SEEKING JUSTICE

BRYAN STEVENSON  
MPP/JD 1985  
IS A TIRELESS DEFENDER  
OF THE POWERLESS
JOHN KASICH, THE REPUBLICAN GOVERNOR OF OHIO and 2016 presidential contender, was emphatically not wonky when he spoke to the Harvard Kennedy School graduating class on Class Day in May. “This is not a public policy speech,” he told the crowd. Instead, Kasich focused on the importance of a moral compass in public life and of looking to oneself—not to politicians or celebrities—for change. “You can change the way the world turns on its axis,” Kasich said. “You can, you will, and you must.”
EXECUTIVE SUMMARY

IN THE HARVARD KENNEDY SCHOOL MAGAZINE, we showcase the Kennedy School’s alumni, faculty, staff, and students who are making significant progress in addressing public problems. We are very proud of the many members of the Kennedy School community who are working across the world—from Uganda to South Korea to Mexico—but in this issue we focus special attention on what members of our community are doing in American cities and states.

Having spent much of my career as an economist in Washington, D.C., I know that good policymaking by the U.S. government is crucial, and I am pleased that many of our alumni are improving public policy and public leadership in Washington. I am just as pleased, though, that they are making people’s lives better through their work in city halls, state governments, nonprofits, and private organizations across the country.

For example, Bryan Stevenson mpp/jd 1985 is the driving force behind the new National Memorial for Peace and Justice (and the Legacy Museum) in Montgomery, Alabama. He has run the Equal Justice Initiative in Montgomery for more than two decades, fighting against racial bias in the criminal justice system. In Arizona, Ethel Branch mpp/jd 2008 serves as the attorney general of the Navajo Nation, with responsibilities ranging from enhancing public safety to fostering voting rights legislation. Andrew Deye mpp 2015 works with JobsOhio, a nonprofit organization that helps create jobs and spur economic growth in that state. And Seth Flaxman mpp 2010 and Kathryn Peters mpp 2010 lead Democracy Works, an organization that makes it easier for voters to cast their ballots. These individuals demonstrate just a few of the many ways our alumni are creating positive change: fighting for social justice, improving public services, creating economic opportunity, and enhancing democratic participation.

Our faculty, staff, and students are also working with state and local leaders across the United States. For example, you will read in this issue about the Government Performance Lab, which is led by Professor Jeffrey Liebman and employs many recent Kennedy School graduates. The lab has partnered with people in city halls and statehouses in more than half the U.S. states so far, helping those governments improve the delivery of public services.

In these pages we also recognize Drew Faust, who has stepped down after leading Harvard as president for 11 years. The Kennedy School has benefitted a great deal from her leadership. At the same time, we proudly congratulate our new president, Larry Bacow mpp 1976, who will serve as the first Kennedy School graduate to lead the University. In addition, we introduce the School’s first associate dean for diversity, inclusion, and belonging, Robbin Chapman. I and others at the School are committed to building an increasingly welcoming and inclusive community, and Robbin will play an invaluable role in this work.

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SEATTLE
The GOVERNMENT PERFORMANCE LAB is using results-driven contracting to reorient local governments’ deployment of resources. In Seattle, the lab used this approach to help the city address a growing homelessness crisis. Between 2005 and 2016, Seattle’s budget for homeless services increased by nearly 75 percent to $10 million, yet homelessness continued to rise at an average rate of 13 percent per year from 2011 to 2016. The Government Performance Lab helped the city rework homeless service contracts, moving from a system that measured activities—such as beds occupied or showers administered—to a core set of metrics related to the outcomes the city cared most about—incorporating whether individuals were progressing to stable housing situations. In 2017, Seattle announced that it would use the new framework in a procurement of homelessness service contracts with a total value of $10 million. (See story page 18.)

In April, when election officials and legislators from nearly a dozen western states gathered at the National Conference of State Legislatures meeting on Election Security in Cheyenne, Wyoming, a team from the DEFENDING DIGITAL DEMOCRACY PROJECT (D3P) was there. D3P, an initiative of the Stifler Center for Science and International Affairs under the direction of the center’s co-director, Eric Rosenbach—along with the former campaign managers for Hillary Clinton and Mitt Romney—is identifying and recommending strategies, tools, and technologies to protect democratic processes and systems from cyberattacks. D3P has now engaged with 45 of the 50 U.S. states pre-midterm elections.

Using data mapping, officials in South Bend found that low-income families were less likely to take advantage of mortgage tax exemptions and used the insights of behavioral experts to help its residents pursue the tax breaks they were entitled to. The program was one of several across the country in which behavioral experts from nccs teamed up with the MAYORS INNOVATION PROJECT to help cities take advantage of newly gleaned insights into how people make decisions.

REACH | The Kennedy School is rightly known as the most international of Harvard’s graduate schools, with more than 90 countries represented in a typical graduating class. So it’s almost easy to look past the School’s deep and broad domestic footprint. Not just in the corridors of D.C., boardrooms of New York, and start-ups of San Francisco, but all across the country. Not only in federal agencies and state governments, but also in nonprofits and private ventures. Through the work of degree program graduates and executive education participants, through the power of the ideas generated here, or through innovative collaborations, the School is working actively to make a difference across the country. A few examples are included on this spread.

To see more, go to our interactive map at hks.harvard.edu/us-impact

WINDOW ROCK, ARIZONA
Attorney General of the Navajo Nation, Ethel Branch MPJD 2008 oversees legal affairs for an area roughly the size of West Virginia. With a staff of 88 and limited resources, she innovates constantly. An annual Public Safety Summit she launched brought together officials to help coordinate efforts on problems such as violent crime, substance abuse, and suicide. (See story page 29.)

A nationwide peer network of city chief data officers, the CIVIC ANALYTICS NETWORK, is helping cities like Louisville use data to make government more transparent and more responsive. The network is part of Data-Smart City Solutions, a program housed at the Ash Center and run by Professor Stephen Goldsmith, a city innovation specialist and the former mayor of Indianapolis.

Montgomery, Alabama
Bryan Stevenson MPJD 1985 has dedicated his life to representing the powerless in court through his organization, the Equal Justice Initiative. But he realizes the importance of changing the whole narrative on race and justice in the United States. With the National Memorial for Peace and Justice, dedicated to the victims of lynching, Stevenson has helped to do just that. (See story page 12.)

South Bend, Indiana

The General Motors assembly plant in Moraine closed in 2008. More than 2,400 jobs were lost. But Andrew Deye MPC 2015, managing director of strategy at Jobs Ohio, a private nonprofit charged with bringing investment and jobs to the state, helped see a new path forward for the town and the area. The nonprofit redeveloped the facility, which became a production plant for a Chinese glass manufacturer. The Fuyao Glass facility now employs 2,900 people, one of many success stories around the state. (See story page 24.)

Baltimore
Baltimore Mayor Catherine Pugh is one of 55 mayors from major cities who have taken part in the BLOOMBERG HARVARD CITY LEADERSHIP INITIATIVE, a program designed to bring mayors and their top aides together to learn from experts and from one another.
A Lasting Legacy

Students graduate, of course, and staff and faculty move on as the School continually renews and reinvents itself. But some departures leave a larger than usual hole. This year, three faculty members who have helped shape the School’s path in important ways bade farewell: Marie Danziger, lecturer in public policy; Lant Pritchett, professor of the practice of international development; and Robert Putnam, the Peter and Isabel Malkin Professor of Public Policy.

For almost 20 years, Marie Danziger led the Harvard Kennedy School Communications Program, which she was also instrumental in developing. The program recognized the vital importance of clearly communicating policy and dedicated itself to teaching that skill to students. Under Danziger’s leadership, it grew to offer communications workshops and a range of courses on policy writing. Danziger, with David Gergen, also developed the popular Arts of Communication course. Over her long and distinguished career, Danziger taught management communication at WHS’s Sloan School of Management, policy analysis and persuasion at Radcliffe, and communications and cross-cultural studies at the Harvard Graduate School of Education. Boston University, the University of Sydney, the University of Geneva, and the Instituto Chileno-Norteamericano. She also served as assistant dean for academic support at WHS, as assistant to the president at Bentley University, and as a journalist and coeditor of a bilingual newsmagazine in Munich, Germany.

An economist by training, Lant Pritchett, spent 15 years on the frontlines of international development at the World Bank before joining the Kennedy School in 2000. Pritchett was instrumental in shaping the development of the WRK/IA program, teaching in it from its inception. In addition to serving as a professor of the practice of international development, he was a senior fellow at the Center for Global Development (a nonprofit think tank), a co-editor of the Journal of Development Economics, and a consultant for Google.org. In 2017, he published two books: Building State Capability, co-authored with colleagues Matt Andrews and Michael Woolcock, and Deals and Development: The Political Dynamics of Growth Episodes, which he co-edited with Kunal Sen and Eric Werker. In addition, he has authored or co-authored more than 50 papers published in refereed journals, as book chapters, or as articles.

Robert Putnam first joined the faculty at Harvard in 1979. He is a former dean of the Kennedy School, a member of the National Academy of Sciences, a fellow of the British Academy, and a past president of the American Political Science Association. One of the world’s most distinguished political scientists, he received the 2006 Johan Skytte Prize in Political Science, the most prestigious award in the field, and the 2012 National Humanities Medal, the nation’s highest honor for contributions to the humanities. But beyond the honors and titles, Putnam is rightly recognized for the remarkable influence of his ideas about the bonds that hold a society and a body politic together—ideas that have seeped into our national political conversation over the past few decades. He has written or co-authored a number of books, including the best-selling Bowling Alone: The Collapse and Revival of American Community; Making Democracy Work: Civic Traditions in Modern Italy, Our Kids: The American Dream in Crisis, and American Grace: How Religion Divides and Unites Us.

An Unshakeable Conviction

As the Kennedy School community gathered in December to celebrate the opening of its transformed campus, Harvard President Drew Faust reminded all those in attendance of the importance of the School’s mission.

“At a time when reasoned public policy has never mattered more,” Faust said, “we are here to mark a new era for a School that champions reasoned debate and informed governing.”

Faust retired in July. But during her 11-year tenure, she was a constant champion for the Kennedy School and its values. She saw the School as crucial to the University’s goal of reaching across sectors and disciplines. She embraced sustainability, diversity, and the revitalization of democracy, leading by example. And above all, she embodied the School’s spirit of public leadership and service.

Faust had an “unshakeable conviction that Harvard can and must help to make a better world for everyone,” Dean Doug Elmendorf said. “We are indebted to her for her remarkable leadership.”

The spirit of the Kennedy School will continue to influence the University’s leadership. Faust was succeeded by Lawrence Bacow MPJ/JP 1976, MP 1978. A former president of Tufts and chancellor of MIT, Bacow was most recently Hauser Leader-in-Residence at HKS’s Center for Public Leadership. He will be the first Kennedy School graduate to lead the University, and in his first remarks after he was announced as president, it showed.

“What we can’t afford to is to have good people not get involved,” Bacow said. “We are responsible for making the world a better place.”
Like Others Cultivated Me

YUKANG CHOI MPF 2007 says his life was transformed by the support of a few people who helped him make it through university when times were tough. What if he hadn’t been supported like that? And what if everybody was? Inspired by his time at the Kennedy School, YuKang founded Dream Touch For All (dtfa) in his native South Korea to help provide education to underprivileged children.

What is Dream Touch For All?

It is based on the Teach for America model, which I learned about while studying at Harvard Kennedy School, though it’s evolved into its own concept. It is my way of making South Korea a better country through exceptional education.

dtfa is cultivating the next generation of Korean leaders by providing low-income and North Korean refugee students with tutoring, living, and mentoring services. We’re also thinking about the future. There are no official statistics about North Korea, but we estimate there are about 3.5 million school-age students. If the two countries unify, how do we absorb them? Many of these children might be left behind, traumatized, or malnourished. What can we do to help them learn a new language and culture? Dream Touch For All is helping to address this transition.

What made you want to make an impact in education?

My father was killed in an automobile accident when I was 19. Overnight, my family’s dynamic was divided for nearly 70 years. So when North Korean refugees come to South Korea—right now, there are approximately 20,700 attending primary and secondary school—they are discouraged and discriminated against because of the language barrier. We developed a mobile app to translate North Korean to South Korean and also Chinese, and we offer an after-school English program so that they can learn the languages and adapt.

For low-income South Korean students, we have an after-school program that provides tutoring. Most students in South Korea have some sort of tutoring, so not having that advantage creates a real education gap. Our intensive program offers college admissions counseling and life coaching to help these students succeed.

What’s next for you and dtfa?

Dream Touch For All’s motto is “A great education for every child.” I envision a Korea where all children can receive quality education regardless of their socioeconomic background. I hope to make dreams come true for the next generation, and begin to dream and prepare for what Korea will be like as a unified country.

CAMPUS

Come As Who You Are

EARLY ON IN HER CAREER as an engineer, ROBBIN CHAPMAN was using artificial intelligence to design a computer system that could recognize American Sign Language. She knew it wasn’t necessary to make the system read and recognize every single complex movement. Just making it work the way our brains do—taking in a few key points of information—she could teach the system how to understand its task, learn, and self-organize. It’s an approach that has guided her successfully in her current career as an expert on diversity and inclusion.

First at MIT, where she earned a master’s and a PhD in computer science and engineering, and later at Wellesley, where she headed the College’s successful diversity and inclusion efforts, Chapman has transformed the insights gleaned from building computer learning systems to the broader learning environment, helping transform them into places that valued diversity and inclusion.

In April, she became Wellesley’s first associate dean of diversity, inclusion, and belonging. She has already begun working on specific tasks—areas of particular importance to her—as faculty and student recruitment. But more important, Chapman is studying the School intently, looking at its norms, its culture, and what she describes as its essence—that one quality common to everyone who comes to learn at Wellesley. “I want to know what that is so that I can promote inclusion without disrupting it,” Chapman says. Her main focus will be on the idea of belonging—the idea that you can come as who you are and you will be valued by the community—and she plans to work methodically with every part of the School to make sure that it can understand the task, learn, and self-organize.

ALUMNI

Yukang Choi 2007

I couldn’t always pay my tuition. Some of my professors helped me by buying my books or reading materials. Without the support of others, I don’t think I could have made it to where I am now. Experience and support—that one touch—is what “Dream Touch” came from. I was the first one accepted to Harvard from my college, and I decided I wanted to cultivate and grow the next generation, as others cultivated me.

What are some of dtfa’s signature offerings?

The languages of North Korea and South Korea are now marked by a 10 percent difference in vocabulary, since Korea has been divided for nearly 70 years. So when North Korean refugees come to South Korea—right now, there are approximately 20,700 attending primary and secondary school—they are discouraged and discriminated against because of the language barrier. We developed a mobile app to translate North Korean to South Korean and also Chinese, and we offer an after-school English program so that they can learn the languages and adapt.

FACULTY

Enemies Can Negotiate

With all the issues facing our political system, why look at how legislators negotiate with one another? We face a level of polarization not seen since the last Gilded Age. There are three major causes. First, after the Civil Rights Act in 1964, southern conservative Democrats gradually joined the Republican Party, making it more socially conservative and both parties more homogeneous. Second, in contrast to the Democratic Party hegemony in Congress from 1933 to 1980, the parties are now competitive—giving any minority party incentive to block the majority’s legislation and even destroy its members’ reputations. Third, the U-curve of economic inequality in the country tracks the curve of polarization. Inequality generates more individual donors’ money in politics; those donors tend to prefer more-extreme candidates; and the resulting polarization blocks attempts to remake inequality. Because these underlying causes of polarization are not likely to change soon, we need to face that fact and do what we can to deal with it. Enemies can negotiate. Their very differences in preferences can provide the opportunity for a deal.

Aren’t lawmakers already experts at negotiation? If not, what mistakes do they make?

New legislators are not usually already experts at negotiation. Nor are the congressional staffs, who play key roles in formulating legislation. The mistakes of both legislators and staff members lead to the standard mistakes in any kind of negotiation—for example, not building up sufficient trust so that each side shares enough information to build creative, “win-win” deals.

So what can be improved?

The good thing is that negotiation can be taught. The negotiation courses at the Kennedy School are among the most popular courses we offer. We are now teaching congressional staffers, state legislators, and state legislative staffs how to negotiate better (the states are increasingly polarized too).

What programs are you currently involved in and do you hope they will lead to?

With a grant from the Hewlett Foundation, we have developed and are developing cases and simulations to teach legislative negotiation. We have already conducted trainings. We are looking forward to a two-day training program for congressional staffers this summer, one with the National Conference of State Legislators in November/December, and an advanced training for congressional staffers next January. After an earlier training session, one congressional staffer took a bill out of her bottom drawer, which she had tried and failed to have passed, and, using her new negotiation skills, got it passed.
A Fierce Faith

Agnes Igoye MC/MPA 2017

BY KATIE GIBSON

“My birth was really a scandal—my aunt and others in the village were very disappointed,” Agnes Igoye says with a laugh, but only half-jokingly.

Igoye was one of six daughters (and two sons) born into a culture that typically devalues female children. From a young age, she endured taunts and disparaging comments from men. Her childhood was also marked by Uganda’s brutal civil wars, and in the late 1980s her family had to flee their village after it came under attack from the violent rebel group the Lord’s Resistance Army and ended up living in a camp.

