. The class is blessed with the birth of their first children.

Kyle Cottrell MPAff ’ 2003

writes, “It’s hard to be a Marine but I do enjoy the mom of a Marine. My pumping ‘Semper Fidelis’ a song by the women served with (1966–2006) and the men I met through my daughters’ service (2013–today). It was unveiled at the Women’s Memorial at Arlington National Cemetery on September 1, 2018, to great acclaim and honor. It raises awareness of the women in the United States Marine Corps. It is currently on display at the headquarters of the assistant commandant in the Pentagon. The video augment can be viewed on YouTube.”

Andrew Kline MPAff ’ 2000 reports that MPAff Class of 2002 collaborated to raise over $560,000 for Rome to sing at a Papal Mass for New Year’s Family Day and College Affordability.” Since that time, he has been helping with debt and 529 plans for their dependents.

Todd Rassiger mpp ’ 2000

professor of surgery at Duke University. Previously served as head of the School of Medicine and holds faculty appointments in Medicine and holds faculty appointments in Medicine and Public Health.

Bryan Stevenson MPP ’ 1994 is living in New York City, Brighter Green (www.brightergreen.org) I run in New York City, Brighter Green (www.brightergreen.org). I am so grateful to be working in the peacebuilding field. He also finished a 100-kilometer race on Mount Kilimanjaro (5,895 meters), Mount Fuji (3,776 meters), and Mount Kinabalu (4,095 meters). He also finished a 50-kilometer race in South Africa.

Jill Shy Vega MPAff ’ 1983 reports that he has been a one-year survivorship of colon cancer. I love to keep in touch with my classmates and students, and hope to hear from you soon!”

2001 Lathier Ewing MPAff ’ 1993 writes, “Greetings from all of us students where I now live since 2003 when I left Geneva, my first stop after Harvard.”

Albert George MPAff ’ ”The Document of the Century” in conjunction with the launch of the Revisitation Initiative for Coastal Education (R.I.C.E.) called “Sea Change” was the recipient of the 2010 Telly Award. This award was the result of a five-year collaboration between the Medical University of South Carolina Public Information and Community Outreach Office, South Carolina Education Television, Allen University, and the South Carolina Aquarium. The “Sea Change” documentary was produced while conducting over eight Climate Change Community Leaders institutes engaging traditionally underrepresented communities in discussions about climate change and sea level rise. Now airing on PBS. The University of South Carolina Public Information and Community Outreach Office, South Carolina Education Television, Allen University, and the South Carolina Aquarium. The “Sea Change” documentary was produced while conducting over eight Climate Change Community Leaders institutes engaging traditionally underrepresented communities in discussions about climate change and sea level rise. Now airing on PBS.

Patrick Corrigan MPAff ’ 1994 reports that MPP ‘ 2000 was elected to the Leon County Commission in Tallahassee, Florida, and assumed office in November 2018. That same month, he and his wife Jessica were blessed with the birth of their second child, Charlotte Rose Minor. In addition, he brought this position in the role of the CEO of Second Harvest of the Big Bend, the region’s food bank, where he records a second breaking your diplomas 12 million pounds of food to North Florida families and individuals struggling with hunger.

Lisa Popik Coll MPAff ’ 1987

and his colleagues have done another educational content to nearly five million viewers all over the world! In Singapore, he is currently researching and writing on blockchain technology.

49
In Chicago on March 26–29, Gerald served as CEO/director of the VA Connecticut Healthcare System.

Baha Hariri mpp writes, “Living in the San Francisco Bay Area with my wife and two daughters, still have a foot in local politics and am a consultant for upper business clients but my main focus is residential and commercial real estate, namely building multi-family buildings in San Francisco and investing in commercial properties throughout the Bay Area.”

Anton von Rudokova’s mpp/ida writes, “After returning to Munich, Germany, I have continued with my personal career as a cardiovascular surgeon. Instead, in 2016, I decided to follow my passion for classic architecture, in Florence, Italy, where I spent the next two years working on the restoration of an old palace of the 17th century. In 2019 I purchased an old, restored 17th century property near Quito, Ecuador, and committed myself to its total reconstruction and modernization. The renovation and restoration work took three years. Since 2019, I became my beautiful country residence in Ecuador. 2018, I am still here!”

