

HARVARD KENNEDY SCHOOL

magazine

WINTER 2021



ADVICE FOR BIDEN AND HARRIS
THE FUTURE OF WORK
SUSTAINABILITY CHAMPIONS



POLICY AND PRACTICE

Alister Martin
MPP/MD 2015
brings a policy
lens to his work
as an emergency
physician



STUDENTS, FACULTY, AND STAFF celebrate civic participation. Through the Harvard Votes Challenge, more than 90 percent of eligible Harvard Kennedy School students registered to vote last fall.

PHOTO BY MARTHA STEWART

OVER THE PAST FEW MONTHS, I have thought and written about the perils and promise in the public sphere now. The perils are complex and abundant. They include the many problems stemming from the coronavirus pandemic, threats to democracy and human rights, racism and other forms of injustice, obstacles to inclusive economic growth, the climate crisis, the challenge of achieving effective governance, and more.

At the same time, I see great promise. Many people have a renewed understanding of how connected we are to each other and how good governance enables us to work together effectively—and I know how much principled and effective public policy and leadership can achieve. I have seen examples of this good work firsthand in more than 20 years working on economic policy in Washington. And I have seen it for the past five years at Harvard Kennedy School in our teaching, research, and outreach. I know that we are seizing opportunities to make a difference when and where it is most needed.

In this issue of *Harvard Kennedy School Magazine*, you can read about faculty members and alumni who are meeting head-on the biggest public challenges we face. Several of our

faculty experts write about what they see as the most pressing issues for the Biden-Harris administration in a wide range of policy areas. You can also read about how our faculty members are rethinking ways to work in a post-COVID-19 world. In addition, we look at sustainability through a profile of Professor Bill Clark, who is a pioneer and long-standing leading voice in sustainability science. Paired with that

profile is the story of alumna Jane von Rabenau MPA/ID 2019, whose organization tackles environmental pollution caused by plastic waste. We also feature alumnus Alister Martin MPP/MD 2015, who addresses public policy problems, from civic participation to the opioid epidemic, alongside his work as an emergency physician.

The promise for the future of the public sphere can be seen in the work of the HKS community, as the stories in this issue of the magazine show. I hope that 2021 fulfills some of that promise for us all—and that you find ways to continue contributing to the world around you in your own work and life.

Dean Doug Elmendorf
Don K. Price Professor of Public Policy
February 2021

Dean Doug Elmendorf hosted a virtual debrief with Harvard Kennedy School faculty members after the U.S. presidential election in November. Top: Nancy Gibbs, Arthur Brooks. Middle: Cornell William Brooks, Pippa Norris, Doug Elmendorf. Bottom: David Gergen, Archon Fung.



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Jane von Rabenau MPA/ID 2019 has an innovative plan to reduce plastic waste in the oceans.

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Cover photo of Alister Martin MPP/MD 2015 by Raychel Casey

“WHAT I WOULD DO FIRST TO ...”

HKS faculty share post-inauguration policy recommendations and solutions for urgent problems facing the United States and the world.

THE UNITED STATES AND THE WORLD face numerous public problems—a global pandemic, the climate crisis, economic and political instability—that require urgent and effective policy responses. The Biden administration will have to hit the ground running to tackle these daunting challenges. But where should they begin? HKS faculty members describe what they would do first in a post-Trump political landscape and why, reflecting on a range of pressing policy areas.



SHEILA JASANOFF

What I would do first to restore science to its rightful place in public policy

The first thing I would do is abolish the increasingly politicized office of the science advisor to the president and replace it with a more diverse and inclusive president’s council of advisors on science and technology in society. History shows that science fares best in this nation when it is responsive to people’s skepticism, not insulated from it. A presidential council of science in society would help rebuild trust. It would ensure that science advice is not just technically sound but answerable to the rough-and-tumble demands of democracy.

—
Pforzheimer Professor of Science and Technology Studies

JASON FURMAN

What I would do first to address the COVID economic crisis

The economic pain from COVID-19 could outlast the virus itself, so making a plan both to minimize the current shock and to address persistent vulnerabilities is essential. The first thing President Biden should do is push a five-step economic approach to tackle this situation. First, address the virus itself with more funding for testing and vaccine distribution. Second, provide immediate relief and response through additional unemployment insurance and assistance to states and schools. Third, rebuild the economy through infrastructure investment. Fourth, fill holes in the social safety net especially in the areas of health care and sick leave. Finally, strengthen the global economy by crafting a coordinated global response that includes both economic stimulus and debt relief for developing countries.

—
Professor of the Practice of Economic Policy

KATHRYN SIKKINK

What I would do first to restore the primacy of human rights

“The first and most important task we face is to address our human rights crisis within, including racialized police violence, economic inequality, voter suppression, and cruel border and immigration policies.”

—
Ryan Family Professor of Human Rights Policy



SANDRA SUSAN SMITH

What I would do first to fix public safety and more

There is one thing that President Biden can immediately do to begin to fight COVID-19 and advance racial equity: significantly reduce the number of prisoners in federal facilities. Only in jails have we so far seen COVID-related declines in numbers of prisoners worthy of mention. More individuals can and should be released now, but state and federal prisons have done almost nothing to reduce the risk of COVID-19 spread by releasing prisoners. By significantly reducing the numbers of inmates being held in federal prisons, the Biden administration can send a strong signal to the nation.

—
Daniel and Florence Guggenheim Professor of Criminal Justice and Faculty Director of the Program in Criminal Justice Policy and Management

DANI RODRIK

What I would do first to put trade policy back on track

Donald Trump has wreaked havoc on the world trade regime by waging an unnecessary trade war with China and making it impossible for the World Trade Organization to function. The challenge Biden faces is to reach a settlement with China while establishing a new multilateral trade order that is more compatible with domestic social and economic needs. The WTO and the patchwork of regional trade agreements that govern world trade need a serious re-examination. They have gone too far by putting global corporations in the driver's seat while failing to address the difficulties posed by new areas such as digital trade.

—
Ford Foundation Professor of International Political Economy

JOAN DONOVAN
What I would do first to control misinformation

“The time has come to redesign social media so that a few well-resourced, powerful groups cannot leverage the speed and scale of social media to misinform the public.”

—
Adjunct Lecturer in Public Policy

ANTHONY SAICH

What I would do first to create an effective China policy

The most important geopolitical challenge for the new administration remains how to deal with a rising China. China is not going away, so an effective approach will develop policies to coexist while promoting American interests. Two general principles for action should be undertaken. First, as opposed to simply banning activities or Chinese products, the emphasis should be on reciprocity. Second, actions should be taken in concert with other nations, as this is what China fears most. Coalitions of the willing and aggrieved must be built to bring pressure to bear on Beijing.