But through all this, Igoye had an unusual advantage: both her parents were teachers who believed in the importance of education for girls. And she was moved from an early age by the importance of protecting the weak, especially women, from abuse.

“I said to my mother,” Igoye remembers, “I’m going to work really hard in life, and embarrass these men by being successful!”

In 2009, Igoye received the Hubert Humphrey Fellowship from the U.S. Department of State and spent a year at the University of Minnesota Furstenberg Foundation to build a center for survivors of human trafficking. “That was a dream,” she says, explaining that resources available to them after escaping their situations. “I would pick people up in the night and bring them to my house,” she says. “It was a bit uncomfortable, because I was living with my mother and sister, and these women would be in my family’s space. But I didn’t have anywhere else to take them. And the next morning, they would be gone.”

“Igoye may have spent only a year in Cambridge, but she took full advantage of the chance to hone her skills. “I took some writing courses and I spoke extensively, both inside and outside the University,” she says. “I learned how to speak publicly, and it shows. That’s what Harvard has given me: that creativity, that confidence.”

Igoye’s passion extends beyond victims of trafficking: she has worked with women displaced by the activities of the Lord’s Resistance Army. In 2013, she founded the Huts for Peace program, which helps displaced women build their own homes using locally sourced materials. To date, the program has provided housing for more than 20 displaced families, many of which include children who have lost relatives to the war.

By 2016, Igoye had received a $50,000 award from the Diller-Diana von Furstenberg Foundation to build a center for survivors of human trafficking. “That was a dream,” she says, explaining that she was very disappointed, “My birth was really a scandal—my aunt and others in the village were very disappointed,” Agnes Igoye says with a laugh, but only half-jokingly.

Igoye joined the battle to combat trafficking as soon as she graduated from Makerere University, then the only university in Uganda. She started in Uganda’s Immigration Services Department. Today, her work has expanded to training counter-trafficking agents and liaising with the media and various non-governmental organizations.

Victims of trafficking are often deceived by their captors, who make false promises of jobs, education, or travel to young people who have rarely had any of those opportunities. In Uganda, trafficking can include marriage, forced labor, and the conscription of child soldiers. Part of Igoye’s work lies in combating the cultural prejudices against victims.

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“At the end of the day, it’s really we the people who have to take charge of our lives and come up with our own solutions,” Igoye says. “I believe they can solve their own problems,” she says. “At the end of the day, it’s really we the people who have to take charge of our lives and come up with our own solutions. The opportunities are enormous.” And she’s not going to miss a single one.
SEEKING JUSTICE

BRYAN STEVENSON
MPP/JD 1985
HAS DEDICATED
HIS LIFE TO
ANSWERING
THAT QUESTION.

BY ISSAC BAILEY
PORTRAIT BY RICK FRONTIERO
I do not think these people will change their attitude because they are like vets coming back from a combat zone, with elevated levels of cortisol and adrenaline coursing through their brains, and by the time they’re five, they have a trauma disorder. They are going to need interventions that are informed by rigorous analysis and metrics that are effective in treating them.

The American justice system is deeply rooted in the beliefs of a society that has been racism and violence in its legal institutions. This has led to a series of Supreme Court rulings that have been unconstitutional, such as the ruling in Miller v. Alabama. The Court has since said the ruling relied heavily on legal reasoning Stevenson had used years earlier in a case that rendered unconstitutional life-without-parole sentences for juveniles convicted of murder violated the Eighth Amendment.

Miller v. Alabama

That ruling relied heavily on legal reasoning Stevenson had used years earlier in a case that rendered unconstitutional life-without-parole sentences for juveniles convicted of murder violated the Eighth Amendment. The Court has since said the ruling was retroactive, affecting upward of 2,500 people who had been sentenced when they were children.

“I don’t think people understand what our abuse and cruelty and neglect of basic human needs can do to people,” Stevenson said. “We have thousands of children born into violent families. These children live in violent neighborhoods. They go to violent schools. And by the time they’re five, they have a trauma disorder. They are going to school with elevated levels of cortisol and adrenaline coursing through their brains, and they are like vets coming back from a combat zone.”

Stevenson speaks at the opening of the Memorial for Peace and Justice in Montgomery, Alabama, in April.
I have seen the courts accommodate bias and discrimination. And I continue to believe it is a powerful space for reform. But very captivating forum in which to think about changing things, an institution, but also its limits. “The rule of law was, for me, a show the power of the law as Brown Supreme Court as a powerful institution,” he said. “There it to limit his pursuit of justice—has enabled him to carve a
his ability to recognize the limits of the law—without allowing
what Stevenson calls the “racial terror” endured by African-Americans for so long.

The striking design includes 800 hanging steel monuments, each symbolizing a county where a lynching took place. As part of the memorial’s mission to bring real understanding and discussion of this history, Equal Justice Initiative is inviting those counties to claim and install replicas of the monuments—a constant reminder of how the country is grappling with its history. The museum also includes large glass jars full of soil—each one collected from the site of a lynching.

“All of that just reinforces the importance of a narrative project that pushes us to understand that we are going to be judged not by how we treat the rich and powerful and the celebrated, we’re going to be judged by how we treat the poor, the neglected, the undocumented, the incarcerated. In that vein, we have a lot of work to do in America. I’m really excited that in the midst of some of this confusion, we can present something that can hopefully give people a perspective that will help them navigate some of these questions and issues.”

The Peace and Justice Memorial is part of that narrative. Stevenson had to be at various times secretive, delicate, and creative to buy the land and raise the funds for the project, which was built on six blocks overlooking downtown Montgomery, not far from a site where slaves were once sold. Stevenson and his staff investigated thousands of lynchings in the South. The project, which took years, was the first to document what Stevenson calls the “racial terror” endured by African-Americans for so long.

A little more than a century after Thomas Miles was lynched in Shreveport, a small group of black people attended a Bible study at Emanuel A.M.E. Church in Charleston, South Carolina. A young white man named Dylann Roof joined them, prayed with them, studied with them—and then massacred them.

A young white man named Dylann Roof joined them, prayed with them, studied with them—and then massacred them. Nine people in all, murdered in a church founded by black people who had tired of being discriminated against by white Christians. Though Roof was eventually held accountable the way lynchers never were and will spend the rest of his life in a federal prison, ripples from that June 2015 massacre are still being felt three years later, with black churches struggling to determine how best to keep congregations safe but welcoming. It also forever changed retired South Carolina educator Marjorie McIver, whose sister Myra Thompson was among those killed by Roof. She hasn’t seen the Peace and Justice Memorial yet but plans to get there by this summer. Its importance can’t be overstated, she says.

“It gives us another opportunity that we need to seize,” McIver said. “We need to seize every opportunity we can to expose our children to our history. We don’t know how many people were actually lynched. We don’t know how many slaves were lost at sea and through suicide and other ways. It’s just the knowing. I just want to know. This will give us an opportunity to teach. What did they have to go through? What did they have to cope with? How did they survive?”

McIver, like Dedman, sees the EJI’s work as key in the African-American quest to finally piece together a history that has in some ways been stolen, in others hidden, in still others paperced over and downplayed, from slavery to lynching to Jim Crow to police violence. It’s part of a chipping away of the shame of always feeling suspect, guilty until proved innocent, a stranger in one’s own land. It helps explain long-unacknowledged trauma and how and why wearing dark skin in America has always been a burden.

For too long, “as a black person, you didn’t expect justice,” McIver said. “We need to seize every opportunity we can to expose our children to our history. We don’t know how many people were actually lynched. We don’t know how many slaves were lost at sea and through suicide and other ways. It’s just the knowing. I just want to know. This will give us an opportunity to teach. What did they have to go through? What did they have to cope with? How did they survive?”

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“SOMETHING BETTER FOR US THAN WHAT WE’VE ACHIEVED.”

I THINK THERE’S
WHEN HIS PHONE RANG one afternoon in January 2015, Jeffrey Liebman, Wiener Professor of Public Policy and director of the Taubman Center for State and Local Government, was grading exams. “I decided to answer anyway,” Liebman says, “which is good, because it turned out to be the governor of Rhode Island asking for help.”

Governor Gina Raimondo had just taken office, inheriting a troubled child welfare agency $16 million over budget and with a higher percentage of children in group care settings than almost any state in the country. An audit would reveal that the agency was signing away tens of millions of dollars without financial controls or oversight and was producing poor outcomes for the children and families in its care.

“When I took office, the Department of Children, Youth and Families faced a number of significant operations and budget challenges that had to be addressed quickly so that we could provide better outcomes for our children,” Raimondo says. “I knew that Jeff had started an organization at the Kennedy School that could actually send staff to come work full-time, pro bono on the ground supporting transformational initiatives. I asked him to send as many people as he could.”

In response to Governor Raimondo’s request, Liebman agreed to embed a team from the Government Performance Lab (GPL) with Rhode Island’s Department of Children, Youth, and Families (DCYF) to work with agency staff to figure out solutions to the agency’s most pressing problems.

Liebman had founded the Government Performance Lab in 2011 after serving in leadership roles at President Obama’s Office of Management and Budget. The GPL’s mission is to help state and local leaders make progress on social problems by improving the way governments contract for and manage social services. The GPL developed a hands-on model of research, embedding staff in government agencies to provide technical assistance. These team members, including many HKS alumni, typically work with an agency for one to two years to help develop, test, and implement innovative management strategies.

Liebman had heard about Pay for Success (PFS) projects in the United Kingdom and was interested in testing their use in the United States. Under PFS contracts, also called social impact bonds, the government agrees to pay for services only if they are shown to be successful, allowing it to test promising new interventions and pull together disparate stakeholders in long-term collaborations. The GPL’s inaugural projects assisted Massachusetts and New York in setting up the first two state-level PFS projects in the country, one aimed at reducing recidivism and the other at helping young people exiting the juvenile justice system.

“I thought I was going to do a few small projects and then get back to regular teaching and research,” Liebman says. But he
discovered there was an enormous appetite for the type of data-driven, boots-on-the-ground technical assistance his fledgling team could provide. Before the first rfs project had even launched, 25 more governments had applied for assistance. Liebman began building a staff with backgrounds in data analysis, public policy, and implementation, and placing them in the field with governments selected through national competitions. Over the next few years, the rfs helped launch 12 of the country’s first 18 rfs projects, including initiatives in maternal and infant health, high-quality pre-K, and homelessness, expanding over $355 million in preventative services to more than 20,000 individuals.

It quickly became clear that the rfs could have a greater impact if it moved beyond rfs and instead helped agencies improve their overall operations. “Our government partners began to ask whether the same models we developed in rfs could be applied to help government social service agencies run their core operations better,” says Ryan Gell, director who launched rfs projects in Massachusetts, Chicago, Connecticut, Michigan, and Alameda County, California. “We’re working on a small rfs project with an agency that was spending $200 million a year on core services with no strategy and no use of data. Agency heads began to say, ‘We want you to take what you did in rfs and apply it to all of our work.’” rfs became the admissions ticket to broader systems change.

In 2015 and 2016, the rfs invited applications from governments seeking assistance with high-priority initiatives and was overwhelmed by responses. Raising over $22 million in grant funding, the rfs expanded at a breathtaking pace—today it is a 45-person organization and has worked with 65 governments in 31 states.

“We began to see common challenges across governments,” says Carys Program Director Danielle Cerny MPP 2014. “They had talented staff but saw too much incurring with putting out fires and keeping things running that they don’t have the capacity to strategically connect their daily activities with the long-term goals. There are high needs individuals that they ought to be reaching who are not connected to services or have fallen through the cracks! Are the services the agencies inherited actually the ones that their clients need? How can they use real-time data to improve the outcomes they get from their providers? Working across jurisdictions has allowed us to develop a set of approaches that responds to the recurring issues we see governments grappling with.”

Jeffrey Liebman

Liebman and his growing team have become experts at using analytics, outcomes-focused contracts, and cross-sector collaborations to help improve social service programs. The rfs helps governments focus on outcomes, like how to use data to find individuals who had fallen through the cracks, or how to restructure contracts to incentivize providers to serve the most difficult clients: “From these initial projects, it became clear that the best way to figure out how to help governments administer and manage programs better is to try it out. These hands-on engagements are where the best new ideas for public sector management are going to come from,” Liebman says. “And once our government partners see the value of having a change agent on their team, they often create positions to hire our fellows directly after their formal technical assistance comes to an end. Our work lets us train a new generation of passionate public servants and connect them to governments that are hungry for talent.”

One of the key insights Liebman’s team had uncovered during its rfs work was that procurement and contracting were too often seen as back-office compliance functions instead of used as powerful levers for systems change. rfs developed a framework for Results-Driven Contracting to help governments achieve high-priority strategic goals and drive improvements in service delivery. Its success in helping governments make significant changes in day-to-day operations caught the eye of the Bloomberg Philanthropies’ What Works Cities Initiative, which awarded the rfs $5 million to coach more than 26 U.S. cities on implementing Results-Driven Contracting practices.

Through the initiative, Seattle applied for help on its homelessness contracts. Over the course of a decade, the city’s budget for homelessness services had almost doubled to $50 million, but homelessness was still increasing at 1 percent every year. “We had so few contracts with homelessness service providers, but we couldn’t tell if they were adding up to actual progress,” says Tyler Running Deer, the city’s former organizational performance director. “We needed more detailed data and more frequent data review points. It was clear that it wasn’t just a question of spending more money, but spending it smarter.”

The rfs helped the city review its homelessness contracts and identify one provider to rework. The rfs found that rather than measuring meaningful metrics of client progress, provider staff were asked to report on measures of activity such as the number of beds filled or the number of showers administered—not only were such metrics meaningless, but they took up a significant amount of staff time to compile.

The rfs helped the city simplify and streamline the contracts around a core set of metrics related to the outcomes the city cared most about—whether individuals were progressing to stable housing situations rather than cycling back into homelessness. Those new metrics are allowing the city to measure progress in real time and implement data-focused collaborations between service providers and agency staff that are improving performance. “In homelessness, the challenge is often overcoming a perpetual crisis state in order to focus on preventative and long-term solutions,” says Tyler Jackel MPP 2003, the program director who leads the rfs’s homelessness and behavioral health practice. “Our homelessness projects in Seattle, Denver, and Massachusetts take innovative approaches to addressing the crisis and develop new methods for shifting resources to solutions that are likely to generate lasting change.”

RHODE ISLAND TURNAROUND

Following Governor Raimondo’s call to Liebman in 2015, a rfs team arrived in Rhode Island’s Department of Children and Families (dcyf) soon after the appointment of an interim director tasked with leading a full agency turnaround. They began their work by painting a basic picture of what the agency was buying. “Our fellow literally went door to desk finding contracts in drawers and built a database of the money the agency owed for services,” says Scott Kleiman, the program director overseeing the rfs’s work with dcyf. The resulting dataset offered the agency’s new leadership team its first glimpse at historical service utilization trends and enabled them to project future funding needs. It also allowed them to see that the department’s array of services had not kept up with the needs of children and families in care. Automatically extended year after year, many contracts had remained frozen in time, even as needs had shifted. In recent years, for example, a growing number of young women had been ensnared in sex trafficking, yet dcyf lacked any specialized services to address their unique needs.

The contract overview laid the groundwork for mapping services against needs and pinpointing areas where interventions were missing or where an approach needed to be reimagined. When the agency asked for assistance with the reprocurement of nearly $100 million in core services (about 40 percent of the agency’s budget), it became an opportunity to go back to the drawing board and find new service delivery solutions. rfs staff fanned out across the state, talking with dozens of nonprofit service providers and agency social workers, elevating often overlooked perspectives from the service frontlines. Eschewing traditional “cut and paste” contract renewals, Kleiman’s team then helped dcyf structure a multi-part “problem-based” procurement that engaged a broad set of stakeholders in proposing solutions to the challenges the agency was trying to solve.

At the time, Rhode Island was close to worst in the nation in the percentage of foster children in group homes, with about 30 percent of 8-10 year olds in group care as opposed to group homes. The dcyf staff were trying to help the children but were missing critical data-driven principles they learned to core services. For example, dcyf launched a pilot to meet with families early in a child’s group home placement to determine strategies to better prepare them for a move to a foster family. “Our rfs colleagues bring new perspectives to our work,” says DCF Director Tricia Piccola. “Whether implementing an Active Contract Management structure with our community providers or helping our team align our contracting processes, their help has been invaluable. Change is one of the most difficult issues faced by large systems like ours, and rfs has helped us create productive, lasting change for our state’s children and families.”