Vince Buick mpp was elected on November 6, 2018, to the Regional Transportation District’s (RTD) Board of Directors for District 1 in Denver, Colorado. RTD, Denver’s transit agency, is governed by a 15-member board of directors serving a population of 5.5 million in a service area of over 2,240 square miles. Vince will represent approximately 180,000 citizens in his district. Vince looks forward to the challenges of operating and growing a financially constrained transit district with unfunded transit corridors needed to serve a growing commercial and residential population.

Lucas Caltrider mpp writes, “In September 2018, I joined the U.S. Department of State as an economics officer in the Foreign Service. My first post will be Shanghai, China. In 2019, graduating, I worked in international investment projects and in economic development on USG and other donor projects in Eastern Europe, Central Asia, Turkey, and East Africa for seven years. My wife and two children are very excited to begin this new chapter in our lives and all the opportunities to learn that we will encounter.”

Blake Foote mpp writes, “Life is good in Brooklyn! I serve on the boards of CUMY’s School of Professional Studies and the Brooklyn Youth Sports Foundation. I am consulting to nonprofits and local government. I also work on two boards, two boys, John (10) and Luke (8). My husband, Andrew, is an experienced NYC and exploring markets in DC and sourcing at Partners in Leadership.”

Jordana Barton mpp, with the Federal Reserve, received the 2018 digital equity award, “Community Broadband Hero of the Year,” from the National Association of Telecommunications Officers and Advisors (NATAO). 2018 publications include “Preparing Workers for the Expanding Internet of Things” and “Technology Along the Texas-Mexico Border.”

Anthony Stem mpa is a PhD candidate at the University of Birmingham, at the Health Services Management Centre. He writes, “Had a wonderful exchange. If you are more into opening minds and new ideas, check out www.menhomp.com.”

Ed Bachrach mpp/ida has co-written The New Chicago Way: Lessons from Other Big Cities. The book is the most comprehensive comparative analysis of Chicago government written.

Adam Hunter mpp writes, “After graduating, I began searching for ways to back to consulting with the Monitor Group. From 2013 to 2017 I was global head of philanthropy (UK), and then helped leading the FEMA headquarters office, administrator for response and recovery. Since leaving HKS, and live in Zurich with my husband and two children.”

Marco Mastrante mpp writes, “I’m happy to share that the company I started has become the world leader in home energy systems; global health; and education. An Alum a year ago was named managing director at Co-Impact, www.co-impact.us, focusing on systems-change philanthropy. We are hiring our first director of national programs. If you are interested in making a big impact, please reach out.”

Ed Bachrach’s hks.harvard.edu/alum/nightnotes
Robert Reynolds  
MPP 2015

A NATIVE OF RURAL MONTANA, Robert Reynolds is acutely aware of the divide that exists between the so-called urban elites and much of the rest of the United States. He believes that many of these elites—people like Nicky—who call themselves "fancy people"—see everyday Americans as the problem behind our nation’s low voter turnout. Reynolds disagrees. “Ordinary people are the solution,” he says. “The power is in their hands.”

Ordinary people are the solution.

To encourage people to exercise this latent power, Reynolds co-founded Vote Tripling, an organization that relies on behavioral science to encourage voters to head to the polls. It is premised on research showing that people are far more likely to vote if a friend or family member reminds them on election day than a stranger volunteering for a campaign.

Vote tripling works like this: Campaigns identify supporters and ask them to hold three friends accountable to vote. Those supporters—vote triplers—share their cellphone numbers and the first names of the friends whom they will urge to vote. Before election day, the vote triplers receive a personalized text message reminding them to mobilize those three specific friends to vote. Reynolds got the idea for Vote Tripling after taking “every behavioral science course I could find” at the Kennedy School, he says. After the Kennedy School, where he was Gleitsman Leadership Fellow, Reynolds worked at ideastream, a firm in Washington, DC, that uses the power of behavioral science to solve society’s toughest problems. He had his job and never imagined he would start an organization. But after years of reflection, he started thinking about the people in his hometown in Montana, including his younger brother Nicky, and the access they had to many inconsistent voters. “I asked myself, ‘What nuget would spark someone like Nicky to get his friends to vote?’” For him, it was seeing their friends do so.