—
Director of the Ash Center for Democratic Governance and Innovation and Daewoo Professor of International Affairs

WENDY SHERMAN

What I would do first to engage with allies, competitors, and adversaries

As President Joe Biden delivered his acceptance speech, he set the frame for his approach to allies and adversaries alike, saying: “I believe at our best America is a beacon for the globe. And we lead not by the example of our power, but by the power of our example.” He included some immediate specifics, including a COVID-19 task force to make real his plan to control the virus; a commitment to rejoin the Paris climate agreement; and a commitment to stay in the World Health Organization. The president understands that many issues cross national boundaries and that international cooperation is key.

—
Director of the Center for Public Leadership and Professor of the Practice of Public Leadership

GORDON HANSON

What I would do first to help regions left behind

Research shows that standard approaches to local economic development, which emphasize tax breaks to attract large companies, do not close regional gaps in economic opportunity. The most pressing problem in distressed communities is joblessness. To promote employment creation in regions in which joblessness has become endemic, existing tax breaks could be repurposed to provide seed capital to new or expanding businesses, wage subsidies for employing low-wage workers, and student-debt relief to newly hired college graduates.

—
Peter Wertheim Professor in Urban Policy

STEPHEN GOLDSMITH

What I would do first to save cities

“Only concentrated action will produce hope in communities where the effects of poverty and neglect throttle opportunity.”

—
Derek Bok Professor of the Practice of Urban Policy

NANCY GIBBS

What I would do first to renew public trust in news media

The decline in trust in news media began well before 2016, and a change in the White House is not enough to reverse the damage. As long as millions of people occupy an alternative universe of non-facts, progress on pressing national problems will be hard if not impossible. This trust needs to be grounded in our many local communities. So even as we map how misinformation shapes that alternative universe, it is vital that we rebuild a robust, relevant local news ecosystem.

—
Lombard Director of the Shorenstein Center and Visiting Edward R. Murrow Professor of the Practice of Press, Politics and Public Policy

STEPHEN WALT

What I would do first to fix U.S. foreign policy

On his first day as president, Joe Biden should announce that the United States will rejoin the Paris Climate Accord, since climate change poses the greatest long-term threat to humanity's future. There are plenty of other steps that Biden should take to improve America's international standing—ending the forever wars, pressing Europe to take responsibility for its own defense, negotiating new multilateral arrangements on trade, digital technology, migration, and global health, shoring up U.S. alliances in Asia, rebuilding our diplomatic capacity, and bringing new voices into the foreign policy establishment—but rejoining the Paris accord is the place to start.

—
Robert and Renée Belfer Professor of International Affairs

ARCHON FUNG

What I would do first to deepen democracy

The first priority for all Americans and especially for the Biden administration should be to sanctify the democratic principle that American citizens should pick their political leaders, and not the other way around. President Biden should vigorously advocate for crucial elements of House Resolution 1, called the For the People Act: automatic voter registration, early voting, online registration, a federal Election Day holiday, greater disclosure in campaign spending, and the creation of nonpartisan commissions for redistricting in federal elections. He should also convene a national commission to strengthen democracy, to document the many ways in which the democratic principle is routinely violated in our politics, and to propose solutions.

—
Winthrop Laffin McCormack Professor of Citizenship and Self-Government



Research Briefs



Extra Work: Fluctuating Schedules and Childcare Arrangements

FOR WORKING PARENTS, arranging childcare can be difficult under the best of circumstances; when work schedules are unstable or unpredictable, the logistics become even more



complex. In his recent paper, “Who Cares If Parents Have Unpredictable Work Schedules?: Just-in-Time Work Schedules and Child Care Arrangements,” published in the September issue of *Social Problems*, Professor of Public Policy

DANIEL SCHNEIDER explores survey data from more than 3,000 parents working in the retail and food service sector. In the United States, this sector accounts for 17 percent of jobs and employs the parents of one in 10 children. It is also often characterized by low wages and just-in-time (such as on-call or last-minute) scheduling practices. Schneider and his coauthors find that parents with just-in-time schedules are more likely to rely on informal sources of childcare, such as family members, babysitters, young siblings, or the children themselves. Given the extent to which quality of care impacts children, the researchers found, just-in-time scheduling is likely to have consequences for children’s development and safety and to contribute to the intergenerational transmission of disadvantage.

—

“Cancel Culture” and Academic Freedom

THE RECENT RISE OF RECKONING around issues of racism and ethnicity, sexual harassment and misogyny, and gender questions has led to much debate about the risks and benefits of “cancel



culture,” the term used to describe the ostracization of those who are perceived to violate specific social norms. In her new working paper, “Closed Minds? Is a ‘Cancel Culture’ Stifling Academic Freedom and Intellectual Debate in Political

Science?,” **PIPPA NORRIS**, the Paul F. McGuire Lecturer in Comparative Politics, explores claims that cancel culture is taking over college campuses, silencing conservative voices and diverse perspectives, and threatening classic liberal values at the heart of academic life. Using extensive data to examine this phenomenon within the discipline of political science, Norris explores the important social progress that can be achieved through liberalization, the risks in stifling differing opinions, and essential questions about the role academic freedom can play when social progress is at stake.

—

Chinese Public Opinion Through Time

CHINA IS HOME TO THE WORLD’S LARGEST POPULATION and its second-largest economy, and its ruling Chinese Communist Party (CCP) has been in power for more than 70 years. Yet because of a



lack of public and nationally representative data, it has been difficult to know how ordinary Chinese citizens feel about their government—until now.



New research from the Ash Center for Democratic Governance and Innovation, “Understanding CCP Resilience: Surveying Chinese Public Opinion Through Time,” lays out the findings of an



extensive longitudinal survey tracking Chinese citizens’ satisfaction with the performance of their government at the town, county, provincial, and national levels. The authors—**ANTHONY SAICH**,

the Daewoo Professor of International Affairs and Ash Center director; **EDWARD CUNNINGHAM**,

an adjunct lecturer in public policy; and **JESSIE**

TUREL, an Ash Center postdoctoral fellow—find that satisfaction with the Chinese government increased from 2003 to 2016 overall, especially (perhaps surprisingly) among poorer and more marginalized inland groups. Additionally, the authors find that changes in attitude, both positive and negative, have corresponded to real changes in people’s material well-being. The survey’s results make clear that as China and the rest of the industrial world face the twin challenges of declining economic growth and environmental difficulties, the CCP cannot afford to take its citizens’ support for granted.