The results of the rfs’s engagements thus far are impressive. During the rfs’s time in Rhode Island, the share of foster children in group homes declined 29 percent, the volume of contracted foster homes rose 63 percent, and the number of children in out-of-state institutional care dropped 44 percent. At the governor’s request, the rfs has embedded fellows with eight other state agencies and led over 50 state agency staff in trainings. In 2015, Seattle announced that it would utilize the results-driven contracting framework it had piloted with the rfs in a procurement for $50 million in homelessness services. Jurisdictions that initially reached out to the rfs for assistance with a rfs contract are now applying the data-driven principles learned from its work. For example, Connecticut’s Department of Children and Families, which worked with the rfs on a $12 million project improving services for families dealing with substance abuse, is now working with rfs to help Matthew Tyler MPP 2017 to transform the way it connects families and children to services. As it nears its seventh anniversary, the rfs is poised for even greater impact. “We have far more governments asking us for help than we have the resources to serve,” says Liebman. “Our focus going forward is on continuing to generate new and innovative solutions while also finding cost-effective ways to spread the solutions we have already demonstrated.”

The hands-on engagements are where the best new ideas are going to come from.

Jeffrey Liebman
Part lawyer, part policymaker, Ethel Branch MPP/JD 2008 is on a mission to make the Navajo Nation more than what it was when she grew up there.

ETHEL BRANCH MPP/JD 2008 grew up just outside the small town of Winslow, Arizona. But in many ways, her childhood experience was a million miles from there.

“I noticed really early on in my childhood that we didn’t have basic amenities,” says Branch, whose family home on a Navajo reservation lacked running water and electricity when she was young, and even still today. “I didn’t perceive a difference between myself and the people who lived off reservation, but there was definitely a difference in the services available to us. And I started asking, Why?”

Simply getting off the reservation could be difficult—the nearest neighbor was miles from her parents’ ranch. But after graduating from Winslow High School, she made a much greater leap: coming to Harvard College for her undergraduate studies.

“I almost felt like I was an international student going to a totally different world,” says Branch of her transition to Harvard. “I couldn’t call my parents because they didn’t have a phone. There were very few other Native American students, and some of them had grown up in cities, so the divide between our experiences was still huge.”

Never one to back down from a challenge, Branch worked hard to hone her academic skills, graduating in 2001 with a degree in history. Even as an undergraduate, she was interested in law and policy, and how each of those related to her own experience and the issues facing her community.

“I took some classes with Joe Kalt through the Harvard Project on American Indian Economic Development,” Branch says. “I always had so many questions: Why is there no development in Indian country? Why are our economies stagnant? I was the only person from my community at Harvard, but I wanted to make that a normal thing. I didn’t want to be the only one.” (Kalt is now a codirector of the Harvard Project on American Indian Economic Development and the Ford Foundation Professor (Emeritus) of International Political Economy at Harv.)
For me it was always about: How do I make Harvard relevant to home? How do I bring these resources back to the Navajo community?

ETHEL BRANCH

Navajo community. The attorney general’s office is also suing Wells Fargo for its targeting of Navajo consumers, especially elderly people and female business owners, in unfair and unethical business practices. The list of issues goes on: voting rights and gerrymandering, water rights disputes, tribal jurisdiction over trust land to public school districts, to name a few.

“It’s demanding in a million different ways, and that’s what makes it so fun and fulfilling,” Branch says. “I always loved a challenge: that’s what got me to Harvard for law school. Knowing she would need both the law and the policy tools to be effective, Branch realized the limitations faced by many of her students’ parents were—in the best case—working multiple minimum-wage jobs to stay afloat financially. Some of her students had parents or guardians who were forced to take better-paying jobs in other cities, rendering them solvent but often absent. Alcoholism and unemployment were common. Whatever the reason, many of her students’ parents were frequently unavailable to deal with disciplinary problems, illness, or other issues that arose for their children. Branch knew that larger-scale change was needed to address the underlying lack of employment and opportunity.

“The real barrier to economic development in Native communities is the lack of human capital,” Branch says. “I saw this firsthand: we don’t have people returning. They go away to college and then they never come back. Or they’t not even getting past high school graduation. After I came back from Harvard, I wondered, What happened to my high school classmates from the reservation? I wanted to do something about it.”

After working on several more projects related to Native American education and economic development, Branch realized she needed more tools to make change happen. “I began to realize how many barriers there are to development on the Navajo Nation,” Branch says. “And so many of them are ridiculous! There are laws and policies, and you have to get tribal approval for many things, which takes forever. Then documents would get ‘lost’ in Washington. I wanted to know, How do you get tribal members back home to Arizona to work as the headmistress of a local public charter high school, teaching history and language arts? When I was a junior in college, I spent three months back home teaching those classes. I always loved a challenge: that’s what got me to Harvard for law school. Knowing she would need both the law and the policy tools to be effective, Branch realized the limitations faced by many of her students’ parents were—in the best case—working multiple minimum-wage jobs to stay afloat financially. Some of her students had parents or guardians who were forced to take better-paying jobs in other cities, rendering them solvent but often absent. Alcoholism and unemployment were common. Whatever the reason, many of her students’ parents were frequently unavailable to deal with disciplinary problems, illness, or other issues that arose for their children. Branch knew that larger-scale change was needed to address the underlying lack of employment and opportunity.

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One of Branch’s projects during her time at Harvard was a paper on the Navajo community. The attorney general’s office is also suing Wells Fargo for its targeting of Navajo consumers, especially elderly people and female business owners, in unfair and unethical business practices. The list of issues goes on: voting rights and gerrymandering, water rights disputes, tribal jurisdiction over trust land to public school districts, to name a few.

“It’s demanding in a million different ways, and that’s what makes it so fun and fulfilling,” Branch says. “I always loved a challenge: that’s what got me to Harvard for college, and I’m back there for graduate studies. And I work with a wonderful team.”

One constant challenge for Branch and her colleagues is staffing: many departments are consistently understaffed, and historically, they have struggled to share resources and communicate with one another. In 2013, Branch reorganized annual public safety summits followed by monthly meetings with officials from agencies across the Nation working on different aspects of public safety. “It’s been huge,” she says of the summits. “We included behavioral health, social services, fire departments, emergency medical services. We brought all the partners together. None of us have adequate staffing— that’s the reality. So how do we focus our resources? How do we stop blaming one another and begin to work together?”

Public safety is a critical issue for the Navajo Nation, which has high rates of homicide, theft, and domestic violence. While that challenge is important to address on its own, Branch says, it’s also crucial to the future of economic development. “Our own people won’t want to come back and live and work here if they don’t feel like their kids are going to be safe,” she says. “And developers won’t want to invest in communities that aren’t safe, or where their property or investments won’t be protected.”

Branch can reel off a long list of changes that would improve public safety on the Nation. For starters, a comprehensive 911 system would make a difference. “Sixty percent of the Nation doesn’t have two-way radio access,” she explains. “Forty percent of it doesn’t have cell phone access. This makes it difficult for our officers to call for backup, or for our people to call for help when they need it.” She dreams about a fully-functional two-way radio system, a non-911 crisis hotline staffed by social services personnel, and a full complement of judges, prosecutors, and public defenders across the Nation. Meanwhile, she’s trying to standardize local rules and procedures across the Nation’s 12 judicial districts, to help streamline the public safety system and reduce delays.

Politics within the Nation can be complicated, but Branch keeps her focus firmly on one thing: “I’m here for the Navajo people,” she says. “Hearing from everyday people that they’re grateful for the work I do makes it all worth it. And I work with a wonderful team, many of whom are Navajos who grew up on the Nation. Our staff are very committed. They are aware that every additional minute they put in on the job is meaningful to someone’s life.”
When some teachers say, ‘Go home and do your homework,’ they may not understand what more schools can do to ensure these children succeed.”

Yanar observes that we have a national problem. Schools are not fully addressing the needs of low-income minority students. To fix this problem, he believes schools must treat students’ racial and socioeconomic status as assets rather than deficits, something he feels that the public school system does not always do.

Yanar is the founder and CEO of El Paso Leadership Academy (EPLA), a public charter school for sixth- to eighth-graders in El Paso, Texas. “Ninety-two percent of our kids are below the federal poverty line and 98 percent are Latino. Many are immigrants, given our proximity to the border,” Yanar says. “Look down our street and Mexico is within eyesight.”

Born and raised in El Paso—and Latino like the majority of his pupils—Yanar is a social entrepreneur on a mission. “Students will make the decision to attend college in seventh grade,” he says. “That decision is largely based on reading level, but their success depends on how socially and emotionally prepared they are.” Students who are significantly behind in their reading when they enter sixth grade— which the majority of EPLA’s students are— have a higher statistical likelihood of being incarcerated than attending college. Yanar seeks to reverse this trend.

Yanar’s plans began to take shape in earnest when he cross-registered for a class at Harvard Graduate School of Education with senior lecturer Katherine Meriseth, an expert on charter schools. Combining the lessons he learned at hgs and hks, Yanar began what would become his 288-page charter, the school’s foundational document. Yanar also had the good luck to meet Andrew Benitez, a fellow El Pasion and Harvard College student who was equally passionate about education, at a Latinx get-together at the John F. Kennedy Jr. Forum. Benitez co-founded EPLA with Yanar and is now the school’s principal.

The odds of starting EPLA were not good. Not only did Yanar have to refine his charter and register as a nonprofit organization, but he faced the lengthy process of applying with the Texas Education Agency, which grants charter school status. In 2013, EPLA was one of only three successful applicants from an initial pool of more than 80. The hard work continued after Yanar set up the school, aided by a charter school start-up grant and private donations and loans. Yanar recalls the dozens of jobs he took on at the beginning, including mopping the floors occasionally. In addition to building his model of leadership and his curriculum, Yanar directed day-to-day operations at first. He relied on the skills he learned at hks for these tasks: “Negotiation skills, regression analysis, and ethics—I studied all of these at the Kennedy School and use them now.”

Yanar is not only interested in teaching leadership skills, but he hopes to serve as a model of leadership by example. “I myself am in a statistically minute group of people,” he explains. “I say this not as a point of pride but as a point of concern. I am one of only a few Latino charter school founders or CEO’s in the country. But by serving as CEO, I can show our kids that it is possible. They can and must become CEO’s too.” Even now, Yanar is seeing results as his first students enter high school and are excelling. “We have turned these kids’ lives around,” Yanar says. “They are exemplars in our community.” He is proud of the fact that the question many of them face now is not whether they will go to college, but where.

Omar Yanar MPP 2010 (top right) says students of the El Paso Leadership Academy are taught a set of core values: collaboration, responsibility, smarts, humility, and hunger. Yanar's plans for EPLA began to take shape in earnest when he cross-registered for a class at Harvard Graduate School of Education with senior lecturer Katherine Meriseth, an expert on charter schools. Combining the lessons he learned at hgs and hks, Yanar began what would become his 288-page charter, the school’s foundational document. Yanar also had the good luck to meet Andrew Benitez, a fellow El Pasion and Harvard College student who was equally passionate about education, at a Latinx get-together at the John F. Kennedy Jr. Forum. Benitez co-founded EPLA with Yanar and is now the school’s principal.

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THINK OF SEATTLE, AND WHAT COMES TO MIND? It might depend a little on your generation (Gates and Cobain or Bezos and Macklemore), but you get the point—a young city, on the cutting edge, with global tech companies. The sort of place you might think about moving to.

Now think about Ohio. That, in a sense, is what Andrew Deye works on every day. Not marketing or branding, necessarily, although that is part of it. What he does is help build cities and communities and the state into something new. Seattle, after all, wasn’t always Seattle. In 1971, unemployment was 13 percent, and the economy was more steel and lumber than digital and coffee.

Deye is managing director of strategy and business development for JobsOhio, a private nonprofit tasked with bringing jobs and investment to the state by attracting, and keeping, businesses.

For Deye, JobsOhio, which he joined right after graduating from the Kennedy School, represented an opportunity to pursue his interest in public-private partnerships. The organization’s achievements so far include successful projects with more than 1,600 companies since 2011, involving 140,000 new job commitments, along with more than 400,000 jobs retained. But beyond the impressive numbers, this has also been an opportunity for him to do something with greater social impact after an early career spent in investment banking, and to help rebuild and reinvent his native state.

A NEW PATH

AFTER GRADUATING FROM COLLEGE, Deye beat the well-worn path to Wall Street to work for Morgan Stanley. It was the usual investment bank/Wall Street route, but with an important difference. He had interned at the White House’s National Economic Council, and it had changed his thinking. “The experience opened my eyes to the power of principled leadership and smart public policy,” he says. So he dove into the growing field of public-private partnerships (also known as P3), working on projects such as infrastructure, utilities, and energy, where the two sectors intersected.

“By 2013, I was a vice president at an investment bank in Chicago, Greenhill,” Deye says. “With that role came fascinating client work. But in my early 30s I consistently wondered, Should I continue on a traditional corporate path? Or was it time to chart a new path and move back to my home state of Ohio?”

Deye came to the Kennedy School with the specific idea of pivoting to public service. Stephen Goldsmith, Daniel Paul Professor of the Practice of Government, had met Deye while he was still in banking and encouraged him to attend the School. Goldsmith and Deye cowrote articles on public-private partnerships during Deye’s time at the School. Goldsmith and Deye also used the experience to expand his expertise beyond the financial. He continued to feel a pull to Ohio. 

PHOTOS COURTESY OF JOBSOHIO

Airborne Maintenance and Engineering Services (AMES) used a grant from JobsOhio to train technicians in sheet metal repair for aircraft, helping employment grow in Port Clinton County, Ohio (above). Enable Injections, a developer and manufacturer of medical devices, is growing in Cincinnati (left).
jobsOhio, created in 2011 by Republican Governor John Kasich and the Ohio legislature, was the perfect fit. It performed the sort of economic development that for decades had been carried out by a government department, which leaders in Ohio thought was up for a reboot. The government retained certain functions, but the core of the economic development piece was privatized and spun off into a new entity. Six regional economic development groups, with which jobsOhio collaborates, create further direct links to local officials.

“Because we had a state government unit that existed for nearly 50 years, and there had been a sea change in business over that time,” Deye says. “Had the state programs kept up? Probably not. Had customer service kept up? Probably not.”

The state recruited a Silicon Valley venture capitalist to start jobsOhio in 2011 and set the organization on its path. A corporate board that reflected a focus on P3s was created, with prominent leaders from business and higher education overseeing the organization. To insulate it from the ups and downs of state funding cycles (in downturns, economic development budgets are usually among the first on the chopping block), a bond issue in 2013 allowed jobsOhio to purchase a 25-year franchise on the state’s liquor profits, giving it budget security. JobsOhio utilizes this now-private funding to purchase a 25-year franchise on the state’s liquor profits, allowing it to fulfill its purpose of creating jobs and improving economic wellbeing.

More than a dozen industry experts were recruited to talk to those industries as peers. The idea, Deye explains, is to sell the business opportunity, not the government incentive. One of the first things Deye did was to talk to people from those industries as peers. The idea, Deye explains, is to sell the business opportunity, not the government incentives.

The focus has been on growth in nine industries, including energy, automotive, aerospace, financial services, biotechnology, and information technology. Cross-sector strategies focus on areas where those industries can create new opportunities together: for example, financial services and information technology can help increase the state’s fintech footprint.

DEYE DOES NOT ACCEPT THE TERM RUST BELT. He argues that it unfairly locks a whole region into a narrative that is out-of-date and is a term that never recognized the area’s economic diversity in the first place. But if there is a narrative, the closing automobile plant is a stock story that can now attract factories and facilities.

The plant now employs more than 2,000 workers.

Can you help me do it faster? Can you help me do it with lower risk? And can you help me reduce the cost of doing it? AN ELON MUSK

JOBSOHIO HAS NOT BEEN WITHOUT ITS CRITICS. Opponents of the nonprofit have pointed to its lack of transparency, for example. Some public officials, including the state auditor, have called for a more open view of the organization’s books. Supporters of jobsOhio, including Governor Kasich, have said that public oversight can create burdens and delays that go directly against the grain of the nonprofit’s nimble approach.

Deye adds that having been only recently created, jobsOhio is regularly explaining its unique operating model. He points to its high transparency rating by GuideStar, the nonprofit information service. And he points to the numbers: More than $18 billion in capital investments and more than $50 billion in combined new and retained payrolls. The $169 million put by jobsOhio into revitalization projects has leveraged an additional $2 billion in investments. And jobsOhio has worked hard to bring the message to the outside world, both domestically and internationally. Domestically, he says, the state’s economic turnaround is increasingly known.

Incentives are a small part of the overall decision of where to put your manufacturing plant or new office space.”

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Ohio, as Deye can tell you, has the country’s 7th largest economy and the 21st largest globally. Its fiscal discipline, including a $2.7 billion reserve, has given it a strong AA bond rating. The state is home to 57 Nasdaq-listed companies, and nearly 50 Fortune 1000 companies, more than 70 women-listed companies, and nearly 50 women-listed companies.

“Can you help me do it faster? Can you help me do it with lower risk? And can you help me reduce the cost of doing it?” Deye explains.

“There are three key things companies want to know when they’re thinking about where to invest: speed, risk, and cost,” Deye explains.

“Can you help me do it faster? Can you help me do it with lower risk? And can you help me reduce the cost of doing it?” Deye explains.

Those revitalization and transformation projects are not initiated just by new companies. jobsOhio solicits input from the regional development partners, along with existing stakeholders, before deciding what to fund. Its focus isn’t only attracting major industrial players and multinationals. About 80 percent of its work is with small and medium-sized businesses, either start-ups or fast-growing companies looking for somewhere to grow. And the organization’s focus is also statewide, so it can boast of having activity in all 88 of Ohio’s counties, in both rural and urban areas.