Reynolds’ goal is nothing less than to upend today’s typical political campaigns. “We live in a world where many campaign advisors say success is largely rooted in raising money,” says Reynolds. “However, I think another model for a successful campaign is one largely focused on organizing everyday people and prompting them to be pro-voting messengers.

In the end, an individual is motivated to vote largely because he has been motivated to vote by someone he knows. It is a model that works because people trust their friends more than they do strangers or political organizations.

T’ai Sunnanon MPP, writes, “Want tangible resources, tools, and ideas that help make the world a better place? Then you don’t want to miss the inaugural Global Social Enterprise Summit in Los Angeles this March 22–24. We’ve got 15 speakers, three keynotes, and five dynamic, participatory sessions that will help to galvanize effective work in the field. And if you want to speak, let me or Karina Weinstein MPP know!”

Latha Tawney MPP, writes, “I was honored to be confirmed to serve on the Oregon Public Utilities Commission in May 2018. It’s been pure joy to innovate with the most forward-looking people and companies in the electricity sector and concretely reduce emissions through my work at World Resources Institute. I’m also thrilled to be asked to serve Oregon as a regulator and play a new role in the transition to affordable clean energy.”

Carla Valentine MPP is the new deputy director of the Reinventing America’s Schools Project at the Progressive Policy Institute (PPI). Carla also serves as an at-large board member of Prince George’s County (Maryland) Public School System.

Julie Wormser MPP joined the Mystic River Watershed Association in summer 2018 as its deputy director. She launched and co-founded the Resilient Mystic Collaborative, a shared effort among ten municipalities to decrease the risk of harm from climate change-related flooding, drought, and heat. She lives in North Cambridge with her husband and their daughter and welcomes visits from classmates.

2010 10th Reunion

Paul Adrian MC/MPP, co-founder latako, with Jake Kuran. Network news and sports organizing groups like ACORN, the Center for Community Change, and street organizations, groups, cable broadcasters, production companies, artists, political campaigns, and government agencies use latako to transfer high-quality video from anywhere in the world to anywhere in the world—anytime, anywhere, on any device. Latako is partnering with the Mexican government to use latakoo to share video with the new president-elect in Mexico City. "The need is urgent," writes Israeli MPP, "but the platform is available. If the Mexican government uses latako to share high-quality video with their citizens, it could help to save the country's political future."
Kimberly Dowdell
MC/MPA 2015
EVER SINCE SHE WAS A CHILD growing up in Detroit, Kimberly Dowdell has believed that the city “can and should be better.” That belief stayed with her as she went to study architecture at Cornell University, as she worked as an architect in Washington, D.C., and New York City, and later as she studied at Harvard Kennedy School as a Sheila C. Johnson Fellow. After graduating, she returned to her hometown to take up the challenge. Initially, she worked for Detroit’s Housing and Revitalization Department to facilitate real estate development. In 2016, Dowdell joined Century Partners, an innovative Detroit-based firm, that was awarded a project to revitalize the Fitzgerald neighborhood on the northeast side of the city.

Century Partners is working to rehab 100 homes and transform more than 250 vacant lots. Working in areas beyond the central business district is part of what Dowdell believes equitable growth and development must include for a more just city.

The Fitzgerald Project is supported with public and private investment as well as participation from the community. A recent victory for the team was securing funding from the nonprofit KaBOOM! to build a playground in the neighborhood. This effort is not just to rebuild homes in a highly under-resourced neighborhood, but to build alliances in the community for a healthier collective future. Solving complex community problems is a necessary part of Dowdell’s mission to improve the quality of life for people living in cities. “As society starts to trend more toward cities,” she says, “it’s more and more important that we figure out how to make cities as sustainable as they can be, as equitable as they can be, all the things that make a strong city. The time is now to figure out how to create the infrastructure to ensure that they grow responsibly.”