—

Pooled Testing in Developing Countries

THROUGHOUT THE CORONAVIRUS EPIDEMIC, one of the most frustrating constraints has been a lack of available test kits. Several policy proposals have put forth plans to advance mass testing in developed countries; however, that remains out of



reach in many developing countries, owing to cost, distance, and supply considerations. In a recent article in the *Lancet Microbe*, “Optimising SARS-CoV-2 Pooled Testing for Low-Resource Settings,” **ASIM KHWAJA**, the Sumitomo-FASID Professor of International Finance and Development, and coauthors explore the potential

benefits of group testing—testing samples from multiple people at the same time and taking further action only if there is a positive result—in developing countries. They use data to examine how well group testing, as compared with individual testing, can estimate the disease’s prevalence and help relax lockdown restrictions. The authors find evidence that group testing is not only an effective solution for developing countries but also more efficient and more socially responsible, given the global shortage of tests.

—

Putting Human Subjects First

POLITICAL VIOLENCE—including war, terrorism, and other forms of unrest—is among the most ethically complex topics studied by social scientists. Because direct interviews with victims, perpetrators, and witnesses can be difficult and dangerous



for researchers and their subjects alike, many studies rely on “desk research”—the use of secondary sources such as newspaper articles, NGO reports, and other sources of qualitative data—which is often thought to be ethically unproblematic. But as **DARA KAY COHEN**, the Ford Foundation Associate Professor of Public Policy, and her coauthor

argue in “Centering Human Subjects: The Ethics of ‘Desk Research’ on Political Violence,” published recently in the *Journal of Global Security Studies*, desk research based on secondary sources can involve significant ethical complexities. They write that scholars must carefully consider the risks these sources may pose for people and communities affected by violence and recommend a new framework for evaluating desk research, highlighting issues of vulnerability and inequity and calling for greater recognition of its potential consequences.

—



MARKUS SPISKE | PORTRAITS BY MARTHA STEWART

TIM WIMBORNE/REUTERS | PORTRAITS BY MARTHA STEWART



Extreme Leadership

IN THE CURRENT CONGRESS and historically, political party leaders have played an essential part in setting both the substance of legislation and the broader legislative agenda. So why do party leaders

tend to tilt more extreme than typical party members do? A new working paper, “Why Party Leaders

Tend to Be Extremists,” explains this ideological phenomenon in terms of negotiation theory. Authors

RICHARD ZECKHAUSER, the Frank Plumpton Ramsey Professor of Political Economy; **DAVID**



KING, a senior lecturer in public policy; and **BENJAMIN**



SCHNEER, an assistant professor of public policy, argue that party members

strategically select leaders who are extreme enough to aid in negotiations—where parties typically begin at



the outer fringes and meet somewhere in the middle—but not so extreme as to lead

to total breakdowns in negotiation. They explore the implications of this idea in terms of members’ electoral

longevity and of how it manifests in different contexts, such as times of extreme polarization or majority-party advantage, finding significant

evidence for their theory.

—



to be able to interact with Robert McNamara, the former defense secretary, who's been described as the architect of the Vietnam War. One of the most meaningful, impactful books that I've ever read was *In Retrospect*. It's about his reflections on the Vietnam War—that it didn't have to happen and in fact was largely based on a misunderstanding. For him to admit that he was wrong in a way that was so public, about something of which the outcome was so tragic, and then for him to want to pass that lesson on—I can't overstate the profundity of that and how meaningful it has been in public life for me.

Do you have hope that we might be entering an era where good public policy and public leadership are more highly valued?

I hope so. It's undeniable that President Trump has fundamentally altered the political genome of American politics. And we have to push back against this idea that you don't want to listen to people who have years of experience and expertise. But then again, sometimes the smartest people in the room can't get their arms around something that's very simple. I think there needs to be a balance, and I think there's going to be a better era of acknowledging that government for the most part is effective, that we need it, and that when it doesn't work, we see things like how it's gone with the pandemic. That's when people say, "Yeah, it's actually kind of useful to have an organized governmental response."

COURTESY OF JOHN FETTERMAN

ALUMNI

Getting Your Arms Around Something Very Simple

JOHN FETTERMAN MPP 1999 is the lieutenant governor of Pennsylvania. Fetterman grew up in a comfortable suburban home, but after a tragic personal loss changed his outlook, he embarked on a career in public service. He served as the innovative mayor of Braddock, Pennsylvania, a hard-hit small town outside Pittsburgh, and has become known as a progressive with an ability to relate to working-class Pennsylvanians.

Can you talk about the formative experiences you've had that contributed to your entering public service?

I was getting ready to graduate [from the University of Connecticut School of Business]; my friend was supposed to come over, and

we were going to go to the gym. He never showed up. I found out why a few hours later: He'd been killed in a car crash on his way to my house. That really put me in a place that I'd never been before—realizing you could wake up in the morning, eat breakfast, and kiss your family goodbye not knowing that you had 15 minutes left on this planet. I wanted to get involved in something that felt more meaningful, more directed. So I joined Big Brothers. I got paired up with a little kid whose father had just died of AIDS about nine months earlier, and his mother had end-stage, full-blown AIDS. I thought, How can this coexist with the world I know? How can you have a child who will be an orphan before his ninth birthday? At that point I had my MBA, and I was good to

go. But it didn't seem right. So I joined AmeriCorps and ultimately ended up at the Kennedy School.

What were the memorable experiences you had at HKS that shaped your thinking as a policymaker?

One was meeting Alan Simpson, the former senator [from Wyoming]. I had him for a class. He was a Republican who wanted to be bipartisan and was pro-choice and would attack his own party just as easily as the other one. We hit it off, I think in part because we're both very tall [Simpson is 6'7", Fetterman is 6'9"], but it was really more about the wisdom he imparted and the way he carried himself. We could use a lot more of that in today's political landscape. I was also thrilled



FACULTY

To Serve and Protect



BORN IN THE DOMINICAN REPUBLIC, Assistant Professor of Public Policy YANILDA GONZÁLEZ moved to New York City when she was seven. Growing up, she remembers, she was struck by stories about police violence—violence usually aimed at Black people—and by the way victims' advocates and family members would fight

for justice. Those experiences were formative in shaping her work. González studies what she calls authoritarian police in democracies. Although her work has obvious resonance in the United States, it is based on a decade of field research in Colombia, Argentina, Brazil, and elsewhere across Latin America.