“Can you help me do it faster? Can you help me do it with lower risk? And can you help me reduce the cost of doing it?” Deye explains.

JOBSOHIO HAS NOT BEEN WITHOUT ITS CRITICS. Opponents of the nonprofit have pointed to its lack of transparency, for example. Some public officials, including the state auditor, have called for a more open view of the organization’s books. Supporters of jobsOhio, including Governor Kasich, have said that public oversight can create burdens and delays that go directly against the grain of the nonprofit’s nimble approach.

Deye adds that having been only recently created, jobsOhio is regularly explaining its unique operating model. He points to its high transparency rating by GuideStar, the nonprofit information service. And he points to the numbers: More than $18 billion in capital investments and more than $50 billion in combined new and retained payrolls. The $169 million put by jobsOhio into revitalization projects has leveraged an additional $2 billion in investments. And jobsOhio has worked hard to bring the message to the outside world, both domestically and internationally. Domestically, he says, the state’s economic turnaround is increasingly known.

Ohio, as Deye can tell you, has the country’s 7th largest economy and the 21st largest globally. Its fiscal discipline, including a $2.7 billion reserve, has given it a strong AA bond rating. The state is home to 57 Fortune 1000 companies, more than 70 women-listed companies, and nearly 50 Nasdaq-listed companies.

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An Ecosystem of Democracy

THE SIMPLE ACT OF VOTING, that most direct way for most of us to pull the levers of government, can be very complicated. Seth Flaxman MPP 2010 and Kathryn Peters MPP 2010 want to change that. “Voting should fit the way we live” is the slogan of Democracy Works, the nonprofit they created after graduating from the Kennedy School, which is now a sort of holding company for all the initiatives they have launched.

Flaxman and Peters (below) came up with the idea for TurboVote, their first project, while they were classmates at the Kennedy School. Although both were politically active, being away from their homes and swamped by their busy school schedules meant they missed voting in several elections. TurboVote was created as a sort of concierge service for the voter—to take care of your registration, remind you where and when to vote, and get you all the paperwork you might need. But that was only the beginning of what Flaxman and Peters describe as the “ecosystem of democracy” that they began to build. If TurboVote was “customer service,” (and Democracy Works’ proof of concept), other initiatives looked to build out the back end.

The two worked with election officials to create a database of all elections (from dog-catcher to president), build voter-notification systems, and track absentee ballots. Democracy Works has also launched an ambitious new initiative: helping America get to 80 percent by 2024. They’ve launched a campaign that service. The Pew Charitable Trusts Information Project was born to provide the country’s largest corporations. It took TurboVote five years to sign up the first million voters. That was in 2016. They are now building to 3 million.

Flaxman and Peters want to get back there—not to 1888 but to 80 percent by 2024. They’ve launched a campaign called Democracy Works designed a barcode system that would allow officials and voters to track their ballots easily and accurately.

TurboVote

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“Exponential growth” is not a term the team at Democracy Works uses, but its strategy of partnering with universities and nonprofits is paying off. The TurboVote app (the TurboVote name was suggested by one of its founders’ advisors, Archon Fung, Winthrop Laflin McCormack Professor of Citizenship and Self-Government) lets a voter register, request an absentee ballot, and generally stay up-to-date on deadlines, elections, and more. Schools at Harvard can get dedicated portals, allowing them to slightly customize their users’ experience. Security and privacy are an important focus.

TurboVote Challenge

The last time voting turnout hit 80 percent was 1888. Benjamin Harrison and Grover Cleveland ran for president (Harrison won), more than half the electorate (women, minorities) was disenfranchised; and Civil War pensions were one of the hot campaign issues. Flaxman and Peters want to get back there—not to 1888 but to 80 percent by 2024. They’ve launched a campaign and formed partnerships with some of the country’s largest corporations. Universities have also taken up the challenge.

Harvard Votes Challenge

Harvard Kennedy School is launching its own moon shot. The initiative, part of a cross-University effort, aims to have registration of eligible domestic students at the School reach 90 percent. TurboVote is helping the School reach its goal by providing an exclusive launcher registration portal.

Ballot Scout

A Pew 2012 study found that nearly 4 million absentee ballots never made it to the voters they were supposed to reach, and that nearly 3 million never made it back from voters to election officials. Together with election offices across the country, Democracy Works designed a barcode system that would allow officials and voters to track their ballots easily and accurately.

Government Notification Tool

Starting last fall, voters in Douglas County, Kansas, took part in a pilot project that allowed them to receive text and email notifications for upcoming local elections. Democracy Works collaborated with the Douglas County clerk’s office on the project.

Voter Information Project

Where can you go to find out what’s on the ballot and where to vote? The web, of course. But until recently, there was no standardized, reliable, and verified source of information. The Voting Information Project was born to provide that service. The Pew Charitable Trusts and Google started it. Democracy Works now provides the “tech geeks” working the engine room. The data is available at the website Get to the Polls and via a widget and sms tool.

ALUMNI

www.hks.harvard.edu
“Whoever says there is nothing good in Africa does not get that from the context of history.”
Tanzania’s Jakaya Mrisho Kikwete, president of Tanzania from 2005 to 2015, speaking at a Forum in April with other former African leaders.

“The deeper conversation we’re going to have to have isn’t the bad apples, it’s the apples in the middle.”
Dahlia Lithwick, a legal reporter at Slate, at a Forum in April on the #MeToo movement and the media.

“If something in your heart says ‘I want to be part of rebuilding a really important city,’ we have a spot for you.”
Mike Duggan, mayor of Detroit, at a Forum in April on revitalizing the city.

“Language is power, and our language needs to reflect our values.”
Johanna Maska, CEO of Global Situation Room, at a Forum in March on the push to pass an Equal Rights Amendment to the U.S. Constitution.

“This is a loud country. ... We are loud about the things that we care most about, politics among them.”
Former Attorney General Eric Holder, at a Forum in May on his confidence that the country can reach common ground despite the “noise.”

“When the chips are down any president defending the interest of this country is going to realize that the transatlantic relationship is essential.”
David O’Sullivan, EU ambassador to the United States, at a Forum in April on the relationship between Europe and the United States.

“It’s important that we have these moments of silence to remember these individuals, but I think it’s just as important to speak up,” said David Hogg at a Forum event in March. “We have been silent for too long as a nation; we’ve allowed these things to continue for too long.” Hogg was talking about remembering the 17 people who were shot to death by a 19-year-old at Marjory Stoneman Douglas High School in Parkland, Florida, in February. But he was also talking about the need to honor the victims’ memories by doing more than holding a respectful moment of silence.

Hogg and five others—Matt and Ryan Deitsch, Emma Gonzalez, Cameron Kasky, and Alex Wind—are among a group of Marjory Stoneman Douglas High School students and alumni at the forefront of a growing national movement calling for gun law reform. In March, they visited Harvard just days before they led a major march for gun control in which hundreds of thousands of students across the country participated, in Washington and in hundreds of other locations across the country. Before the Forum event at which they spoke, the students met with President Drew Faust and students and faculty from around Harvard. They came to listen and to absorb as well as to speak. Kasky explained how he reacted after he began seeing the predictable reactions to the tragedy in the media and on social media. “I was listening to the news, and I was looking at my phone and seeing what was going on, and I started to realize I’ve seen this before,” he said. “What happens is we get two weeks in the news, we get a bundle of thoughts and prayers, everybody sends flowers, and then it’s over. ... We said no, you’re not controlling our narrative, you are not telling our story.”
Deep Roots
How Slavery Still Shapes Southern Politics
Maya Sen, Associate Professor of Public Policy; Avdhit Acharya, Stanford University; Matthew Blackwell, Harvard University

MANY STUDIES SEEK TO UNDERSTAND race relations and political attitudes by focusing on current demographics and efforts to persuade voters. Such analyses may yield valuable information, but they miss a crucial influence on people and communities: history.

The authors of Deep Roots draw on a concept called “behavioral path dependence”—ideas, norms, and behaviors passed down through generations of families and local institutions such as schools and churches—as well as empirical data to posit that the legacy of slavery still drives political attitudes in the South. They document that southern whites who live in communities where slavery was prevalent are more conservative and hostile toward policies designed to help African-Americans, shown, for example, in the differing attitudes within the cities of Greenwood, Mississippi, and Asheville, North Carolina—the former a town that once claimed the title “cotton capital of the world” and relied on slave labor, the latter a small trading town where slavery was a relative anomaly.

The divergent attitudes among southern communities first took shape during and in the aftermath of the Civil War; the authors write, when emancipation incentivized the economic and political suppression of African-Americans, who formed a large portion of the labor force. Even though the civil rights era led to a narrowing of the equality gap between whites and African-Americans, these political attitudes persist, they say. Although some may be skeptical that the institution of slavery continues to have such a lasting effect, the authors write, contemporary factors can go only so far in explaining the differences on the basis of region. Indeed, they note, the differences have remained consistent for the past 150 years. “This is an example of how an institution can lead to a political geography that remains long after the demise of the institution.”

Building State Capability
Evidence, Analysis, Action
Matt Andrews, Edward S. Mason Senior Lecturer in International Development; Lant Pritchett, Professor of the Practice of International Development; and Michael Woolcock, Lecturer in Public Policy

THE AUTHORS ARGUE THAT not even the best policy prescriptions will alone spur sustainable development. The process of implementing those policies is too often overlooked, they say, leading, for example, to building a school without ensuring that a high-capability education system has been established. To spur more effective functioning, they propose an approach called problem-driven iterative adaptation (PDIA), which begins with “generating locally nominated and prioritized problems” and proceeds “iteratively to identify customized best-fit responses.”

Constructing problems out of conditions is the first step in PDIA, they write, which forces policymakers and reformers “to ask questions about the incumbent ways of doing things, and promote a search for alternatives that actually offer a solution.” In a novel introduction to the potential uses of PDIA, the authors cite Lewis and Clark’s 1804 expedition to traverse the United States westward. In that case, the approach succeeded by focusing on the problem of establishing an all-water trade route to the Pacific and iterating by adapting the explorers’ path along the way.

The authors advocate “experimental iteration,” a process of identifying and putting into action multiple ideas to solve problems. In addition, they advise on where and how to get the needed authority to build state capability through the PDIA process, including adopting a communications and persuasion strategy. Mobilizing agents to build state capability may not be easy, they say, but many people seek a new way of doing development and are eager to embrace the challenge.

Professionalizing Leadership
Barbara Kellerman, James McGregor Burns Lecturer in Public Leadership

THE LONGTIME AUTHOR AND EXPERT on leadership has in recent years critiqued both leadership and the leadership industry. In her new book, Kellerman highlights in a problem she argues shortchanges people learning to lead: Leadership is treated as an occupation as opposed to a profession or even a vocation. She points out that leadership has no widely recognized body of knowledge, and no core curriculum or skill set considered essential. Moreover, unlike the professions, it has no generally accepted metric, no clear criteria for qualification, and no license, credential, accreditation, or certification considered by consensus to be legitimate. The result is that “we cannot distinguish those who are qualified to lead from those who are not.”

Kellerman finds most American leadership programs are “hasty and superficial” with one outstanding exception: the military. The American military educates its leaders, trains its leaders, and develops its leaders. This tried Kellerman concludes is key—and in this sequence. First leadership education; then leadership training; and finally, leadership development.

Kellerman acknowledges that most groups and organizations are not positioned to replicate military pedagogy. However, she writes that every group and organization can adapt and adopt some of its core principles. These include: making explicit the connection between leadership theory and practice; developing a logical pedagogical sequence; creating a core curriculum; integrating followership and leadership; distinguishing between leadership and management; crafting a code of ethics; and providing certification of competence on completion of the program—after a high standard of competence has demonstrably been met. Kellerman writes that “professionalizing leadership is not rocket science.” But it does require that we reconfigure leadership—start thinking of it as a profession that entails proper preparation as necessary precurser to unmitting dedication.

Can We Solve the Migration Crisis?
Jacqueline Bhabha, Professor of Health and Human Rights, Harvard T.H. Chan School of Public Health; Jeremiah Smith Jr., Lecturer in Law, Harvard Law School; Adjunct Lecturer in Public Policy, HKSS

THE GLOBAL POPULATION OF PEOPLE forcibly displaced from their homes now exceeds 65 million. And every minute, driven by a mix of forces that include conflict, natural disasters, and economic privatization, 24 more people join them.

This is unquestionably a crisis, both for those caught in the wave and for those on whose shores it is breaking. But before she asks whether, and how, we can solve this crisis, Bhabha asks what kind of crisis it is. Sweeping through history recent and ancient, Bhabha establishes the relative frequency—if not normalcy—of these great dislocations. As recently as the 1990s, more than 10 million were displaced by civil war in Pakistan and 3 million more following conflict in Vietnam, Laos, and Cambodia. In the 1990s, 2 million were displaced following the dissolution of the former Yugoslavia.

Bhabha examines the deep drivers of this great movement of people, and possible solutions, such as a $100 billion violence-prevention program in Honduras supported by the United States—a relatively inexpensive but effective way to reduce the violent crime driving so many people northward. However, a crisis cannot be viewed through a single lens: “the perceived threat to the already present community”—and Bhabha underlines its moral and ethical dimensions. “Because we share not only the surface of the earth but a common, deeply intertwined set of interests and an ultimate dependence on each other, the duties we owe strangers have to be capacious, clear, and sustainable.”

Straight Talk on Trade
Ideas for a Sane World Economy
Dani Rodrik, Ford Foundation Professor of International Political Economy

FOR RODRICK, THE STRAIGHT TALK BEGINS with a rebuttal of the nearly unanimous credo of his fellow economists that untrammeled free trade is a universal good and one against which it is a “barbarian.” Their reluctance to acknowledge any negative consequences of trade has hurt their credibility, he writes, and has helped opponents seize on an alternative narrative that is itself often wrong. In response, the author promises a balanced perspective on trade and other areas.

Arguing for the relevance of the nation-state rather than the “global commons,” he contends, “We need a pluralistic world economy where nation-states retain sufficient autonomy to fashion their own social contracts and develop their own economic strategies.” He discusses the problems of Europe when it sought to implement a single unified market and how the demands of a global economy have affected countries with lagging economic performance, such as Mexico.

Rodrik differentiates between policies that don't spill over national borders, such as those related to education, and those that do demand global rules because the outcome is shared by all nations—such as policies on climate change. And then there are policies somewhere in between, which may need to be regulated at the international level depending on whether the costs are borne primarily domestically or across borders. He also advocates for growth policies for the future, including increased public investment and green industrial policies, that will be sustainable in a global environment. Economists have underestimated the fragility of the current form of globalization, he writes, and new solutions are needed to help those excluded by it.
1959
Knud Krakau
full professor of North American history at the Free University of Berlin since 1974 and emeritus since 2002, has written more than 100 publications in the fields of U.S. political and constitutional history, U.S. foreign policy and its cultural and intellectual foundations, and U.S.–Latin American relations. His major work was The American Sense of Mission and International Law, published in 1967.

1961
Peter Barrett
writes, “In my eighties and have taken on the task of designing the Museum of Grand Bahama. I spent most of my professional life as a planner in the Bahamas.”

1966
Wayne Sherwood
worked for 15 years for various planning consultants and government organizations in Massachusetts preparing local and regional plans. “Spent 25 years as research director for a national organization lobbying for affordable housing in Congress. Continue to put out an e-mail newsletter from home about low-and-moderate income housing programs and needs. Currently on the board of Montgomery Housing Partnerships in Montgomery County, Maryland, and work on local affordable housing issues. Live in Takoma Park, Maryland.”

Stephen Trachtenberg
writes, “My most recent book on leading colleges and universities was just released by the Johns Hopkins University Press. I was the only member of our class that showed up for the 50th reunion.”

1967
Douglas Johnston
after graduation, served another three years in nuclear submarines, then seven years in government (last job as deputy assistant secretary of the navy). Returned to the Kennedy School as founding director of its first executive program (in national and international security). Also taught and completed a PhD in political science. After 12 years as EVP/CEO of CSIS, founded the International Center for Religion & Diplomacy to bridge religion and politics in support of peacekeeping. Among Douglas’s publications: Religion, the Missing Dimension of Statecraft (Oxford, 1994) and Religions, Terror, and Error: U.S. Foreign Policy and the Challenge of Spiritual Engagement (Prager, 2011).

1970
Tom McLaughlin
writes, “Went from Kennedy School to the Army and Vietnam. Later, got my PhD in government (in 1977) and spent most of my career in think tanks—Brookings and RAND. Seven years ago, I moved to Georgetown University to teach in the Security Studies Program, and will retire from that program at the end of this semester.”

1971
Sonya Ingram
writes, “I and a group collaborated and conceived The Riverside Church in New York City to diversify its portfolio out of the largest fossil fuel exploration and production companies. I am advising a church to develop a new mixed-use real estate acquisition and control an entire city block. I recommended bankers to acquire acquisition financing. As a landowner, I am recommending carbon sequestration, natural resource development and marketing projects. I am developing a program to support people who want to pursue strategies that build community resilience.”