— The time is now to figure out how to create the infrastructure to ensure that [cities] grow responsibly.

Dowdell, who also teaches architecture and urban planning at the University of Michigan, was recently inducted as president of the National Organization of Minority Architects. She explains that only about 2 percent of licensed architects in the United States are African-American. “That is an issue when you talk about redeveloping our cities, where there tends to be a greater concentration of people of color,” she says. Dowdell is helping to build a stronger and more diverse pipeline of young people going into the architectural profession, so that the people who design cities better reflect the people who live in them. “We must include the consumers of great design right from the beginning, is inclusion, isn’t just a buzzword, it is at the core of my practice as an architect, developer, and leader.”
Engaging with other HKS alumni can enhance your ability to make an impact on issues that matter to you.

MPP

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King previously worked at the Consumer Financial Protection Bureau as counsel in the legal division, where he focused on student loan servicing. Mike McMahon MPP reports that after graduating from HKS, he worked in Chicago as a state/regional energy policy analyst. He is currently happily employed at the Institute for Sustainable Energy and Environment (ISEN), with DEISO. He continues his role as a mediocre mandolin player for the Bluegrass Band—the hardest-working bunch of misfits east of the Mississippi.

Jon Murad MPA/MPP writes, “Hello to everyone who wants to #changetheworld! As a state/regional energy policy analyst. I’m thrilled beyond measure to be in private sector as a security consultant for the Department and spending two years in the agency where I grew up frequently visiting as a child. Everyone who wants to #changetheworld! Jon Murad

The annual networking night in San Francisco always draws a big crowd, including students who are in town for a January term trip. Caroline Kramer (Brownstone 2019, left) and Heather Grady (MPA 15, right) were among the close to 500 Kenan School alumni and students in attendance.

Robin Lipp MPP is clerking for United States District Judge Cathy Bisson in Pittsburgh, Pennsylvania. Following graduation, Robin served as a fellow at the Vera Institute of Justice in NYC and spent two years working to advance evidence-based initiatives at the Laura and John Arnold Foundation in D.C.

Malouf Homes MPP writes, “I am getting ready to complete my PhD in development studies at the University of Cambridge. My research in education in Niger has given me the opportunity to gain deeper insights into what needs to be done to turn an unequal system around. I am also grateful to have organized the first Africa Science Week in Niger, which has brought together over 600 students with the aim to invite young people to discover and learn new skills. As part of the science week, several friends and colleagues from Cambridge joined me in giving workshops at the University of Niger. Overall, I am looking forward to my new life in Oxford as a PhD student and hope to make positive contributions and impact.”

Michael Kolisher MPA keeps growing his leadership firm KORU where he collaborates with other HKS alumni and faculty. He started teaching leadership at MU Wagner and in HKS’s executive education program and finished his coaching certification at Georgetown University. In the last 12 months, he delivered workshops on how to teach adaptive leadership, coached business leaders and top-notch scientists through transition and innovation, and facilitated leadership programs for peace builders, young leaders in the Mediterranean, charter school principals, government officials, and social entrepreneurs. He lives in D.C. with his wife, Allister Chung MPP 2005.

Marina LeGree MPA/MPP joined the Viteri Foundation, a ten-year-old college access and community service organization located in downtown San Francisco, in 2014. Marina LeGree

Tea Zgarniski writes on behalf of the Pali Foundation, a ten-year-old college access and community service organization located in downtown San Francisco, in 2014.

Robert Reynolds MPA writes, “I oversee a team of six dedicated graduate studies. Faton Limani (2,000-plus members), and organized annual conferences for the network. Faton joined the Leadership Advancement Associates, a leadership development company, and was a teaching assistant at Harvard’s Faculty of Arts and Sciences in coordinating graduate studies. Faton recently became a father for the second time—Oua was born in May 2018. Faton Limani

Engaging with other HKS alumni can enhance your ability to make an impact on issues that matter to you.