Your work focuses on a central contradiction that exists in many societies we would call free and democratic. Why is that?

When we talk about the United States and many countries in Latin America, we're talking about countries with elections that are more or less free and fair. Everybody gets to vote. There's alternation in power. They have legislatures, all these institutions and processes that we associate with democracy. But the police forces don't quite match. It was that disconnect between the type of regime, the type of government that we have—democracies in many of these places—and the ways that police institutions operate that led me to develop this concept of authoritarian police and to think about how they operate and are actually reproduced in democracy.

So how does a democratic system produce an authoritarian institution?

One of the contradictions I saw is that democracies create incentives for those types of police forces to emerge. Quite often we find that because of inequality, people see other people—their fellow citizens—as threats, and they see the police as a

MARTHA STEWART

kind of bulwark, as protection against those other citizens. That immediately gets in the way of having the type of police forces or legal institutions that are out there to protect all of us, so we get into policing that is carried out in behalf of some of us but against others. Politicians who are looking to win elections are going to pick issues that will get votes. When people are concerned about crime and security, policing can become one of those issues. And then elections themselves can generate incentives for politicians to reinforce authoritarian policing.

What spurs reform?

What we're seeing in the United States is very similar to the processes I studied in Latin America. They often happen around or leading up to elections. We see a convergence of societal preferences and demands for police reform—some scandal or some big galvanizing event of police misconduct leads sectors that used to oppose police reform or be neutral on the issue to then support it. Similar transformative moments that I studied in Colombia and Argentina led to reforms along everything from police education and training to recruitment to internal and external accountability. Every aspect of policing was on the table, and we saw very comprehensive and far-reaching reforms.

Do the reforms stick?

You can pass legislation, and that itself is hard enough. You can begin to implement it. But the other side of my research is how those reforms can also become undone. When you go back to those moments of societal division, which I call fragmentation, and fear of crime starts to be more salient again, you get those sectors of society being divided again, and politicians exploiting those political spaces. In both instances, in Argentina and in Colombia, elections gave way to that kind of discourse, and the reforms started to be undone piece by piece.



THE RIGHT QUESTION

Tomás Recart MPA/ID 2008 was challenged by the mayor of a poor town to see what he would do to improve education. He went on to cofound Enseña Chile (Teach For Chile).

BY MARI MEGIAS

TOMÁS RECAR T WAS AN ENGINEERING MAJOR working for a public policy unit at a major university in Santiago, Chile, when he met the mayor of Puente Alto, one of the area’s largest and poorest towns, and asked a simple question: “What are your three biggest problems?” The mayor gave a simple answer: “Education, education, education.” Then he took out his car keys and gave them to Recart. “Visit all the schools and tell me what we can do,” he said.

Recart has devoted his life since then to doing just that. Enseña Chile, which was inspired by Teach For America (TFA) and is part of Teach For All’s 58-country network, now reaches 35,000 students each year through its teachers and tens of thousands of students through its alumni network. Since its founding in 2008, it has sent almost 600 teachers across the country to collaborate with students, schools, teachers, families, and communities to improve education. And Recart

has never stopped visiting classrooms and trying to understand communities and the children they serve.

Recart was expected to follow in the family footsteps and go into engineering, but, drawn to social challenges, he had taken a public policy job with the caveat that it would be for just one year. Then came those visits to Puente Alto’s troubled schools, where he observed chaos and an environment of low expectations, and his life changed course.

During his visits, he found that nobody had a good grasp on student attendance. So he told the mayor that if the town didn’t know how many students were going to school, then it didn’t know how much revenue it should be receiving from the state. And if it didn’t know how often the students were attending, it couldn’t know how much they were learning. Recart began working with the municipality right there and then. The work started with attendance-tracking software, and teachers were

PHOTOS COURTESY OF TOMÁS RECAR T

told that if attendance reached 95 percent or more, they could keep a portion of the additional state funds they received to support their classrooms. “I saw with my own eyes how 600 kids started going to school,” he says. “And if I could do this without knowing anything, how much more could be done?”

He ended up working with the district’s schools for four years. But wanting to gain more skills to have an even bigger impact, Recart applied and was accepted to Harvard Kennedy School. He had been on campus for only two weeks when he heard Wendy Kopp, the founder of Teach For America, speak at Harvard Business School. TFA, started in 1990, assigns recent college graduates to teach in some of the most underserved communities in the United States. Kopp believes that if future leaders (the TFA corps members) experience firsthand the problems with education, they will innovate and create change. She insisted that everyone in education was asking the wrong question. “We are thinking of what to do,” Recart says. “She was saying, ‘First who, then what.’” It was a revelation. He spent his two years at HKS constantly testing those ideas and that theory of change. “And when I got back to Chile after graduation, I never had any doubt that Enseña Chile was my personal purpose,” he says.

The journey to success was not easy. “Founding, launching, and maintaining an educational initiative with a collective approach is a lot of work,” Recart says. “It’s easy to get caught in the operational details and lose the vision and the dream. For the first seven years, we were never sure of ending the year without a deficit.” In addition, teachers, who were selected in a rigorous process, sometimes resigned after a couple of months in the classroom.

Today, Enseña Chile has sent teachers to 10 of the country’s 16 regions. It thoroughly evaluates everything from student outcomes to the impact of teachers on the educational system.

Recart realizes that by necessity, teachers play many roles. “It’s not just teaching math; it’s being the father, the mother, the scout leader, the soccer coach—being a teacher in these low-income communities is very hard,” he says. He knows these things because of the time he spends in the classroom. “One of



my biggest takeaways after 12 years is that you have your head and your heart where your feet are,” he says. “You can be ridiculously intelligent and empathetic, but if you aren’t in the field, you will be asking the wrong questions. I’m firmly convinced that if I’m not in the classrooms and communities, I will be a bad CEO.”

Moreover, he is convinced that Enseña Chile’s teachers are part of the systemic change in education they want to see. More than three-quarters of its teacher alumni work full time in education, as teachers or

“One of my biggest takeaways after 12 years is that you have your head and your heart where your feet are. ... I’m firmly convinced that if I’m not in the classrooms and communities, I will be a bad CEO.”

TOMÁS RECAR T



in education policy. More than that, they have developed a common purpose. Before they began to teach with Enseña Chile, he says, only 37 percent believed that every child could attain a high level of education. After teaching with Enseña Chile for two years, 97 percent of alumni believed it was possible—and they said they were willing to take personal responsibility to ensure that students succeeded.

“We can see that the biggest impact is yet to come,” Recart says.