1974
Roland Castaneda
writes, “I served as general counsel to the Dallas Area Rapid Transit Agency from 1994 to 2002. I was founder and chairman emeritus of the Texas General Counsel Forum (TGCg.org), a statewide peer-to-peer networking organization for 600-plus corporate general counsel that focuses on law department management practices. Currently, a founder and CEO of the Cyber Law Consortium, a statewide two-tiered networking organization for in-house legal and information security personnel who report to C-level executives. A distinct program is designed for general counsel, C-level executives, and boards of directors that focuses on governance-level strategic issues.”

1975
Susan Leicher
writes, “While continuing to work professionally as a social policy analyst for a range of New York City philanthropic, nonprofit, and government institutions (most recently, the New York Women’s Foundation), I have somehow managed to write a novel, Acts of Assumption, that will be published sometime in early 2019. Watch out for it — it is a splendid read!”

1976
Phil Scanlan
has had a career spanning diplomacy, public policy, education, global enterprise leadership, and NGO/entrepreneurship. Phil and Julie Scanlan have seven children and seven grandchildren. Through President George H.W. Bush in 1992, Phil founded the bipartisan Australian American Leadership Dialogue (AALD), described as “the most creative and productive exercise in private diplomacy in Australian history.” Phil was Australian consul general in New York from 2009 to 2013. In 2009, Phil founded the New York Global Leaders Dialogue. He serves on private equity advisory boards in London and New York and chairs Lifejourney International.

1977
William Ballenger
writes, “Since 1977, I have served as director of the Michigan Department of Licensing and Regulation, state racing commissioner, and publisher of a subscription newsletter, Inside Michigan Politics. I now publish Thedlballengerreport.com and do a lot of TV and radio and public speaking.”

Stephen Salyer
writes, “After 25 years in public television (SIP/NET/NY) and public radio (CEO, PRI) I joined Salzburg Global Seminar in 2005 as CEO. Started by three Harvard goals in 1947 as a ‘Marshall Plan for the mind,’ we convene multi-year strategic projects in health, media, law, environment, arts innovation, etc., where opportunities exist for leveraging present and emerging leaders and ideas across borders. Our network includes over 30,000 fellows in 170 countries, with anchor programs year-round at Schloss Leopoldskron (the castle in Salzburg, Austria, made famous by the film ‘The Sound of Music’). Visit SalzburgGlobal.org to find out more. Offices in Washington, London, and Salzburg.”

Xavier Suarez
writes, “My son, Francis Xavier Suarez, followed in my footsteps and was elected mayor of the City of Miami last November. He and I served simultaneously in the city commission and county commission, respectively, for five years prior to that. Francis’s wife, Gloria, just gave birth to a daughter in April of this year, she is our 50th grandchild. I currently serve on the Miami-Dade County Commission, which has 15 county commissioners and has a $7.2 billion budget as well as the world’s largest passenger port and the airport with the largest number of airlines.”

“Spent 15 years as research director for a national organization lobbying for affordable housing in Congress. Continue to put out an e-mail newsletter from home about low-and-moderate income housing programs and needs. Currently on the board of Montgomery Housing Partnerships in Montgomery County, Maryland, and work on local affordable housing issues. Live in Takoma Park, Maryland.”

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Greatest pleasure is found watching my two kids establish their own families and otherwise thrive.

James McGuinness

1981

Lisandro Bill ma is progressing with venture capital investing in tech companies from Argentina that target global markets in big data, the internet, and biotech. He also actively participates in the business and public policy agenda to foster innovation, entrepreneurship, and venture capital in the country.

William “Bill” Hamilton mwa has a new book out titled The Wit and Wisdom of William Hamilton: The Sage of Sheepdog Hill. Available now in large-print paperback and Kindle at Amazon, the book is a special collection from his more than 2,000 Central View newspaper columns and articles spanning his 35-year writing career. Over these years, Bill has shared interesting views from his extensive experience in the military, government, and politics. He was inducted into the Oklahoma Hall of Fame.

IN THE FIELD

HKS FUND OUTSTANDING ALUMNI AWARD

I Like Making Government Work

Mary Kurkjian

1978

“I like making government work,” says Mary Kurkjian mpp 1978. “That’s why she decided to focus her career on improving public policy through management.”

After graduation, she worked as an analyst for Consumers Union, but realized she wanted to be more of a manager. She soon returned to Cambridge when she was offered a job at the Kennedy School to help establish a new executive education program for leaders in state and local government.

“I was in this position that she met former Governor Michael Dukakis, who had come to teach at the Kennedy School after losing his bid for reelection in 1988. He told her that all of the action was at the state level of government. Inspired by Dukakis, she went to work for the Commonwealth of Massachusetts, focusing on human services and unemployment programs that had an impact on lots of people. But, over time, she realized that state government didn’t reach the velocity she craved. So, she left for a position at Unisys, a technology company that consulted with state governments. Here, she says, “I went from one to another.”

Forty-four of them, to be exact. This is the number of states where Kurkjian has worked to improve public services as a consultant at various companies with government clients. She has seen technology change from being a small part of government operations to being a critical element for serving people well.

During her time at the Kennedy School, Kurkjian valued her connections to classmates and the faculty. “Only 45 students were in the program at the time,” she remembers. “We were in the same classroom all day, and the professors came to us. We all became really good friends.” One of her fondest memories is organizing a conference on women in public service in 1977, one of the first of its kind at Harvard. It drew 350 people and more than 20 speakers. “I wanted to hear what women had to say about working in and with government, and organizing the conference with my classmates was its own growth experience.”

“It’s been important to help others much like I was helped.”

Mary Kurkjian mpp 1978

For his dedication to support to the School, has spent a lifetime dedicated to stabilize government work better.
different thoughts, feelings, and experiences. I got my postal bookkeeper, Night Shift, Tuckerman, public meeting!” The name Harvard clicks wherever I go!”

Dick Tofel mpp since 2013 has been president of ProPublica, of which he was the first employee back in 2007. The investigative news nonprofit has won four Pulitzer Prizes at the hands of five others. It now has a full-time staff of more than 100 and an annual budget of $35 million. ProPublica had more than 34,000 donors in 2017.

Roy Watson mc/MPA writes, “After more than 40 years running a successful law practice specializing in U.S. immigration law, I have accepted a position with the Department of Homeland Security, USCIS. It is most enlightening now working on the ‘other side’ of the table. After a fairly long time, there was almost exclusively employment-based immigration, which has now become a focus of USCIS. My two children graduated this year from UMass Amherst. One looks to grad school as a physician’s assistant. The other aspires to be a foreign service officer with the Department of State. My wife, Chela, a native Venezuelan, teaches at a local private school. Both children speak Spanish as a first language.”

1984

Lorie Edwards mc/MPA is currently based in Washington, DC as the Director of Strategic Affairs. “I teach public policy and international affairs at Waterloo and Wilfrid Laurier universities. My research explores the use of science and technology for the poor, with a particular focus on initiatives to support the health of women and girls in Africa and Asia. Still very active in development, I work closely with Partners in Health Canada. I left the foreign service in 2009, with great memories of my appointments as Canadian ambassador to Kenya, South Africa, and India. Tom, our three dogs, and I are looking forward to a Dogwood retreat at our cottage in the Gatineau Hills.”

Ron Hellie mc/MPA, “After graduation, I stayed on at the Kennedy School to develop courses in leadership. It’s been a real blessing to teach generations of students from around the world to the watch and the School grow in every way.”

Mohammad Siddiqi mc/MPA writes, “For the last 30 years I have been teaching management subjects to MBA/MPA students at School of Management, Sciences, Qa University, in Ismailia. It was exciting to share my experiences with students around the world with the students—cultivating a global perspective. I have also been writing poems, reflecting

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CLASSNOTES

We were recently at the Kennedy School for the first time in years and were impressed by the terrific new buildings—and how happy and engaged the students seemed!”

Claire Camper mpp 1986

1987

Beth Kolbo mpp PhD 1992, “I’m happy to announce that my new book, The Witching Hill School: How Accountability Evolving for the Digital Era, came out this summer from Fordham University Press. It’s a study of how American newspapers are fulfilling the watchdog role of the press in the digital age and is very much inspired by my studies of press politics of the Kennedy School. It is working in multi-lingual contact center for government agencies, and housing social service agencies, and housing international water and coastal habitats.”

Felisa Tibbitts mpp writes, “I’ve been living and working in Mozambique for the last five years and loving it! I teach international education development at Columbia, a nice follow-up to my time as a Human Rights Fellow at the HKS Summer Program. Would love to catch up with HKS classmates in the chy/tibbitts@gmail.com”

1985

Ken Davies mc/MPA writes, “Ecstatic to share that our daughter Emma Elizabeth Davies will be joining the HKS MPP class of 2020 this autumn, following her two years in the Peace Corps in rural Gambia, West Africa. Her parents, Ken and Maughran, continue to reside in Jinja, Uganda. Warm greetings to all classmates and friends.”

Tom Gardner mpp is a student of government at West Florida University, and a proud grandparent. “Daughter and son-in-law are both with the Department of State. Son about to graduate from college and move to a real job—how and happy the engaged students the FK. I teach international education development in Mexico. It has been the most ambitious transformation of our student development system in decades. I am implementing a new education model for 9-12 based on five pillars: new curriculum, pedagogy and materials, new school with better infrastructure and stronger leadership abilities for principals, professional development of teachers based on quality; inclusive quality education with equity for everyone, a governance of the education system.”

We were recently at the Kennedy School for the first time in years and were impressed by the terrific new buildings—and how happy and engaged the students seemed!”

Claire Camper mpp 1986

1986

Clarke Camper mpp, “I have been with my wife, Naomi 1997, and three teenage kids in Chevy Chase, Maryland. We recently were at the Kennedy School for the first time in years and were impressed by the terrific new buildings—and how happy and engaged the students seemed!”

Jim Drane mc/MPA, “I have been retired from the foreign service since March 2010. I consulted with the Department of State for over 10 years and taught Junior Officer Training for six of those three years. I worked at our embassies in Bogota, Amman, and Baghdad, usually for two months of temporary duty, and my focus was management issues and narcotics control. I moved to Rehoboth Beach, Delaware, 10 years ago and am enjoying playing golf, reading, and enjoying my grand children.”

Deidre Hack mc/MPA was shortlisted by Ethical Corporation as Responsible CEO of the Year with the CEOs of Patagonia, Danone, Accenture, YouGov, Global Telecom, and Firmenich. “It was particularly meaningful as all the other CEOs head multinational corporations.”

Alasdair Roberts mpp PhD 2017 became director of the School of Public Policy at the University of Massachusetts Amherst in September 2017. “My new book, Con Government Do Anything Right!, was published by Public Books in March.”

Targon Thiele mc/MPA writes, “The deep ocean provides the largest living system on Earth, the blue planet but is increasingly stressed by human activities. My efforts continue to focus on the ocean and example exercises you taught to many in our class of 1985.”

1983

35th Reunion

Rita Lael Bartz mc/MPA writes, “Negotiation captured my attention in my second year as an MPP student learning from the best—Jim Sabenskin, Larry Suskind, Roger Fisher. I applied my new skills representing Pan Am flight management subjects to MBA/MPA students at School of Management, Sciences, Qa University, in Ismailia. It was exciting to share my experiences with students around the world with the students—cultivating a global perspective. I have also been writing poems, reflecting
Survival collateral damage from political violence and exposure and returned to teach law.

Eduardo Rodriguez Velzce 1983

Tahar Farahat MC/MPA 1993, “Dear colleagues, my career in diplomacy and foreign affairs included postings in Vienna, Bruxelles, Tokyo, and a tour as consul general in Shanghai. I served as ambassador to Kuwait and then to the Netherlands. I retired last year. Unfortunately, I was diagnosed early this year with cancer of the colon. I am now under chemotherapy, which sadly prevents me from returning to my work. But I wish everybody partaking lots of fun and wonderful memories. Hoping to see you at our next reunion. Wish you all the best.”

Anne Huse SR 1995, “I’m still working at the Minnesota legislature for the House DFL Caucus as their Senior Staffer (the Minnesota version of Democrats). Because the legislative session ran through May 22, I couldn’t make it to the reunion, but I traveled to Boston/Cambridge in early June—my first trip back in 19 years (!) How did three decades just zip by?”

John McLaughlin MC/MPA retired from state law enforcement and joined the federal government conducting national security investigations for the United States. In his last state assignment, he was chief of the fugitive unit and a member of the FBI Bulger Task Force. John overview the Whitby Bulger fugitive investigation. Bulger was apprehended in 2011 by John’s former colleagues. John accepted an appointment as assistant professor of criminal justice and law (tenure track) at a local private college in the Boston area. Currently, he spends his time on the National Security Areas committee, notably at the National Archives on Civil conflict situations—and loving it! Lots of chances to connect with HKS grads in my capacity! Volker Baas 2008

Carol Becker MC/MPA 1990, “I retired from the State Department in 2013. The last six years were at passport services, where I ended up with 70 and Satisfaction. Management is a real vacuum. Since then I volunteered, until recently, most notably at the National Archives on Civil War records to support the preservation of Alexandria, Virginia, only 45 minutes away from all children and grandchildren. life is good!”

John Carlson 2000, former staff of the Financial Services Information Sharing and Analysis Center (FS-ISAC), a 2,500-member nonprofit that focuses on ensuring the resilience and continuity of the global financial services infrastructure against cyber and physical threats. He previously served in a variety of leadership roles at FIS, the Financial Industry Regulatory Office of the Comptroller of the Currency, the U.S. Office of Management and Budget, and the Federal Reserve. He has been married to Mona Yacoubian MC/MPA 1998 since 1996 and has three adult daughters.

Ellie Cohen MC/MPA has been CEO of Paint Blue Conservation Science, based in California, since 2013. After Help and Protect Blue’s dozens of scientists strive to reduce the impacts of climate change and other environmental threats to wildlife and people while developing nature-based solutions. Ellie likes Point Blue at the LN’s global climate change body (UNCCCG), speaks regularly on nature-based solutions, and is a contributing author to the national Climate-Smart Conservation guide (NWF) and serves on her town’s sustainability commission. She lives north of San Francisco with her two children and her husband.

Roselia De La Paz Mag MC/MPA 2002, “My experience at HKS as an Edward S. Mason Fellow broadened my horizons and my network. I opened up many opportunities, which propelled me to rise quickly to the top of my corporate ladder. I retired at full-time executive banker in 2010. However, I ended up being busier than ever before in consultancy, socio-cit- community activities, in my home city of Pasig, Metro Manila, Philippines, where I sit on the board of the Pasig Power & Order Council, Pasig Development Council, Pasig Anti-Nuisance Order, Courtbies Builders MPC, Bankers Institute of the Philippines, P volteen Public Relations Society of the Philippines, Zonta International, and Rotary International. I am still enjoying the legal world as a joyful reunion. I wanted to share with you the joy of being with my family in our vacation house at the Baltic Sea shore, going sailing and mountain biking!”

Laura Bailey MC 2009, “September 2017 I found myself in D.C. as lead social development specialist after eight years overseas leading World Bank programs in Armenia and Papua New Guinea as country manager. I’m returning to work I’m really committed to—development in fragile and conflict situations—and loving it! Lots of chances to connect with HKS grads in my capacity! Chris Sturgis 2001 lives in Santa Fe, New Mexico. Her consulting firm MetVelo ("metis" means "local knowledge") has worked for over a decade in shaping strategies. For the past eight years, she has focused on creating next-generation education. She co-founded CompetencyWorks to help public schools learn the skills they need to go to mastery-based learning.

Eduardo Rodriguez Velzce MC/MPA 1983, “Public service can be an exciting journey. Looking back 30 years after HKS, life exceeded most ‘case studies.’ Trained as a lawyer out of graduate school, I was appointed to the Supreme Court, from where, unexpec- tedly, the presidency of Bolivia in stormy times. Survived collateral damage from political exposure and returned to teach law. For the last five years I was in service as ambassador of Bolivia to the Netherlands, posted as an agent before the International Court of Justice in a challeng- ing case about Bolivia’s access to the Pacific Ocean. Hopefully the journey will be completed at a good port!”

Sue Battle-McDonald MC/MPA 1989, “This year was an amazing year of giving. The Katie Beckett Award is presented annually to the person who best person- ifies the spirit and passion of the Beckett family. I was featured in a November 2017 article on the role of personal philanthropy. In late 2013 Helen set up The Caroline Foundation, a single- purpose Irish charity to raise funds to pay the salaries of additional cancer researchers in Ireland. We are displaced at present for ‘government’ of our beautiful country and occasionally visit us at the TV. We hope Servant Leader Patriots regain control of our government soon. Would be thrilled to hear from any of our classmates!”