Brian Silva writes, “I’m grateful for the opportunity to share my experiences and insights from my time at Harvard Global Health School with my classmates and the wider community. Brian Silva

This year, the team summited Aghanistan’s highest mountain. A mountain climber, Faton Limani was born in Kosovo and migrated to Bangladesh as a child. He obtained his B.A. in law from the University of Bangladesh and worked in the private sector as a security consultant. Faton joined the Leadership Advancement Associates, a leadership development company, and was a teaching assistant at Harvard’s Faculty of Arts and Sciences in coordinating graduate studies. Faton recently became a father for the second time—Oua was born in May 2018. Faton Limani

Ted Zagraniski writes on behalf of the Pali Foundation, a ten-year-old college access and community service organization located in downtown San Francisco, in 2014.

Mai Mislang MPP writes, “I received a project called Lost Sheep Initiative that advocates for community-based drug rehabilitation (CBDR) in the midst of Duterte’s drug war. We work with multiple stakeholders, particularly the Catholic church, whose 3,000 parishes we envision as sanctuaries from the police that are bent on neutralizing rather than rehabilitating drug users. Lost Sheep Initiative offers grants to local governments that have expressed a genuine commitment to establish their own CBDR. Since July 2016, drug users have surrendered to authorities totaling about 1.5 million, a number that clearly the government’s own rehabilitation programs are nowhere near enough.” Mai Mislang

Mary Hoberg writes, “I oversee a team of six dedicated graduate studies. Faton Limani (2,000-plus members), and organized annual conferences for the network. Faton joined the Leadership Advancement Associates, a leadership development company, and was a teaching assistant at Harvard’s Faculty of Arts and Sciences in coordinating graduate studies. Faton recently became a father for the second time—Oua was born in May 2018. Faton Limani

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Chab Ming Chan MPP was elected as the vice president of the Law Society of Hong Kong in June 2018. Cassie Collier MPP and her sister, Jacklyn, are the cofounders of Bumble, a popular game board game company. In adaptive leadership language (a shout-out to board game company. In adaptive leadership language (a shout-out to board game company. In adaptive leadership language (a shout-out to board game company. In adaptive leadership language (a shout-out to...
were in the mix.

Pedro Protasio, mpa/id 2020 and von Billerbeck participated in the event, which for the annual national and international airlines flying in economic regulation and regulated. Together we’re answering the call to find ways to feed the 8 billion people that will live on this planet by 2050, and securing food for the supply chain.

Alvina Su messes reports that at the initiation of Dr. Lee George Lam, chairman of Cyberport, she participated in the Cyberport Venture Capital Forum (CVCF) last November. The forum featured Hong Kong as the Smart City, powered by artificial intelligence, big data, blockchain, and fintech. In conjunction, featuring companies led by Kristal AI, Asia’s first AI-driven virtual fund manager, seeded by DCM Ventures, together with its node Interactive, ChildID.co, QUPP RewardsHub, Capercorns, Katen Cos, Grisi, RunAmiLm, HaseMiler, and Qupital, were scheduled one-on-one for Asia by CVCF 2020.

Natalia Unestencler mc/mpa is one of the 80 women selected from all over the world to join the largest female expedition to Antarctica. As part of a year-long, global leadership program for women scientists and policymakers called Forward Bound, the expedition aims to raise awareness of the need to promote and encourage women in science, technology, engineering, and mathematics (STEM).

In June, I launched a practice as a public speaker and communication consultant under the name Divine Communications (alvina.com). I’m building on the work I did as a teaching assistant with Tom McCarthy while at HKS as well as the nonprofit management, teaching, and curriculum development I did after graduation.

Joshua Burgin mc/mpa, 2017 has been a year with an international focus. In May the Transatlantic-Russia Civic Workshop, in October the New Security Leaders Program of the Warsaw Security Games (formerly called the Gay Olympics—until the Olympics sued due to all athletes flying in—for the first time to the country of Georgia. Warmest wishes to all of you!

David Campbell mc/mpa reports that after spending two years in politics, he has now moved to Deloitte, where he works in the Future of Canada Centre—Deloitte Canada’s thought leadership hub. For any passing through Toronto, David is always happy to see a friendly face.