“As our alumni network grows, we see them starting their own schools, their own nonprofits, working in government departments, and innovating collectively to make the dream of every Chilean child receiving an excellent education a reality.”

*Alister Martin MPP/MD 2015
stands in front of Massachusetts
General Hospital.*

THE UPSTREAM SOLUTION

Alister Martin MPP/MD 2015 wants to treat patients but also the body politic. His innovative campaigns have straddled the worlds of medicine, public health, and social justice.

BY ROBERT O'NEILL | PHOTO BY RAYCHEL CASEY

THREE FRIENDS are sitting by a swiftly flowing river enjoying themselves when they hear someone crying for help, caught in the current, trying not to drown. They swim out and rescue the person, pulling him back to shore. After a few minutes, they hear another cry for help, and again they all jump in. Then it happens again, and again, and again. The three are soaking wet, tired, and confused. One of them gets up and starts to walk away. "Where are you going?" the others ask in disbelief, imploring him to stay and help them rescue all these people. But the first one says he is going to walk upstream to understand why all these people are being thrown into the river in the first place.

As an emergency room doctor, Alister Martin MPP/MD 2015 often feels like one of the friends, jumping into the river, shift after shift, attending to gunshot wounds, heart attacks, strokes, and the many patients who come to the ER with any ailment because they simply have no alternative. But he has also wandered upstream, combining his clinical work with a sharply analytical and deeply humane interest in what turns people into patients and then launching effective and influential campaigns to instill change.

To date, just two years after completing his residency, Martin has built successful national campaigns to enlist doctors in the battle against the opioid epidemic and to use health care settings as a nexus for voter registration. He is part of a wider movement within medicine that believes that doctors should not be confined to the examination room but should also be part of broader public debates on issues that have obvious health care implications—such as gun violence, the criminal justice system, and economic inequality—and that they can be part of the solution. "We're all sort of painting this mural together of what the future of health care looks like," Martin says. "My role as an emergency room doctor doesn't end at treating the emergencies; it extends to how to prevent them."

Martin's views and his ability to work at both the clinical and the policy levels have been influenced by his medical training, by his exposure to policy at the Kennedy School and in short stints in public service, and perhaps most of all by a difficult childhood and adolescence marked by many of the same difficulties he now dedicates himself to fixing.

MARTIN GREW UP IN A LOW-INCOME COMMUNITY in New Jersey. His mother—a biology teacher who had to work multiple jobs to keep the lights on—raised him by herself. His father (whose story would later have an unexpected impact on Martin) left when Martin was very young. His family's experience with health care was similar to that of many of the patients he now sees: They were sometimes uninsured, sometimes without a primary care doctor, sometimes simply unable to get to a doctor's office during the day.

"When your mom works until 8:00 p.m. every night, or when health insurance is more a luxury than something that you rely on and depend on," Martin says, "if you have something that needs to be looked at, the answer is 'We're going to the emergency room.' Because for low-income, vulnerable communities, it's the place that's always there for you."

When Martin was 11, his mother was diagnosed with cancer. It was caught late, and he thought he was going to lose her. He saw the doctors who treated and saved his mother as heroes. But his path to medicine was tortuous. He was a smart kid. But he just wasn't able to see the future that studying could bring. Then, in his senior year in high school, he was expelled after he and a couple of friends got into a fight with a gang, resulting in severe injuries. He was physically broken and now couldn't envision a path ahead. His mother tirelessly advocated for him, and when she was unable to find a school that would accept him, she took out a loan and sent him to a tennis academy in Florida famous for training Venus and Serena Williams after their move from Compton, California—an earlier summer job as a janitor at a country club had introduced him to tennis. It was there that his life changed. He earned his GED and was recruited to Rutgers to play Division I tennis and spent his first year holed up in the library (when not on the court), fearful of not being able to make it.

"I had this opportunity, this door that had creaked open," Martin says, remembering what felt like a second chance. "If I applied myself, I could make something of myself, and I sprinted through that open door." His hard work paid off, and he was accepted to Harvard Medical School. He excelled clinically and would eventually be selected as chief resident of his residency at Massachusetts General Hospital, where he now practices. But three years into his training—the year when medical students step out of their classrooms and into the wards—Martin began to chafe against the complex machinery of health economics and what he saw as fundamental inequities in the way health care was delivered. It was during that time of doubt that he applied to the Kennedy School, looking for the tools and resources to help him understand the deeper problems he was seeing.

The Kennedy School also represented something more personal. When he was 20, Martin met his father for the first time. The man was not what Martin had expected (his mother had shared very

little with him): He was a diplomat from Belize and an alumnus of the Kennedy School, which he had attended as a Mason Fellow. Just before Christmas break during his first year at HKS, Martin received a message that his father was fighting his own battle with a late cancer diagnosis and did not have long to live. He traveled immediately to be by his side. That time together helped Martin understand his father and the choices he had made. "My going to be there for him in his final days was a reflection of my mother's strength, of all the kindness, love, and compassion she had instilled in me. I came to understand my father, and by doing so, came to understand myself more clearly," he says. Now his father's Kennedy School degree hangs framed on Martin's wall next to his own.

HKS expanded Martin's understanding of the levers of change. A period working in the Vermont governor's office gave him insight into how health policy was crafted as a dialogue between decision-makers and area experts, but it also showed him that only those who were politically involved could influence the process. But he never abandoned the idea of being a doctor, for the "bifocal vision" that being in the emergency room gave him as well as for the satisfaction of healing his patients.

"I believe firmly in the concept that **BRYAN STEVENSON [MPP/JD 1985]** calls proximal leadership," Martin says. "If you want to solve problems, you have to be close, you have to feel them and know the impact and understand the stories. Once you understand the problem in as much detail as you can, and understand the nuance of it, you can begin to see areas of solution—because ultimately it's the people with the problem who are the solution."

DURING HIS FIRST OVERNIGHT SHIFT in an emergency room, Martin came face-to-face with a problem: a woman who had become addicted to opioids in just a few short weeks after a bad ankle fracture. She had become so dependent on the oxycodone she had been prescribed that she found a dealer. But the woman had decided to take a stand, and that night she came to the emergency room looking for help.

Martin, who had seen Vermont's nationally famous opioid addiction programs close up, was devastated when he learned there was nothing that he or the department could do for the woman—they couldn't connect her to a treatment program or prescribe medication to help her fight her addiction. In the end, she had to be discharged. At the height of the opioid epidemic, this seemed like madness.