Robert Dodge MC/MPA 1991, “I had my seventh nonfiction book published, Tempest Too?: The Refugee Experience Through One Person’s Crystal. It’s about what refugees have experienced and hope they have been received since resettlement in the United States. Lina Keller MC/MPA is working on a history PhD at American University focusing on the roots of American democracy. Larry ‘Bill’ Meyers MC/MPA was featured in a November 2017 Columbia Journalism Review article on the role of personal philanthropy in the newsroom. He is a cofounder and the chair of Foothills Forum in rural Rappahannock County, Virginia. Robert Norton MC/MPA, I’m a Canadian diplomat, inspired by the HKS experience (including being named a Lil’starr Fellow and award) (albeit at Johns Hopkins, not Harvard). Subsequent to HKS, I represented Canada for 14 years (not consecutively) in the United States (albeit D.C., including as}

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The HKS Alumni Network of the United Arab Emirates was formed just three years ago, but it has already had a big impact on the more than 80 alumni who live and work in the UAE.

Gayane Afrikian mc/mpa 2005, president of the network, says, “The strong sense of belonging and community service among our alumni in the Emirates plays an important role in our personal and professional growth. We give back to each other, to the country we live in, and to the School.”

The alumni network, one of 26 such groups that have been officially recognized by Harvard Kennedy School, holds several signature events each year. An annual policy conference, “Policies for the Future Dialogue,” this year centered on China’s belt and road initiative. It featured alumni and other experts from the UAE and China discussing topics that ranged from new areas for economic growth to China’s policies in the Middle East. The gathering was held in April in Dubai.

HKS Alumni Network of the United Arab Emirates

The HKS Alumni Network of the United Arab Emirates is centered in Dubai and is made up of nearly 100 alumni and friends who live and work in the UAE. The network is organized by the HKS Alumni Network of the United Arab Emirates, a group of alumni who have lived and worked in the UAE for at least two years.

The network was formed in 2012, when a group of alumni met in Dubai to discuss the idea of creating a network for alumni who live and work in the UAE. The group, which included Gayane Afrikian mc/mpa 2005, Gayane Afrikian mc/mpa 2006, Al Mulla mc/mpa 2016, Taufiq Rabbani mc/mpa 2009, and Shaikh Hussain Ali mc/mpa 2009, decided to create a network to bring alumni together and to provide a platform for alumni to share their experiences and to connect with each other.

In addition, the network holds a gala each spring, when Kennedy School alumni and dignitaries from across the region gather to celebrate a particular theme. This year, it centered on the citizenship of the late Sheikh Zayed bin Sultan al Nahyan, founding leader of the UAE.

“In a short period of time, the HKS Alumni Network of United Arab Emirates has developed a tradition of branded landmark events,” says Afrikian. For its work to advance connections among alumni in the Emirates, the HKS Alumni Network of the UAE this year received the School’s annual Alumni Network Engagement Award.

The Strong Sense of Belonging

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HKS alumni directory

HKS Alumni Network of the United Arab Emirates
CLASSNOTES

1993 25th Reunion

Brian Briggs mpp, writes, “I am currently vice president for Inclusive Economies and Markets at the World Bank in New York City, with a broad global and domestic portfolio. After HLS, I got a PhD and spent nearly 20 years on policy as a professor (HKS, then MIT Urban Studies and Planning) or serving in the U.S. government, most recently in the White House. I moved to Ford in 2014 for a new leadership adventure and because those times like this demand that we go all out. Look forward to teaching and writing again at some point and helping others develop creative social change strategies, doing more media work and creative storytelling. We need culture, meaning, and public will for justice.”

Kim Laborde mpp, asks, “Do you know what are the world’s worst humanitarian crises? Do you know how much they cost the world in terms of human suffering, and what we can do about them?”

Vinda Maharaj mpp, writes, “Together, Green, the New York City-based nonprofit ‘action tank’ I started in 2008, is turning 10. ‘action tank’ works to institutionalize the passage of laws and regulations that benefit communities. It is pursuing a broad range of initiatives, from net neutrality to affordable housing to environmental justice.”

Pamela Ralston mpp, writes, “I have published four books, all on immigration law and policy, and I have been a professor for about 18 years. I’m sorry to miss the 25th reunion for our class, but I do wish everyone well, and if you’re visiting Santa Barbara, please do let me know.”

Vicente Ricarte MC/MPA, mpp, “I served as the secretariat (minister) of environment and natural resources of the Philippines from 1998 to 2000. Among my most fondest memories with my team, I am most proud of giving back to the indigenous peoples of the Philippines and the spiritual and material benefits they have granted me. I am also proud of the work I did to institutionalize the passage of the Indigenous Peoples Rights Act of 1997. Upon retirement, I set out to plant trees to keep the area I am vulnerable to extinction in the wild. I am now a living museum of native trees—the first in my home province. I am still active in my NGO work advocating good governance and sustainable development.”

Sally Taylor MC/MPA, mpp, “I’m still sticking with the union, as senior policy analyst at the American Federation of State, County and Municipal Employees. Will be 20 years next year. I got a law degree a few years back, and use it to represent individuals in asylum cases. My interest in the politics and culture of Southeast Asia has led me to publish two scholarly and popular articles, including ‘Of Temples and Territory: The ICJ’s Preah Thipheak Decision and Implications for Regional Dispute Resolution,’ and articles in New Mandala, ASPI’s Policy Forum, and The Mekong Review. Have loved seeing classmates in cities around the world. Say hello anywhere.”

1994

John Hinckle mpp is living in Washington, D.C., where he runs Le&Braxton, an online activist community fighting for progressive candidates and causes (when he is not proselytizing with Words with Friends).

Three Lukow mpc/MPA was elected chair of the New Jersey SEEDS Board of Trustees in March. Then joined the board of SEEDS in 2015, and has served as chair since 2015. New Jersey SEEDS is a nonprofit that provides educational access to high-quality low-income students. Since SEEDS’ founding in 1992, nearly 2,500 scholars have graduated from its programs. Learn more at seedsnj.org.


1995

Leila Padroinits Battles [MC/MPA] has three master’s degrees, in engineering, science, and public administration. Her PhD is in ‘Sustainable Production and Consumption.’ She has been actively involved in sustainable development issues representing Sri Lanka in many UN international and regional conferences and also assisting the Asia and the Pacific region on several occasions. She is currently working on an evaluation tool in environmental policy and management after retirement from the Ministry of Environment in 2012. Padroinits believes that learned societies should sustain efforts toward complete synchronization to see a healthy environment for future generations. David Manero mpp, notes, “Just finished up two rewarding and challenging years at the University of Minnesota. More research, and defense official. “Next stop is London (in Silicon Valley). HKS afforded me opportunities to work and live in Sunnyvale, California, and spent several years in Berkeley working with faculty and students.”

Christopher Nicholls MC/MPA, mpp, “‘Of Temples and Territory: The ICJ’s Preah Thipheak Decision and Implications for Regional Dispute Resolution,’ and articles in New Mandala, ASPI’s Policy Forum, and The Mekong Review. Have loved seeing classmates in cities around the world. Say hello anywhere.”

1996

Patrick Conigan mpp, mpp, “My consulting firm is growing. Recent topics include national housing, planning, and governance, boards, leadership, coaching, project management, positive psychology, collective impact, fighting human trafficking, reducing recidivism, strengthening laws in U.S. elections, reforming refugee resettlement, and tightening collaboration in global health. Clients include private sector, universities, nonprofits, and the U.S. government.”

Richard (Rick) Garcia MC/MPA served as an elected regional transportation district board member for the regional transportation commission in Denver and as a member of the Denver council, and more recently was a senior executive in the west region’s office of the U.S. Department of Housing and Urban Development in Colorado during the Obama administration. He currently resides in New York City with his wife and two daughters.

1997

Mark Boszko PhD, mpp, writes, “In 1997, a PhD and the internet and political participation seemed quite obscure. Not anymore! Now my focus is on how to help leaders develop the mindset to understand the nature of exponential change and design the strategies that can achieve real transformation in strategy, organization, and engagement.”

Patrick Coleman MC/MPA, mpp, “I attended the Kennedy School via a Fulbright scholarship in Central India and worked with C. Seemans Fellowship in Technology and Policy, and to work on environmental justice. I accepted the position of principal deputy director of the U.S. Department of Justice’s Bureau of Justice Assistance, and focused on issues still critical today: racial profiling, excessive use of force, mental health courts, crisis intervention, hate crimes, and victim services. I’ve continued this work in the private sector for more than 20 years. In fact, currently I’m vice president of child welfare, juvenile justice, and behavioral health at Westlink. All, of my time for an office in my hometown city of Pilar, and got elected to the local council. Two years later, after a brief fellowship at Stanford, I was for mayor of Pilar and got elected; so I am currently serving my first term until 2019, when I intend to run for re-election. I am married to Laura, a journalist and fact-checking hero. And we have three kids.”

Sally Taylor MC/MPA, mpp, “I have published four books, all on immigration law and policy, and I have been a professor for about 18 years. I’m sorry to miss the 25th reunion for our class, but I do wish everyone well, and if you’re visiting Santa Barbara, please do let me know.”

Rachel Flynn MC/MPA, mpp, “After HLS, I became a planning and building leader in Lynchburg, Virginia, Richmond, Virginia, and just a year ago Washington, D.C. After Virginia and California, I did a brief stint in Abu Dhabi, consulting for the Urban Planning Council. While in Oakland, I was asked to join FivePoint, a real estate development company (an affiliate of Lennar), to oversee a large mixed-use development project in Concord, California. I was then approached by Google to join their real estate development team. So now I’m working and living in Sunnyvale, California (in Silicon Valley). HLS afforded me opportunities that I never could have imagined, and I am now fortunate to be able to collaborate and share so much of what I learned.”

Yassehdu Fese MC/MPA, mpp, has published 17 books so far. “The books are mainly on history and philosophy. Three more are coming soon.”

Michael Janda mpp, after various positions with different NGOs and MOUs, has been working since 2001 as a research officer for the United Nations Office on Drugs and Crime (UNODC). He works primarily on quantitative research on crime and criminal justice and runs the annual UN Crime Trends Survey. As part of his job, he works with countries to improve the quality of their crime and justice statistics and to carry out surveys on victimization, access to justice, and travel around the world and would love to hear from his classmates for a cup of coffee.”

1998 20th Reunion

Nicolas Ducote MPP, mpp, “Since leaving HLS, I cofounded CIWMP, the premier think tank in Argentina that is one of the top three in Latin America, which I directed for 10 years. After a fellowship at Yale, I went into politics, holding office as undersecretary of government in the city of Buenos Aires. In 2011, I am to run for office in my hometown city of Pilar, and got elected to the local council. Two years later, after a brief fellowship at Stanford, I ran for mayor of Pilar and got elected; so I am currently serving my first term until 2019, when I intend to run for re-election. I am married to Laura, a journalist and fact-checking hero, and we have three kids.”

Sibyl Ganem MC, mpp, “I spent my first years after graduation working at Mexico’s Central Bank. From 2002 until 2008, I was appointed counsellor for Mexico’s Ministry of Finance at the OECD in Paris, where I had the opportunity to be involved in a lot of negotiations regarding best practices setting and design of public policies. In 2012, I was appointed director general of...”

The now senior state's got a workout as more than 100 reuniomes gathered for Reunion in May, making it the largest ever.
Engaging with other HKS alumni can enhance your ability to make an impact on issues that matter to you.

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Marian Bayer MC/MPA 1999
writes, “Greetings from beautiful Natchez, Mississippi! I have accepted a dream job as director of music for St. Mary Basilica in one of the most beautiful and friendly cities in America. I also continue to advocate for Alzheimer’s research funding and to be a resource for full-time family caregivers struggling to provide end of life care for their loved ones. The Gus the Wonder Dog continues to hold my heart, and there is plenty of room for friends to come for a visit! Much love and warm wishes to all!”

Suzi Siegel MPP says her first book, Tiny New York, is a guide to the smallest things in the biggest city. The tenant studios in the Big Apple range from a baby dentist of the Museum of Natural History to a driveway basketball court in the Village that has produced some of sport’s biggest legends. Other tiny stars include the WPPS’s smallest bomb-sniffing police dog (45 pounds), the smallest police dog to have a police badge, and an itty-bitty topless bar (1,200 square feet). Her website is tinywork.com

2001
Paul Becker MPP, upon retirement from the Navy as rear admiral in 2001, founded and has served as CEO of a successful business, The Becker T5 Group, a consultancy and motivational keynote speaker services platform. Paul connects military leadership principles of “teamwork, tone, and tenacity” with corporate pillars of

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“performance, productivity, and profit.” He also shares a unique “patient’s perspective” with health-care audiences as a stage-four breast cancer survivor.

Marissa Jones M/MPA married William Friedman on August 20, 2017, at the Chicago History Museum, in the company of good friends and classmates. The couple met at the wedding of classmate Heather Hansen M/MPA to Theodore Farber—an unexpected gift of Kennedy School friendships!

Rick Minor M/MPA serves as the CEO of Second Harvest of the Big Bend, a food bank that delivers 7 million pounds of food annually to food-music families and individuals within an 18-county area. He is also a candidate for the Leon County Commission, with a primary election in August. He and his wife, Jessica Minor, have a four-year-old daughter and are expecting another child in November 2018. They also have a horse, two dogs, and a Siamese cat.


Koji Oishi M/MPA writes, “Hello, I hope you guys are doing well. It is nice to keep myself connected to my classmates this way. I live in London and work for the Kuwait Investment Office as a fund manager, managing their investments in Japanese equities.”

Carlos Osorio M/MPA, a cofounder of Chile-based Yolken Investment Research Lab, coauthored the methodology for enabling innovation learning (Steve), which received the Wharton Q3 Innovation Education Award for best innovation in teaching delivery. This approach synthesizes 30 different innovation, design, and development processes, and works with the cognitive and emotional determinants of technical performance under highly risky, uncertain, and ambiguous environments. Also a graduate of MBI with a PhD, he just finished his final year as an international Fellow at the Sloan School of Management.

Swamin Wickram M/MPA left his staff position as senior economist at the World Bank in Washington in 2004 to return to his native Nepal to become a senior policy-maker in the government of Nepal’s National Planning Commission. He served as a member of the commission for two terms before rising to head the institution as vice-chair until February 2008.

2002 Hyung Du (Daniel) Choi M/MPA writes, “Thanks to the numerous case studies, leadership discussions, and practical policy courses, I could become a public servant from being a journalist. In addition to my two-decade career as a journalist, my Harvard degree seemed to draw much attention from the public sector. Firstly, I was offered the position of deputy minister in the prime minister’s office—a position responsible for public relations planning. After that job, I was picked up by the president’s office as secretary of public affairs. Lastly, I became the spokesman for the National Assembly. It was an unprecedented career path, which has sharpened the most important cores of executive and parliamentary branches.”

Ernest Gordon M/MPA just landed a $140,000 grant to address the issue of access to orthognathic surgery for people with cleft palates and facial deformities. Success requires state legislation and meetings to persuade insurance companies to comply with the law.

2003 15th Reunion James Akins M/MPA writes, “Sorry to miss this year’s reunion as we wrap up our three years in Rwanda. Moving to Germany in August, which will make six counties since graduation after Honduras, Cuba, England, and Iraq, not counting a few years in the States. Another adventure with wife (Karen) and kids (Ali, and Anna) putting my degree to good use through the U.S. foreign service. Love running into other Kennedy School grads either through diplomatic work or doing other great things around the world. Have a great summer, God bless, and hope to see you all at our 2023 reunion.”

Robert Choedurphy M/MPA writes, “My wife, Adriana, and I are enjoying living in New York City with our two-year-old toddler, Andrey. We haven’t had the pleasure of visiting Cambridge recently but have been fortunate to meet classmates in other cities in the world. I wish everyone in the MBA 2003 class peace and good health, and hope to see you as many of you as possible in 2023!”

Marcelo Drago M/MPA says to everybody! “I am currently serving as president of the Chilean Transparency Council, an independent public office in charge of Freedom of Information Act enforcement. I was proposed by President Michelle Bachelet and confirmed by the Senate in 2004 for six years. Before that I served as legislative and senior public policies advisor at the National Congress, participating directly in legal reforms related to pension, labor, health, elections, and the constitution, among other things. However, my most rewarding role is to be husband to Carmen Gloria and father of three great kids (and expecting a fourth)!”

— Moving to Germany in August, which will make six countries since graduation after Honduras, Cuba, England, and Iraq, not counting a few years in the States.

James Akins M/MPA 2003

Jack Schrinner M/MPA, previously Long Beach City manager, was elected Nassau County comptroller. He vowed to bring independent reform, transparency, and accountability to Nassau County upon taking office in January. Schrinner ran on a platform focused on fixing the county’s finances and its contracting process, contending that demands for reform have long been ignored. He prioritized modernizing the county’s financial operations, auditing agencies to target waste, fraud, and abuse, and making the comptroller’s office more accessible to residents.

Vlad Spang M/MPA 2006 has joined the U.S. Postal Service, holding the position of manager of trade policy and process in the international operations division.

2004 Melissa Brandt M/MPA recently joined East Bay Community Energy (EBCE) as director of regulatory and legislative affairs and she deputy general counsel. EBCE is a newly formed public agency, called a community choice aggregator, that will be supplying energy with high renewables and greenhouse gas-free content to the homes and businesses in Alameda County, California, helping local communities achieve environmental action goals and reinvesting earnings directly into the community. In her new role, Melissa interfaces with state agencies and the California legislature to support EBCE’s mission of leading the state toward decarbonization.