Nichol liu mc/mpa, "last year I visited a new organization, Voice Europa. It is a new and progressive pan-European political movement that is currently present in 34 countries and involves more than 20,000 people. Our mission is to resist popuism through citizen empowerment and community organizing and unite Europe in the face of rising nationalist movements. As a strategy team lead, I have introduced and promoted Marshall Ganz’s community-organizing framework into our work. If you want to learn more, feel free to contact me, or visit www.voic Europa.org.

Gail Lin mc/mpa joined Yuhda Elran mc/mpa, 2016, co-founder of eggXYt, an Israeli biotech company based in Tel Aviv, in unlocking the promise of genetics to promote more sustainable agriculture and food supply. Together we’re answering the call to find ways to feed the 8 billion people that will live on this planet by 2050, and securing food for the supply chain for the most vulnerable. What an amazing adventure.

Lauren Powell mc/mpa writes, “Since graduating from HKS, I’ve moved to Richmond, Virginia, to serve as the director of health equity for the Commonwealth of Virginia. In my role, I lead the state’s efforts to bring equity to the opportunity for all 8.4 million residents of Virginia to be healthy and well. Over the past year, I’ve had the opportunity to contribute to landmark advancements in health care, such as Medicaid expansion and the creation of the Henrico Racial Justice Commission. It is an honor and a privilege to serve as the youngest in my position in state history, and to bring all that I’ve learned while at HKS to the people of Virginia.”

Kiran Rull mc/mpa, “Starting in January I will put to use what I have learned at HKS about digital government, innovation in government, artificial intelligence, and cybersecurity. I will start a new job as the head of the strategy and policy unit at the National Digital and Innovation in the German federal government and in Angela Merkel’s cabinet.”

Bujus Carreyo mc/mpa, “After six years working in different countries, I came back to my hometown Spain as I have been working as an independent consultant. I am combining my expertise in international development with impact evaluations with institutions like the World Bank and working as an associate professor of international development at Le University, and at the same time learning the urban public policies that improve the economic development and innovation in Spanish cities.”

In 2016, Katherine blade mc/mpa writes, “In June, I launched a practice as a public speaker and communication consultant under the name Divine Communications (alvina.com). I’m building on the work I did as a teaching assistant with Tom McCarthy while at HKS as well as the nonprofit management, teaching, and curriculum development I did after graduation.”

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LEAVING NO ONE BEHIND

With the visionary support of Malcolm Wiener, the Kennedy School has developed path breaking ideas in social policy.

WELFARE REFORM. RACE AND POVERTY. COMMUNITY POLICING. For 30 years, the Malcolm Wiener Center for Social Policy has been contributing insights and solutions to some of society’s most vexing problems. Now, with a renewed focus on the critical issues of inequality and opportunity, the center is looking to the future.

Through it all, the center has benefited from the generosity and vision of Malcolm Wiener, whose support for the Kennedy School has also included faculty chairs, teaching spaces, and programming. The past accomplishments and future work of the Wiener Center were highlighted at a 30th anniversary celebration held in April. The event included the 30th Anniversary Malcolm Wiener Lecture, presented by Harvard University President Larry Bacow.

“The Wiener Center has caused us to focus on issues central to who we are as a people and a nation, and also on the tools and strategies available to us in improving people’s well-being and to help people have control over their own lives.”

David Ellwood, director of the Wiener Center and Scott Black Professor of Political Economy