Then Martin saw something he could do. An arcane rule required emergency room doctors to obtain a special waiver from the federal Drug Enforcement Agency to prescribe buprenorphine, a drug that helps treat addiction by blunting both cravings and the pain of withdrawal, but only one percent of ER physicians had that permission. Combining elements of behavioral science and organizing that he had learned at HKS, Martin began the Get Waivered campaign, first enlisting leadership in his department and then building participation until 95 percent of emergency room doctors at Mass General had received the certification. The program has expanded nationwide, including in partnership with states such as Texas and Nebraska.

David Brown, the chair of Mass General's emergency medicine

department, has supported Martin in his work and sees it as a vital component of the way the department and the hospital approach medicine. "Many of us can identify problems," Brown says. "Some of us can suggest solutions. But very few of us can actually implement those solutions. And that makes him unique in my mind."

"I think he's the ultimate example of multidisciplinary training," says **DAVID KING**, a senior lecturer in public policy, who taught Martin and has remained close, advising him on his projects. "He's obviously a very good doctor and has the personal qualities that one would hope for in a physician—very good bedside manner, listens deeply and analytically, and has an intuition about what the patient might need. He takes the time to do an analysis of what's ailing the body—and also what is ailing the body politic. Alister sees the political system as the body politic, and he sees individuals as part of a social system and a health system. So it only makes sense that they're connected."

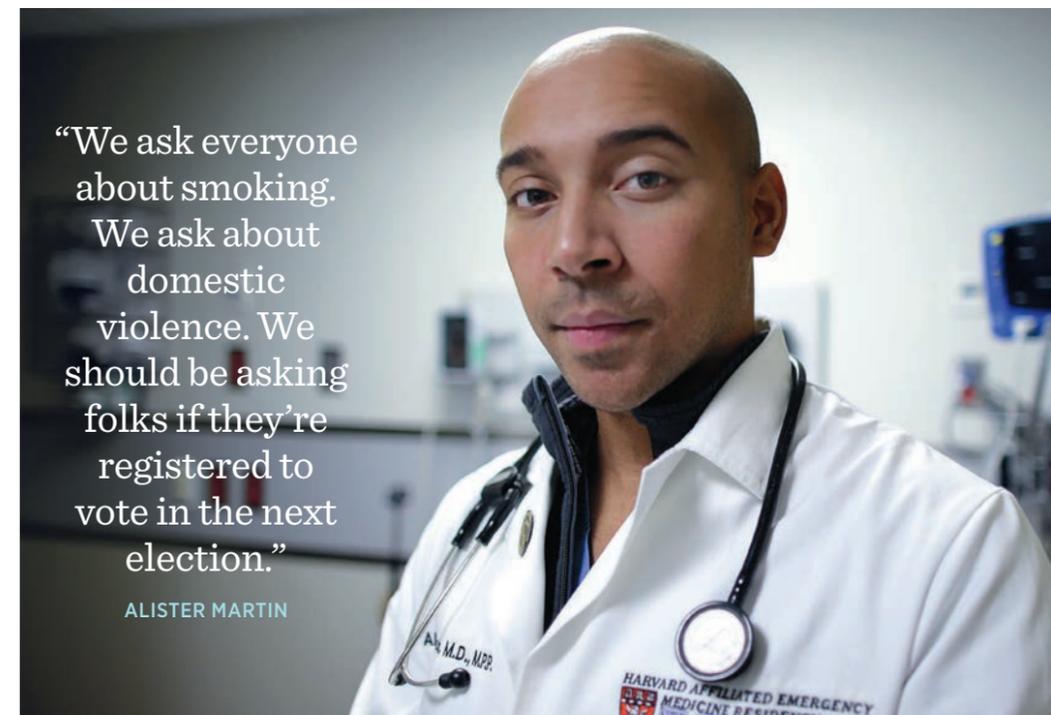
The body politic is precisely where Martin is now working through the VotER campaign, which has helped more than 48,000 people get ready to vote through voter registration or by helping them receive a mail-in ballot, and has created a vast network of more than 25,000 doctors dedicated to expanding their patients' political participation. It was again an encounter with a patient that kicked off the initiative. This time the patient was a woman who had fled an abusive relationship in another state, had lived with a relative in Massachusetts for some months, but now found herself homeless with her two children. She came to the emergency room late, afraid that it was too cold for her children to spend another frigid night sleeping in their van.

Martin reached out to a social worker, who told him that Massachusetts is a "right to shelter" state for families, meaning that the woman and her children could be housed temporarily in a hotel or a motel, but she needed proof of residency. Given her unstable housing situation, the woman had nothing—not a check stub or a utility bill or a Massachusetts driver's license. But there was something she could do: register to vote, as this would count as proof of residence in the state. A federal law passed in 1993 to increase voter participation encourages places such as motor vehicle registration offices and hospitals to register voters.

Martin returned and asked the woman if she wanted to register to vote. The woman, who was 27, said it was the first time she'd ever been asked. "I had chills up my back at the time," Martin says. "I was like, 'My God, how many people, how many patients have I seen like her that have not been registered?' So I looked at the data: A Pew Research survey back in 2018 found that 60 percent of voting-age eligible citizens who were not registered to vote had never been asked. There's this whole lost continent of people—50 million people—not registered

to vote, many of whom have just never been invited into the process."

Once again, Martin not only used his extensive support network at Mass General but also reached back to the Kennedy School for help. He worked with **MILES RAPOPORT**, a former Connecticut secretary of state and a senior fellow at the Ash Center for Democratic Governance and Innovation, who helped connect him with others, including philanthropies, in the democracy space. **ALIYA BHATIA MPP 2018** is the organization's chief operating officer. **KATHRYN PETERS MPP 2011**, of Democracy Works and TurboVote, helped Martin navigate the practical challenges of registration. And ideas42, a Washington-based behavioral consulting group that counts numerous Kennedy School alumni among its ranks, helped VotER shape its strategy. That strategy, which relied on kiosks in hospital waiting rooms, had to be radically rethought when the pandemic hit. Now, in place of touchpads



at centrally located kiosks, the 25,000 doctors across the country who have registered with the program wear distinctive lanyards and ID badges with QR codes designed to engage their patients and then direct patients to a website where they can register.

The approach is nonpartisan. Martin believes it's a logical continuation of what doctors have been doing. "We ask everyone about smoking," he says. "We ask about domestic violence. We should be asking folks if they're registered to vote in the next election."

The campaign is not only increasing registration, Martin says, but also changing the way doctors think about their role and "fundamentally changing the way that physicians are thinking about solving problems." He is aware that some people are critical of doctors' taking on this role, either because they feel that doctors should "stay in their lane" or because they think it's too political. But he tackles that argument head-on. "I'm acknowledging that this whole thing is political," he says, "because health care is political. What we're avoiding is the partisan part of it."