Stephen Frost M/MPA writes, “I’m working on my third book on democracy and inclusion—how to build inclusive organizations. Now running a team consulting to boards and CEOs worldwide. See frostconsulted.com. In an age of polarization, our work is more...
important than ever. Would be interested in hearing from fellow alumni working in this similar area.

Lindy Miller ’08 (ba), in running for public service commissioner, a statewide position that decides how many property tax dollars go to utilities and guides future infrastructure investments. Lindy earned degrees from Penn and Harvard, worked at Deloitte during a 15-year business career, and started her own renewable energy company—all while running for public office.

Robin Peach ’11 (mpa) has retired from a long career in public service where she most recently developed and ran an award-winning program on climate resilience for the Massachusetts Port Authority. While she continues to consult part-time on climate resilience, she has added a new passion to her portfolio—the F.M. Alexander Technique. Recently enrolled at The Alexander Educational Center’s three-year teacher training course in Berkeley, California, she is interested in using the technique’s principles to help policy makers, managers, and entrepreneurs better address and redirect harmful habitual actions to reach increasingly ambitious leadership goals.

Clare Sanford mp ’06, “I was named one of the Minneapolis/St. Paul Business Journal’s 2019 Women in Business Award winners for my work as a lobby director and advocate for high-quality early childhood education. I’m finding this fascinating but mostly hilarious since the last thing I have ever considered myself is a ‘businesswoman.’

2006
Robin Hamilton mc ’06, owner of Altablur Robin Production Company, completed her second documentary, Dignity and Defiance: A Portrait of Mary Church Terrell. The film documents the life of the famous suffragette and civil rights activist in Washington, D.C., at the turn of the century. To learn more, go to aroundoblon.com.

Liz Hartman mp ’06, “My two little boys are now ten and five. We moved to thaca, New York, in 2014 for my husband’s job and love it here. I’ve been keeping busy with the boys and getting a congressional race off the ground in New York’s 23rd congressional district. The candidate is now the front-runner in a DCC Majority Districts Meme.”

2007
Timothy Sommers ec ’07, U.S. Coast Guard Academy, is currently commanding officer of the U.S. Coast Guard cutter Dauterive. He will be in New York City area for the summer as the ship undergoes major repairs.

2008
Kanyar Avaci ec ’08, “After HKS, and in pursuit of Africa’s development, I joined the African Export-Import Bank in 2009 as head of trade finance. The job ensured financial/policy interventions and the mobilization of substantial quantities of global trade. In the period to 2018 we achieved remarkable growth in our leverage/scale of trade finance from about $5 billion to $50 billion. In 2016, I became managing director of the intra-Africa Trade Initiative, operating as a one-stop shop for leading advisory/advocacy, and multiple interventions aimed at export development and trade facilitation, including intra- African trade and deepening Africa’s integration.

Charles de Segundo mpp ’09, “I’ve spent nine of the last ten years working at PIMCO, an investment management firm focused on bonds. Last year I took a year off and travel with Courtney (married in 2009) and my daughter Imogen (5). We have visited Iceland, Italy, Switzerland, France, New Zealand, Australia and Singapore as well as Taiwan, China and Japan before returning to New York City in July. Haven’t got a job yet for my return, but am looking at another chapter in asset management, or perhaps work in advisory/consulting. Am very sorry to miss you guys next month. I have so many happy memories and am so grateful for the friendships HKS gave me.”

Reze Dull mc ’06, "I am currently an advisor to the local government in the country of Mozambique in the northern region of Mozambique—one of the most sensitive regions covering seven moons, full of interest for me in this ability to use my own leadership skills, management, and entrepreneurial skills to address and redirect harmful contractors, enabling the marketing of goods and services.

Donna Hockey mc ’06, “In May 2018, my husband and I founded Samul Brewing Company, dedicated to creating non-alcoholic craft beer. We live in the beautiful Banana Bay area with our three children, now four, and a newborn baby. I take a lot of pride in being able to make a children’s book out called The When Before. When I have been writing stories that champion diversity and inclusion and unite tales with different cultural and religious celebrations in the United States.”

Gebhard Otchera mc ’06, “After school I moved back to New York and went consulting in handbags. I was one of the few who experienced Lehman Brothers as a liberation—I was free to start our own enterprise together with other Harvard graduates. It was a time of incredible growth, many things require (much) more than just brains. After some time serving the great Muslims as an Award winner for my work as a lobby director and advocate for high-quality early childhood education. I’m finding this fascinating but mostly hilarious since the last thing I have ever considered myself is a ‘businesswoman.’

2010
Josh Archambault mp ’09 writes, “Some growth on both the personal and professional sides. My wife and I added another member to Team Archambault in March by adoption, a two-year-old boy from foster care. He has been a delight. At work, I have been busy helping with wellness reform efforts in Congress and at the White House, and pushing health care reform that lowers costs at the state level.”

I’m spending part of this time this year as a Presidential Leadership Scholar—a program all HKS alums should check out. I miss arguing with everyone at Shay’s!”

John Coleman MPP 2010

Armando Barerra Barrios mc ’10 is currently an adjunct professor at the Namur College University in Mexico City and is preparing his first book by giving lectures and attending conferences in different universities in Mexico and abroad.

John Coleman MPP 2010 writes, “I’m living in a small town in the British Columbia, Canada, with my husband, two (soon-to-be three) children, and our kids (Waff (5) and Oliver (6)). We’ve been having our third (a little girl) in August. I work as an advisor in a provincial government and in education issues. Jackie is a teacher (and an HSSG grad). I’m spending part of my time this year as a Presidential Leadership Scholar—program all HKS alums should check out. I miss arguing with everyone at Shay’s!”

Michael Rukavina mc ’10, “I’ve spent the last two years working on a leadership development program for the Ministry of National Security and Immigration in the Government of Saint Vincent and the Grenadines. I am now working on a new project in Barbados where I hope to make a difference in the lives of young adults.”

Zachary Ying mc ’10 writes, “I continue to work at the FHKS Office of Physical Resources and Planning. I serve as the senior director of operations, overseeing all the buildings in the FAS, and more...”

Ashley Stewart ec ’19 recently joined the Baltimore City Public Schools as their executive director for talent and organizational development. In this capacity, Ashley provides leadership for system-wide organizational effectiveness and capacity building strategies that are fundamental to large-scale change and increased student achievement. He oversees professional learning for a staff of more than 12,000.

Most recently Ashley served at the Annie E. Casey Foundation in talent and leadership development for nearly seven years.
recently, helping with the construction of the new School of Engineering and Applied Science building. At the White House, I had the pleasure of watching the construction of the new HKS-designed U.S. Visitor Center window on JFK Street.”

Josh Stephens MPP writes about urban planning for the California Planning and Development Foundation and other publications. He is board president of the Westsiders of Los Angeles, a non-profit dedicated to urban issues in Los Angeles.

2011

Sebastian Barudza MPP writes, “I am so excited to share with all of you that foilly and I are expecting our second child in August. Over the past year, I have continued building PRCs for Romania, the political movement we started two years ago. We are very optimistic in preparation for European elections next year. I also founded RISE Consortium, a global company specializing in bringing foreign investors to Romania, particularly from the United States, through a one-stop solution. We focus on energy, real estate, and technology. Last but not least, I have continued efforts to bring back home Romanians abroad, including through a EU-funded program for entreprenuers. Onward and upward!”

Christopher Osterhuis MPA (2004) passed away on June 29. He collapsed while running. He was survived by his wife, Yara, and their two daughters, Jane and Varya (omel). Chris had been working at Convexity Capital in Boston. In August, a memorial service was held to celebrate his memory. Donations may be made to OosterHealth Charitable Foundation, Inc., which will be dedicated to research on health, exercise, nutrition, and three of his passions.

2012

Sheikh Mohammed Belal MPP (’84) writes, “I have been practicing since and before I was at HLS. With overseas clients in 20 countries, I have been working with renewed zeal for the cause of disarmament and peace. At this time, I am Bangladesh’s ambassador to the Netherlands, which enabled me to work with organizations like the Organisation for the Prohibition of Chemical Weapons, the International Criminal Court, the Permanent Court of Arbitration, the International Court of Justice, and more as permanent representative of my country. I will be on the look-out for students from the Middle East keen to increment their academic and personal potential. Payback time, boys.”

Jay Bhattacharya MPP launched the American Hospital Physician Alliance to bring together administrative and clinical leaders to advance health in America together. Join at aphysicianalliance.org. Also led the launch of the Institute for Diversity and Health Equity including partnerships with the National Urban League and U.S. House. Check it out at diversityconneXions.org. Jay serves as senior vice president and chief medical officer of the University of Maryland Health System. He was a Crohn's Chicago go under award-winning editor.

Ulrick Gauvreau, MPA, CEO and president of the Baby Relief Alliance (BRA), helped launch the organization’s first Women’s Empowerment Initiative, providing rural women in the Dominican Republic with skills training, education, and micro loans to engage in agricultural cooperative activities in order to become economically self-sufficient for the growth of the community. Under his leadership, BRA developed into a competitive NGO and raised more than $10 million to carry out high-impact programs that improved more than 2 million lives and attracted partnerships with various institutions including Procter & Gamble, Clinton Global Initiative, and more.

Alejandro Vargas Garcia MPP and Ben Rankin MLI tied the knot on April 28 in a lovely ceremony in Mexico. The Canadian-Mexican couple met in negotiations class in 2011 and were surrounded by their HLS family to celebrate this Harvard-married union.

Aaryn Nijt MPA, writes, “Hey everyone, past six years have been interesting. I returned to Afghanistan; spearheaded an institutional reform at the local governance ministry with 14,000-plus civil servants; published policy papers on governance, local governance, and leadership; cofounded Duran, a research firm in Kabul that pioneered knowledge base development on regional governance, and particularly transboundary waters in Afghanistan; and in the past year or so joined a research team at UC San Diego that supports the Afghan government in financial digitization—that is, changing how civil servants are paid, from a cash-based manual system to digitized and thus available mobile payments.”

Jon Selvaggi MPA (’91) writes, “I am still happily living in Boston advising not-for-profits, foundations, and families on ways to use values to inform investing choices. I enjoy connecting with classmates when they pass through Cambridge/Boston. It is also a treat to crash a lecture in the forum when time permits.”

Ruddy Wang MPA (’16) is in Sao Paulo as general manager for Uber in central Brazil. “Monetarily, I have been asked to be a new member of the family—Richie! He is a real life superman, a crazy creator who is really grown under my skin, and I feel very attached to him.”

Daniel Young MPP began working for the Ministry of Justice of the Eastern District in Washington, DC in January where he was the lead attorney for a trial this past January. He recently relocated to the Alexandria, Virginia, office to work on white-collar and appellate matters.

2013

Tom Blathwayt MPA and his wife, lona, welcomed a baby boy, Greville, to their family in October 2017. He joins Clover, who was born in Mumbai in 2016, and Maya, a recent addition to the class of 2013. After a couple of years working for Monitor and FSG in Mumbai, Tom moved back to London as executive director of enterprise development at Novo. He is currently working with the mayor of London on a new drinking water fountain strategy for the city.

Jeanne Dietrich MPA (’05) writes, “It is the year we will turn this nation from a path of shortsighted self-interest and greed to a future worthy of our ancestors and our children. Our actions at the state level have the most impact. That is why I am making my state senate in New Hampshire’s District 9: New Hampshire is a state in flux. Your support can bring to bear the power of HLS to make this state a better role model by the time presidential candidates head into New Hampshire in 2016. And if you live in New Hampshire, let me know when time permits.”

Cristina Garmendia MPP (’02) writes, “Hello from St. Louis! On September 15, 2017, the day of the Stockley verdict, I was asked to join the City of St. Louis Mayor’s Office to manage the Equity Indicators Project. The Equity Indicators Project aims to quantify racial equity goals for the St. Louis region and to track specific opportunities for institutional reform in both formal policies and informal practices. This project responds to a call to action from the Ferguson Commission for a racial equity action agenda. I am humbled by the responsibility I have been given and am so grateful none more than ever to have HLS as my home town.”

Ishita Reddy MPA (’13) graduated in August 2019 from the University of Illinois at Chicago. “My work under the mentorship of Prof. Bidot included conducting a qualitative analysis on the experiences of non-binary individuals of color in healthcare environments. I was able to explore the experiences of non-binary individuals and how they navigate the healthcare system, and what it means to them to break the cycle of gender discrimination and other barriers.”

Jon Murad MPA (’12) was born in Mumbai in 2014, and Maya, a midterm addition to the class of 2013, was born in Mumbai in 2016. “As someone involved in the managing partner of The Cool Kids, a leading R&D advisory, localizing transformative emerging technologies. Through strategic collaborations with companies and advisors committed to improving global health, I am thrilled to be sharing the company’s story with my class and HLS alums.”

Ami Valdemoro MPP (’08) writes, “Over the past year and a half, I have been in the private sector working as an investor at the former MJPQ policy commissioner Bill Bratton. With experience without a investing consultancy, called Teore Risk, focusing on non-economic risk and crisis response for CEOs and C-suite clients. It’s been a heckuva ride: exciting, fast, profitable, and unlike anything for me. But I miss the satisfaction and fulfillment of public service, and I hope all of you still seeing others keep the fire burning. The deep value of what you do—perhaps more now than ever, considering the polarity and dysfunctions that we face everyday—can feel like a straw on the camel.”

Jonathan Chang MPA (’16) writes, “I am the executive director of Lion Centre for Social Innovation (LCSI) and an adjunct professor of social innovation and social entrepreneurship at Singapore Management University. LCSI was founded by the Lion foundation (two of the Lion family members are Masan Fukuoka). LCSI focuses on social issues facing Singapore and Southeast Asia through applied research, capacity building, design thinking, and community empowerment. LCSI has one summer internship spot for an HLS student every year. I am also the HLS alumni ambassador to Singapore and an elected member of the HLS Alumni Board of Directors. I host a new event each in Singapore every year.”

Marsha Gambin MPP writes, “Hi Class! I’ve been working on racial and economic inequalities in various ways, including with the NAACP and White House Faith-Based Council on Poverty. Most recently, I designed the Race到Wages as a guide to employers, an interactive tool that helps people understand what I have been working to define and why wage and wealth gaps were created in America. It’s been effective in helping people start talking about structural racism. It has reached nonprofits, churches, schools, and policymakers across the country, and has helped them create tools and theimpacts of implementing a racial equity lens in their policies, advocacy, and program designs in multiple sectors.”

Choose from over 35 executive education programs created specifically for public, corporate, and nonprofit leaders. Harvard Kennedy School program alumni are eligible for a 30% tuition discount.
Halimatou Hima MPP writes, “This has been a year filled with growth and a milestone toward completing my doctoral studies. During my fieldwork in Niger, every day has been a reminder of the gift that is education. I got to spend significant time with my family in Niamey, and that was priceless. I recently joined the Next Einstein Forum as Niger’s new ambassador until 2019. NEF brings together some of the finest minds of Africa to catalyze the frontier of knowledge in their fields and doing some great work. It is an honor to be part of the NEF family. The initiative that I am working on, ILimAfrika, hopes to transform educational systems in Niger and beyond.”

Michael Koshul MPP keeps growing his company KORU in the field of leadership development with Kennedy School alumna Elisabeth Reid mpp 2013 and Nataly Ophir first mc/MPA 2015, as well as HSX lecturer Tim Gilbride. Their work builds on the adaptive leadership and immunity to change framework: growing (and provoking) leadership in mission-driven organizations through training, coaching, and consulting. He and his colleagues are based in Washington, D.C., Los Angeles, and Berlin, Germany.

Marina LeGree mc/MPA and her husband Lorry, have, since graduating, welcomed two sons, Charlie and Sam. Their third baby is a boxer, the nonprofit organization Marine founded just after finishing at HSX. Marina actively volunteers with the National Air Transport Association (NATA) and trips to Afghanistan’s mountains. And she thanks the many classmates and friends who helped make Accra a reality.

Kate McCormick mc/MPA was appointed as the first vice chairman for community college development with the Fulbright Higher Education Foundation. He and his wife, Katelyn, moved from Boston to Reno, Nevada. His work includes providing leadership and coordination for four community colleges.

2015

Don Bowles MPP writes, “My wife, Megan, and I welcomed a baby girl in mid-February, Kathleen Suzanne Bowles. Baby Katie is growing fast, and the challenges and blessings of parenthood are starting to make their impact on her big sister, Annie (our black lab).”

Daniel Dobrzensky MPP was appointed head of governance and policy at the World Economic Forum’s new Global Centre for Cybersecurity in February. Daniel continues to be based in New York.

Falcin Dominguez mc/MPA has created mooreconomics.com, a digital platform where heavyweights share wisdom on how to overcome migration procedures, culture shock, tips, etc. for foreigners arriving in Mexico and useful information for those who are deported and Dreamers. “One year after creation: more than 5,000 visits per month! I studied the course Strategic Framework for Nonprofit Organizations. Big thanks to HKS.”