Formed in the late 1980s, the Wiener Center was from the start an influential voice in domestic policy. Its core faculty was distinguished both by the quality of their research as well as by their understanding of the political and management challenges of implementing their recommendations. Work by Director David Ellwood and Mary Jo Bane, Thornton Bradshaw Professor of Public Policy and Management, Emerita, and the Wiener Center’s first director, was instrumental in framing discussion around welfare reform in the early 1990s. Similarly influential was work by William Julius Wilson, Lewis P. and Linda L. Geyser University Professor, in understanding urban poverty and race and work by the Program in Criminal Justice Policy and Management, Emerita, and the Wiener Center’s first director, was instrumental in framing discussion around welfare reform in the early 1990s. Similarly influential was work by William Julius Wilson, Lewis P. and Linda L. Geyser University Professor, in understanding urban poverty and race and work by the Program in Criminal Justice Policy and Management, Emerita, and the Wiener Center’s first director, was instrumental in framing discussion around welfare reform in the early 1990s. Similarly influential was work by William Julius Wilson, Lewis P. and Linda L. Geyser University Professor, in understanding urban poverty and race and work by the Program in Criminal Justice Policy and Management, Emerita, and the Wiener Center’s first director, was instrumental in framing discussion around welfare reform in the early 1990s. Similarly influential was work by William Julius Wilson, Lewis P. and Linda L. Geyser University Professor, in understanding urban poverty and race and work by the Program in Criminal Justice Policy and Management, Emerita, and the Wiener Center’s first director, was instrumental in framing discussion around welfare reform in the early 1990s. Similarly influential was work by William Julius Wilson, Lewis P. and Linda L. Geyser University Professor, in understanding urban poverty and race and work by the Program in Criminal Justice Policy and Management, Emerita, and the Wiener Center’s first director, was instrumental in framing discussion around welfare reform in the early 1990s. Similarly influential was work by William Julius Wilson, Lewis P. and Linda L. Geyser University Professor, in understanding urban poverty and race and work by the Program in Criminal Justice Policy and Management, Emerita, and the Wiener Center’s first director, was instrumental in framing discussion around welfare reform in the early 1990s. Similarly influential was work by William Julius Wilson, Lewis P. and Linda L. Geyser University Professor, in understanding urban poverty and race and work by the Program in Criminal Justice Policy and Management, Emerita, and the Wiener Center’s first director, was instrumental in framing discussion around welfare reform in the early 1990s. Similarly influential was work by William Julius Wilson, Lewis P. and Linda L. Geyser University Professor, in understanding urban poverty and race and work by the Program in Criminal Justice Policy and Management, Emerita, and the Wiener Center’s first director, was instrumental in framing discussion around welfare reform in the early 1990s. Similarly influential was work by William Julius Wilson, Lewis P. and Linda L. Geyser University Professor, in understanding urban poverty and race and work by the Program in Criminal Justice Policy and Management, Emerita, and the Wiener Center’s first director, was instrumental in framing discussion around welfare reform in the early 1990s. Similarly influential was work by William Julius Wilson, Lewis P. and Linda L. Geyser University Professor, in understanding urban poverty and race and work by the Program in Criminal Justice Policy and Management, Emerita, and the Wiener Center’s first director, was instrumental in framing discussion around welfare reform in the early 1990s. Similarly influential was work by William Julius Wilson, Lewis P. and Linda L. Geyser University Professor, in understanding urban poverty and race and work by the Program in Criminal Justice Policy and Management, Emerita, and the Wiener Center’s first director, was instrumental in framing discussion around welfare reform in the early 1990s. Similarly influential was work by William Julius Wilson, Lewis P. and Linda L. Geyser University Professor, in understanding urban poverty and race and work by the Program in Criminal Justice Policy and Management, Emerita, and the Wiener Center’s first director, was instrumental in framing discussion around welfare reform in the early 1990s. Similarly influential was work by William Julius Wilson, Lewis P. and Linda L. Geyser University Professor, in understanding urban poverty and race and...
FOCUS ON THE ENVIRONMENT: THE BACON FELLOWSHIP

CLIMATE CHANGE POSES significant and complex challenges to policymakers in every nation. From typhoons to hurricanes to droughts, extreme weather events cause people across the planet—especially the most vulnerable populations—to experience physical and economic suffering.

Through the generosity of Louis and Gabrielle Bacon, the Kennedy School now has a student fellowship program to support change-makers interested in working at the nexus of the environment and public policy. THE BACON ENVIRONMENTAL LEADERSHIP FELLOWSHIP, which provides full tuition and robust cocurricular experiences to recipients, has funded 17 student fellowships since 2016.