WHAT'S BEHIND THE DAILY GRIND?

Rethinking work for a post-COVID-19 world

BY NORA DELANEY

THIS PAST YEAR HAS ILLUMINATED THE FRAGILITY and failures of work in new ways. The coronavirus pandemic resulted in layoffs and furloughs for millions around the world. Some have lost their jobs in struggling or shifting industries and don't have the skills to explore other fields. Many essential workers—from health aides to grocery clerks—have been forced to make grim trade-offs between personal health and financial security. Unpredictable and stressful schedules, discriminatory and unfair organizational practices and procedures, and an inability to keep up with technological change are adding to a strain that workers feel both in the United States and across the globe.

Kennedy School faculty members are taking on these daunting challenges. **IRIS BOHNET**, the Albert Pratt Professor of Business and Government and academic dean of HKS, is leading a number of the efforts. “Work has dramatically changed in the past 30 years, and workplaces really haven't kept up,” she says. “So we need to have public policy address educational needs, new technological developments, and demand for equity, diversity, and inclusion.”

Many of Bohnet's colleagues across the School are engaged in activities to improve work for more people now and in the future. “Our work tackles policy challenges that arise from the changing nature of the labor market and the social fabric,” says **DAVID DEMING**, director of HKS's Malcolm Wiener Center for Social Policy, which focuses on domestic social policy issues, including work and economic security in the United States. These problems are not just domestic, however. With shifting labor markets in countries around the world, economies unsettled by the pandemic, wage and skill gaps, the consequences of new technology, and persistent gender and racial inequity, now is the time to future-proof the way we work. “The pandemic has given us an opening to act,” Bohnet says. “Work is being reinvented as we speak, and we want our work to be part of that discussion.”

ILLUSTRATIONS BY
GEOFFROY DE CRÉCY

Revolutionizing work practices

To make work better and fairer, employers will have to take a hard look at their organizational practices—not just how well they pay their workers or how good their benefits are but subtler patterns of behavior.

Iris Bohnet has devoted much of her career as a behavioral economist to investigating how to debias organizations. In addition to serving as academic dean, Bohnet is the faculty codirector of the Women and Public Policy Program (WAPPP) and is heading up the School's new Gender Action Lab, which will conduct research on debiasing the workplace and share the resulting evidence and insights with employers and policymakers, giving them practical tools to create more-equitable organizations.

"Many of our systems, our organizational practices, and our procedures have unintended consequences, because they were built for a different workforce," Bohnet says. "About half a century ago, almost 100 percent of doctors and lawyers were white men. A couple of years ago, that fraction had been cut almost in half, and it keeps shrinking. But our talent-management procedures have not kept up."

Bohnet, whose book *What Works: Gender Equality by Design* provides research-based solutions for debiasing workplaces, says that many current HR practices and procedures can worsen inequality. For example, few companies use blind application-review processes, even though research suggests that when names are removed from résumés, hiring managers are more likely to choose the best candidates rather than people they think "look the part."

Bohnet's recent research also brought to light a worrying trend in performance-management processes. Many companies ask workers to share self-evaluations with their managers before the latter conduct reviews. Bohnet and her colleagues found that differences in self-confidence related to gender, race, and cultural factors can affect employees' self-evaluations and influence managers' reviews in turn. "Asking people to self-evaluate and then share those self-evaluations, as we can tell from the data that we now have, can lead to a vicious circle," says Bohnet.

Another Kennedy School scholar who believes that companies need to change their organizational cultures and practices is **JULIE BATTILANA**, the faculty chair of the School's Social Innovation and Change Initiative. Battilana, who is also the Alan L. Gleitsman Professor of Social Innovation at the Kennedy School and holds a faculty appointment at Harvard Business School, says that we should democratize and decommodify work while making it greener. She laid out her case last May in an op-ed that was published in more than 40 newspapers in almost as many countries. She wrote the piece with



two coauthors—Isabelle Ferreras, of Catholic University of Louvain, in Belgium, and Harvard Law School's Labor and Worklife Program; and Dominique Méda, of Paris Dauphine University, in France—and more than 6,000 people from across the globe, most of them academics, cosigned it. The website *democratizingwork.org* captures the authors' efforts, which have led to a published book.

Battilana says that the coronavirus pandemic spurred on this treatise about the need to rethink work. "Working humans are so much more than 'resources,'" she and her coauthors argue. "This is one of the central lessons of the current crisis." They end their manifesto with a clear call to action: "Democratize firms; decommodify work; stop treating human beings as resources so that we can focus together on sustaining life on this planet."

Giving people the skills to succeed

David Deming, who is a professor at both the Kennedy School and the Harvard Graduate School of Education, believes we should focus on better education and training to give people the skills for decent jobs

and an opportunity to get ahead. He leads the Project on Workforce, an interdisciplinary collaboration between the Wiener Center, Harvard Business School's Managing the Future of Work Project, and the Harvard Graduate School of Education.

"The systems that connect educational institutions and the labor market were built for a different era, when technology wasn't available to customize supports for people and to link them directly using artificial intelligence," Deming explains. In addition, a fragile economy struggling to recover from the pandemic means that more people are out of work. "At the beginning of the pandemic, most employment loss was temporary," says Deming. "As it drags on, businesses shutter and more layoffs become permanent. We're trying to help people get reskilled for a different job than the one they had before."

The Project on Workforce responds to these problems in several ways. For example, it has created a website called Skillbase, which features curated resources that provide skills to help people transition to their next job. "Through Skillbase," Deming says, "we are exploring how job seekers can learn conversational English, digital literacy, and other foundational skills. Our research examines whether working with job centers across a bunch of states to make free, high-quality training opportunities available to these folks can make a difference."

Deming is also interested in examining how soft skills can be better developed. Although STEM skills get a lot more public attention, soft skills are often in short supply and high demand. Deming says, "When you talk to employers, they say, 'We need people who are dependable, good problem solvers, adaptable, good at working in a team.' We call these soft skills, and we don't really know how to measure them or how to develop them." Deming has also started an initiative called Skills Lab, which measures teamwork and other capabilities. "We're very excited about the immediate application of this work," he says, "especially for high-skilled jobs that do not require a college degree, in high-growth fields like health care, information technology, and advanced manufacturing."