Cristina "Nino" Hernandez mc/MPA transitioned from technical analysis to policy writing after HKS. She made a second transition where she left private industry and the national security sector to become a White House Fellow at the U.S. Office of Personnel Management. “I might be making a third transition pretty soon. I’m very passionate about helping underprivileged youth and am considering pivoting toward domestic policy. Will I ever see if I can make that transition coming off the White-House Fellowship. Fingers crossed!”

A daughter, Ayriel Moon Landis (ia), was born June 6, 2018, to Karen Amun iba MC/MPA (who passed away in November 30, 2012 in Sudan) and Jill Landis (ia). Ayriel joins older sisters Anusha and Nynja.

Alexa Miliany tsch mc/MPA is serving as the director of development for Chase Breston Health Care, a community medical center that provides a continuum of care to a diverse and often medically underserved community. Alexa lives and works in Baltimore and volunteers on several community boards.

Rodrigo Pena-Aviles MPP writes, “Since graduation, I returned to Mexico and set up my own law and public policy firm, specializing in regulated industries. Since November of 2017, I was invited to work in the National Air Transport Association in Mexico as its executive director. I also appear weekly on a national TV show giving an analysis of business current events and a radio show the same time. My wife at HSX was transformational. I learned leadership skills, opened my professional scope, and even learned how to do TV interviews. My wife, two kids, and I have a great time at HSX and we wish to stay. We miss our HKS and Boston friends.”

Scott Seider mc/MPA writes, “The behavioral health company I cofounded and lead, Patient Behavior Solutions, has been selected as a “Best Place to Work” for 2018 by Boston Business Journal, recognizing us as one of the Top Small Companies in Massachusetts! This is a huge win for our growing team of folks that works to help children and adolescents with autism in southwest Massachusetts.”

Josh Siefelt MPP, Will Dem MPP, Diana Shahsavari MPP, Olivia Zetter MPP, and Chris McGraw MPP have all recently joined the board of directors of the Council of Emerging National Security Executives (CENSEX). The organization is a nonprofit membership organization of mid-career national security professionals examining current and future trends in national security. As members of the board of directors, Josh, Will, Diana, Olivia, and Chris are responsible for managing, organizing, and guiding the organization’s growth and activities. All five are enjoying the opportunity to utilize skills learned at HKS for this dynamic professional organization.

2016

Dongyoun Cho MC/MPA, a policy-briefing officer at the Republic of Korea Army Headquarters, has been named a 2018 World Fellow, one of only 60 people chosen for this prestigious one-year leadership development program at Yale University, one of the most elite universities in the world. Dongyoun joins a network of 32 fellows representing 30 countries. The Yale World Fellows is Yale University’s signature global leadership development initiative aimed at creating a new generation of leaders committed to internationalization. Each year, the university invites a group of exemplary young leaders for an intensive four-month period of academic enrichment.

Shanece Cris MC/MPA, an assistant professor of health science at Florida University, was elected to the Travelers Risk City Council in South Carolina in March. She officially took office on April 15, 2018, and is looking forward to saving our world.”

Bongi Funi MC/MPA writes, “My main professional occupation, before and after HKS, is consulting. After graduating, I came back to Brazil, where I joined PMG as a partner-director within the government and infrastructure sector. While this is a very challenging position by itself, I have decided to start a not-for-profit group, recruiting high-level executives (so far) from both public and private sectors in order to contribute, pro bono, to a better country. The group’s mission is to act and aims to put Brazil among the first 20 positions of the WEF infrastructure rank within 20 years (up from the 73rd spot).”

Odessa Lewis Gayle MC/MPA writes, “I have been helping Mark and Claudia Zuckberg explore investment opportunities across Africa, in my capacity as Africa advisor at the Chan Zuckerberg Initiative.”

Anu Kousa kousa mc/MPA writes, “As an alumnus of Harvard Kennedy School, one of my primary goals is to ‘Effect Positive Global Change.’ In this pursuit I am currently a partner and strategic advisor at SECDIF.

Using Play to Create Better Global Citizens

Dina Buchbinder MC/MPA 2016

“Do you like to play? What if I told you that play can change our world?”

With these questions, Dina Buchbinder mc/MPA 2016 invites listeners to connect to the best parts of themselves: the parts that share, that play fairly, and that include others. “If we all learned how to share,” she says, “we wouldn’t have so many problems in the world.”

Buchbinder took her passion for improving the world and created a nonprofit—Education for Sharing (E4S)—that builds better, more empathetic citizens through the power of play. E4S fun and creative games prompt children ages six to 13 and their caregivers to reflect and act on global challenges and civic values. She ties the lessons to the UN’s Sustainable Development Goals, a set of aspirations that range from ending poverty to creating a peaceful world, both to provide purpose and to measure progress.

Take goal ball, a team sport originally designed for visually impaired individuals. “It’s like handball, except the ball is a little bigger and you have to wear goggles,” Buchbinder says. Before the goal begins, players are blindfolded. Then each team tries to score on the other. “This game has a very direct connection with fair play and empathy,” she says. At the end of every session, E4S creates a “circle of reflection.” The players discuss the difficulties of the game and use the experience to empathize with visually impaired people. The game creates awareness about reducing inequalities, one of the UN goals.

The outcomes from E4S’s programs are profound. Quantitative and qualitative appraisals show a reduction of violence, an increase in civic participation, better teamwork and fairer play, and an increase in empathy among participants. And E4S, which Buchbinder started in 2007, now operates in eight nations on three continents and has had an impact on more than 500,000 individuals.

As a person who continues to redefine the value of play—a powerful, universal human language that can teach abstract lessons—Buchbinder has always looked to quantify the economic benefits of games. But she also understands that doing what one believes in is worth the effort even if others think your project is simply “play or fun.” She had this realization during her time at HKS with Professor Ricardo Hausmann. “I’ll never forget what he said: ‘The intrinsic value of what you’re doing needs no economic explanation.’ That was so important to hear.”

Other mentors at HKS included University President Larry Bacow mc/MPA 1976, mpp 1978, who at the time was Harvard Foundation Chair at the Center for Public Leadership. “I met Larry at the CPL retreat in the very beginning of my school year, and when I asked him to mentor me, he said, ‘Yes, of course,’” she says. “I am so grateful for all that I learned from him.”

Today, Buchbinder is busy expanding her organization, building partnerships, and raising funds to sustain her unique vision. “Problems like corruption, apathy, disadvantage and violence are not exclusive to any one country,” she says. “I believe that these behaviors and attitudes are learned, and that we can unravel them to be the best version of ourselves.”

HKS EMERGING GLOBAL LEADER AWARD
CLASSNOTES

Alumni Board of Directors

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Emile Papadopulos MPP 2008, Chair
Debrah Bailey MC 2015, Vice-Chair
John Hackett MPP 2000, Secretary
Catherine Côté Ashbrook MPP 2010, Member-at-Large

MEMBERS
Sadaf Ablé MC 2011
Gandarline Acuña-Sunshine MPP 1996
Garen Agajanian MPP 2012
Mohammed B. Al Athiri MPP 1992, MC 2014
Abdulah Alkhala
Fatih A. Alreshaid
Alla Alshammari
Andrew T. Balls MPP 1998
Lisa Balish
Thomas C. Barry
Robert L. Beal
Harvey Becker
Robert A. Belfer
Lisa M. Belucci MPP 1997
Steven J. Berger
Scott M. Black
Mary M. Boies
Robert R. Brin, Jr. MPP 1970
Joseph F. Campbell Jr. MPP 1978
Richard E. Lavoie
Cecilia Chan
Adrian C. Cheng
Dwegay C. Collins
Jamie A. Covert MPP 1994
Hannah A. Cox
Bhavan Desai
Tessa H. Diggelott MPP 1973
Edward D. Ding MPP 2015
Beth Dorosz
Glenis Douglas
Ellen K. Dyck MPP 1990
Emilie F. Fernandez-Holdom MPP 1996
Anne Fiscare
Gannen A. Frank
Domingo Gutierrez
Alan G. Hasselfeld
Eva E. Hauser
Gustave M. Hauser
Nicolas P. Henke MPP 1990
Kenneth A. Hendrix
Almah Jadail MPP 10 2011
Sasao (emissary)
Sheila C. Johnson
Malik J. Kennedy MPP 2000
Kay Kopris
John F. Krause Sr.
George Koutrakis
Edward M. Lamart Jr.
Brand C. Louie

Memberships as of 8/1/2018

For the more than 8,500 alumni who came back for Reunion, some things, like the Wexner Commons, were new. Others, like the inflatable rocking chair, were old favorites.

8/7/18  11:38 AM

Like the Alumni Directors to contact your classmates.

Use the AlumniDirectors to contact your classmates.

His Harvard and AlumniDirectory

Security, Intelligence and Defense). The firm is dedicated to consulting, training, and the provision of services in the fields of security, intelligence, and defense. As an engineer, entrepreneur, and policymaker, I am currently working at the intersection of public policy and technology with a special focus on the new frontier—cybersecurity.

Jeffrey Lamb mc/mpp writes, “Since graduating I’ve gone into two new fields, climate change with UNDP, and impact investing with the Palladium Group. From a home base in Mexico, I work as part of the UNDP team to help developing countries put together funding proposals for climate change adaptation projects. The rehs has exposed me to a new world (climate change, environmental issues, international development/official organizations) and enabled me to visit unique places such as Kiribati and Tonga. As a member of Palladium’s investment oversight committee, my work entails reviewing grant proposals for water energy companies in Cambodia on behalf of the Australian government.”

Adriana Mizane mc/mpp writes, “After more than 10 years in the United States, my family has decided to relocate to France for the foreseeable future. I will continue to work in mergers and acquisitions for UBS Investment Bank. In my new office and with greater responsibilities. Our move was prompted by professional opportunities, political ambition (Mark Zuckerberg’s “Make Our Planet Great Again” seemed more appealing than “Make it”!), and family reasons (we recently welcomed our second child, and mother-in-law as nanny was too appealing). HKS friends, please come visit Paris, and when you do, our home is your home.”

Kathe (Katharine) Parry MPP 10 is working in McKinsey in London, with a focus (glori-ously) on the public sector. “It’s a pretty interesting time to be in the UK thinking about the role of the state, and of national governments, and I’m really enjoying the opportunities that McKinsey is giving me to be part of the conversation. Reach out and say hi if you’re passing through.”

Jason Posquet MPP moved to Denver after graduation and is living life in the Rockies. “I’m working as an economist for the Colorado Public Utilities Commission and enjoying wrangling with the challenges and opportunities facing the power sector in the 21st century.”

Richard Trojanowski MPP was appointed chief service commissioner of the City of Maple Heights, Ohio, in January by Mayor Annette Blackwell. Richard is an HSSC alumnus from the Senior Executives in State and Local Government in 2018.

Peter Fortypawa Zegnou Zainey MPP writes, “I am doing fine in Liberia and currently working with the Senate cochair on defense, security, and intelligence as an advisor. Prior to this assignment I worked as deputy commissioner-general in charge of administration at the Liberia Interception Service. I am also currently working to strengthen a private firm called Today Tomorrow Centre for Strategic Security and Development Studies, also known as The Centre.”

2017

Vikram Janardhan mc/mpp writes, “I am currently the founder and CEO of a biotech company called Indria Therapeutics, Inc. I lost three out of four grandparents to stroke and so decided to start this company with the goal of finding new treatments for stroke. The early days of our journey were paved with many difficulties. Today, I am the co-inventor of 84 awarded patents in minimally invasive neurosurgery. Our flagship product has been approved for commercial launch in 32 European countries and we are currently conducting a clinical trial in Europe with the goal of gaining FDA approval within a year from today. Along the way we have won grants from the NSF and NIH.”

Yasmin Rady MPP writes, “Soon after graduating from HKS, I joined MobilizeAmerica as Virginia state director, where I worked to support the field efforts of 20 successful Democratic House of Delegates candidates in the most competitive districts of the 2017 elections. After the elections, I began working for Planned Parenthood Action Fund and Planned Parenthood Federation of America as director of organizing and training, and am currently based in Washington, D.C. Earlier this year, I also joined the Truman National Security Project as a political partner.”

Kristian Ruhl MPP writes, “One year after graduation, a classmate and I have put together some of our core classes into practice and have co-founded a new research sector at HKS under the guidance and leadership of Professor Mark Fagan. We have launched the Autonomous Vehicles Policy Initiative (AVPI), an effort to build the first independent think-and-do-tank on the autonomous policy and social challenges that cities, states, and national governments will face during and after the arrival of fully autonomous vehicles on streets all over the world. It has been an exhilarating and exhausting endeavor and seemed impossible a year ago. But now that’s it’s done, AVPI is thriving.”

Mildred Voon MPP 10, “I am currently seconded in the prime minister’s depart- ment in Putrajaya, Malaysia—overseeing education and human capital development policy initiatives under the National Trans- formation Programme. If you are ever in Kuala Lumpur or Malaysia, drop me a note! Would love to meet up. Also, shoo out to all 2017 Delta!”

Andrews Lukic
George W. Mallinckrodt
Bashar Masri
Lorenzo Mendosa MPP 1990
James B. Metzler
Eric M. Mindich
Anthony P. Morris
Brian Mossavar-Rahmani MPP 1972
Sharmeen Mossavar-Rahmani
Paul Jay MPP 2009
Christina L. Oberle
Hilda M. Ochoa-Blumberg MPP 1972
Marvin E. Oulie
Anders S. Olwe mc/mpp 2011
Nelson Ortiz mc/mpp 1989
Mirrlees B. Ouma mc/mpp
Jerome L. Rapaport MPP 1963
Tom Rosenthal 2017
Ellen S. Roy Henfoddell MPP 1972
David M. Rubenstein
Sean C. Rush mc/mpp 2007
Vincent F. Ryan
Mohammed Saafid
Ralph L. Schlossstein
Elliot L. Schrage mc/mpp 1986
Mark Schwartz MPP 1979
Andrea M. Siegel 1952
Jane E. Silvey MPP 2013
Gabriella A. Smith MPP 1991
Michael Spears mc/mpp 1982
Gabriel B. Sunshine
Carl-Henric Svanberg
Christos Swaas
Anthony Tamer
Robert Taubman
Lynn Thorndike 1973
Joseph B. Thompson Jr. MPP 1975
Eric Tisch 2014
Brooke Suter
Abigail Weiser
Leslie H. Weiner
Malcolm H. Wiener
Henry Waks
Dorothy S. Zinberg

Memberships as of 8/1/2018
WAYS AND MEANS

THE CAMPAIGN FOR HARVARD KENNEDY SCHOOL SUCCESSFULLY CONCLUDES

ASK WHAT YOU CAN DO.
IMAGINE WHAT WE CAN DO TOGETHER.

WITH A GENEROUS SPIRIT, the Kennedy School came together to enhance HKS’s impact in the world and to solve public problems. The support of many alumni and friends is enabling the School to make big bets on new and expanded initiatives, all to help people in the United States and around the world live safer, freer, and more prosperous lives. While Campaign figures are subject to change, as of June 2018 the Kennedy School has raised:

$705+M in new funding to advance the School’s mission (far surpassing the goal of $500M).

$126M in financial aid, including 40 new fellowship programs to bring outstanding students to the Kennedy School and help students address a range of important policy issues.

$44M in unrestricted gifts to the HKS Fund, which provides crucial support to address emerging opportunities and challenges and to maintain core student programs.

$109M in funding for a transformed campus, creating a physical structure that matches the Kennedy School’s intellectual distinction and brings us new spaces that leverage our teaching and convening power.

$68M in professorships and other faculty support to expand our expertise in democracy, public leadership, technology, and other areas.

$358M for many expanded and new initiatives across the School, of which a few examples are:

• the Bloomberg Harvard City Leadership Initiative, which equips mayors and their senior leaders with the tools and techniques needed to solve urban problems and improve the lives of their cities’ residents;
• the Cyber Security Project, which investigates how cybersecurity shapes international conflicts;
• the Fund for Sustainable Development, which has addressed sustainability in China’s energy sector and explored the long-term outlook for the Amazon’s water cycle and hydropower given global climate change; and
• the Social Innovation and Change Initiative, which is developing knowledge about how to implement sustainable social change and teaching that knowledge to our students.

OUR WORK IS NOT DONE. Our Harvard Kennedy School community continues to focus on:

• Making democracy count and improving public services.
• Expanding economic opportunity and empowering people who feel left behind.
• Enhancing global security and human rights.
• Strengthening public leadership.

WITH THE CONTINUED SUPPORT of our community, Harvard Kennedy School faculty, students, and alumni will carry on the hard work of helping people across the globe live freer, more prosperous, and more secure lives.
Gessika Innocent was born and raised in Haiti and moved to the United States at 17 without family and speaking little English. Nobody from her family had ever attended college. But Gessika made her way to Essex County Community College and then transferred to Cornell University. Afterwards, she worked as a director at Morgan Stanley Investment Management. In May, Gessika, who was also HKS president, celebrated her graduation from the Kennedy School with her mother, Maude Osias Innocent, who flew from Haiti for the occasion.

PHOTO BY RAYCHEL CASEY

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REUNION 2019

SAVE THE DATE
MAY 17–19, 2019

All Reunion communication will be sent via email. Be sure your contact information is accurate by updating your profile in the Alumni Directory.