“Our overriding passion for the natural world aside, the pressing burden of our planetary degradation is the most globally encompassing concern, one that extends beyond national boundaries, beyond gender and race, even beyond humanity, enveloping all living beings and ecological systems,” say Gabrielle and Louis Bacon. “The Kennedy School instills a critical sense of mission in its students, fostering an outward vision gently laced with obligations to society and to an environment in need of cleaner air, purer drinking water, and consideration for the marginalized and vulnerable people in the face of climate challenges and social injustices.”

Here are snapshots of a few current and past Bacon Fellows who are making a difference for our planet.

MEHUL JAIN MPA/EID 2017
CLIMATE CHANGE SPECIALIST
THE WOLD BANK

“In 2007, I reached Boston to study at MIT and was pleasantly surprised to see that the Charles River was as clean. It was a turning point for me. I studied water engineering and water resource management, and went back to India determined to clean the River Ganges. I kept coming up with technical solutions but didn’t make much headway. I realized that I needed to get involved in policymaking and build my credibility. I applied to west. It was the Bacon Fellowship’s first year and I was extremely fortunate to be selected as a Bacon Fellow. I am convinced that my journey at HKS wouldn’t have been as rewarding without the fellowship support.”

LIA CATTANEO MPP 2020

“I primarily work at the intersection of climate and transportation policy, and I’m particularly interested in the climate impacts of autonomous vehicles. The fellowship is more than just financial support. This year, the Bacon Fellows went on a trip to Miami, which was ground zero for climate change. We are going to speak with a variety of stakeholders to learn how development interests conflict and align with climate needs. Miami passed a $400 million bond measure to spend money on climate projects, and we are interested in figuring out the decision-making structures and perhaps making some recommendations. The Bacon Fellowship has been a great way to sharpen my focus and to come back to the environmental community that I love so much and feel so passionate about.”

COLE WHEELER MPP 2018
SENIOR CLIMATE RESILIENCE ANALYST
ICF INTERNATIONAL INC.

“My interest in the environment emerged from my own feeling of dread about climate change—a feeling common to a lot of people in my generation. Friends and I would talk about it but not really know how to think about it. I still have this experience when I talk about climate change—people don’t know how to grasp such an existentially challenging topic. I felt like if I really wanted to be a force for change in the environmental field, I needed to know more. The Bacon Fellowship was the deciding factor in my ability to go to graduate school. It gave me the freedom to dig into the issues that I felt were most interesting and important rather than focus so heavily on setting myself up for how to get a job that would help me cover loan payments.”

MARTINA MUELLE MPP 2019

“I’m a lawyer by training. I was working in the government of the state of São Paulo as a cabinet advisor, where I managed environmental policy and worked on international cooperation with other states and countries. I knew there were important elements I needed to get more skilled on because I never studied how to plan a budget, how to plan for contingencies, how to consider a country’s macroeconomic situation—and that’s why I decided to go back to school. I would not have applied to the Kennedy School if I hadn’t known about the Bacon Fellowship, and I found it to be the perfect way to complement what I’d learn in class. Because it’s not just about the money. Bacon Fellows have weekly meetings on environmental issues and leadership, field trips, and events. We are a family. It is extremely valuable to be here and bring an environmental perspective to so many different policy issues, such as housing, women’s rights, and employment. Environmental concerns are very much related to all these issues. My challenge here and when I leave is to promote a bigger integration between this policy area and the work done in other fields.”
As Assistant Secretary of Defense for international security in the wake of the dissolution of the Soviet Union, Ash Carter helped craft a program to secure the awesome power of the Soviet nuclear arsenal. Returning to the Kennedy School after serving as secretary of defense in the Obama administration, Carter, Belfer Professor of Technology and Global Affairs, is devoting himself yet again to harnessing disruptive technology, ranging from autonomous vehicles to social media, for the public good. To that end, he founded the Technology and Public Purpose Project. He is also looking to the classroom to share and provoke new thinking, such as his course titled “Practical Solutions for Technology’s Public Dilemmas.”

Photo by Jessica Scranton
WHICH VALUES GUIDE YOU?

AS A MEMBER OF THE HKS COMMUNITY, YOU BRING PRINCIPLED AND EFFECTIVE PUBLIC LEADERSHIP TO THE WORLD.