Supporting shift workers

While skill training is crucial in helping people get better jobs, it is just as important to investigate which working conditions contribute to employees' quality of life. **DANIEL SCHNEIDER**, a professor of public policy who recently joined the Kennedy School, focuses on hourly workers in the United States. He is a coprincipal investigator of the Shift Project, housed at the Wiener Center, which collects and analyzes data on how shift work affects economic security, health, and well-being.

Schneider is interested in the challenges that American workers in the service sector—food services, grocery stores, fulfillment centers, and other areas—face. One problem, of course, is low wages, but Schneider is just as interested in nonwage factors that negatively affect shift workers. "Hourly workers also contend with unstable and unpredictable work schedules—with hours that vary from week to week and day to day, often with little advance notice and less worker control," he says. "These unstable and unpredictable schedules

put households at risk for economic insecurity and hardship, harm workers' mental health, and pose profound challenges for parents and their kids."

Schneider and his colleagues at the Shift Project look at everything from paid sick leave to home-life issues to access to unemployment benefits. Most recently, they have examined how COVID-19 has worsened conditions for shift workers—many of whom are considered essential employees. In a study published in October, Schneider and his coauthor, Kristen Harknett, an associate professor at the University of California, San Francisco, found that only a quarter of service-sector workers who were laid off or furloughed at the height of the spring lockdown received unemployment benefits in a timely manner and that delays in those payments led to significant hunger, greater housing insecurity, and deferred medical care.

Keeping up with technology

Examining the factors that lead to employee well-being goes hand in hand with responding to changes in technology that can either help or harm workers. Professor of the Practice of Government and Technology **LATANYA SWEENEY**, who joined the Kennedy School this past year, thinks a lot about this issue. A computer scientist by training, she is affiliated with the Kennedy School's Shorenstein Center on Media, Politics and Public Policy and explores how technology can help job seekers—and how it can leave them behind.

Sweeney, who formerly served as chief technology officer at the U.S. Federal Trade Commission, also holds an appointment in Harvard's Faculty of Arts and Sciences and directs the Harvard Public Interest Technology Lab, which examines how bias can be removed from our technology to create a more even playing field. Among other projects, the lab studies algorithms used in hiring and employee evaluations to determine whether they are biased.

"As a computer scientist, I think this is a particularly amazing moment to be at the Kennedy School," Sweeney says. She notes that as technology becomes more sophisticated and innovative, it will change many industries, especially manufacturing. "When it comes to the future of work, I've been focusing on helping to bring American manufacturing back," she says. "Artificial intelligence and machine learning are about to change the face of manufacturing. So the question is: How can we harness the nature of this inevitable change to revolutionize American manufacturing?"

Sweeney thinks the answer may lie, in part, in sharing technology and tools openly. She uses artificial intelligence as an example: If you have an idea for an AI project, a wealth of free technology is available online to help you. "The cost of entry is very low," she says. "So our vision is to bring the same kind of benefit and opportunity to manufacturers to create a 'knowledge and tools commons' to increase resiliency and international competitiveness."

A major challenge, according to Sweeney, lies in how policies can be shaped to ensure that industries remain competitive, intellectual property is protected, confidentiality and privacy are respected, and equity is promoted. "I specialize in unforeseen consequences of



“Many of our systems, our organizational practices, and our procedures have unintended consequences, because they were built for a different workforce. ... Our talent-management procedures have not kept up.”

IRIS BOHNET

technology,” she says. “The reemergence of manufacturing not only has all those kinds of consequences, but it also demands a diverse and inclusive workforce.” Sweeney believes that addressing unconscious bias in hiring algorithms and other forms of workplace technology can help. “My work was among the first to show discrimination by algorithm,” she notes. “We work with that lens—all the way down to the sensors and all the way up through the policy and economics.”

The policy challenges that come with automation are also very much on the mind of **LJUBICA NEDELKOSKA**, a research fellow at the Growth Lab, part of the School’s Center for International Development (CID). She studies the impact of automation on the labor market and the effect of plant closures and mass layoffs on people’s long-term earnings and employment success. Nedelkoska says that when it comes to work, “technology has the power to help and harm, and the impacts are likely to be very unequally distributed.”

One way it has helped is by enabling many employees to work during the pandemic using low-cost personal computers, high-speed internet, high-quality conferencing software, and cloud computing. “Technology is one of the reasons we are able to speed up the delivery of a secure COVID-19 vaccine,” Nedelkoska says. “However, the pandemic is also increasing incentives for automation in some sectors: transportation, services, production. Consumers would like to see these sectors up and running, even if it comes at the cost of replacing people with robots.”

The risk, according to Nedelkoska, is that technology will contribute to social and economic inequality. She says strong policy

responses will be needed to address these problems effectively, including government subsidies that encourage employers not to lay off their workers during lockdowns. Training and education also play a role in helping workers at risk of losing their jobs to automation, and Nedelkoska sees community colleges as a steppingstone to long-term employability and job security for vulnerable workers.

Preparing policymakers in Morocco

Researchers at CID’s Evidence for Policy Design (EPoD) are also focused on improving training and giving workers skills that can aid economic mobility. EPoD and the Abdul Latif Jameel Poverty Action Lab (J-PAL) are developing a hub for evidence-based labor market innovation in Morocco called the Morocco Employment Lab. **REMA HANNA**, the Jeffrey Cheah Professor of South-East Asia Studies at the Kennedy School, leads the project with her colleague Bruno Crépon, the scientific director of J-PAL Middle East and North Africa.

The lab aims to promote a culture of evidence-based policymaking in Morocco through policy-research engagements and capacity building, giving policymakers the tools and knowledge to better address labor market challenges. “In many countries, getting the right data to inform policy was tough due to a lack of data,” Hanna says. “With these data, with new data sources, it is often the opposite—so

much information comes at you. How do you make sure you have the right information needed to make tough policy trade-offs? The Morocco Employment Lab aims to help by both generating new research and evaluations to specifically address the needs of policy and equipping policymakers with the tools to understand how data and numbers can be used in their everyday policy decision making.”

One of Morocco’s main labor force challenges is a skills mismatch, whereby highly educated workers have some of the highest unemployment rates, because they don’t specialize in areas with a large labor force demand, and the labor market isn’t producing enough jobs in high-skill sectors. Using the Smart Policy Design and Implementation (SPDI) framework that EPoD developed, the Morocco Employment Lab is working with policymakers in the country to diagnose underlying drivers of the challenge and then design, implement, and evaluate solutions to reduce the skills mismatch. “EPoD focuses on finding the right question to evaluate,” says Hanna. “This comes from using economic theory and deep qualitative work to assess the policy problems being faced and to understand what is driving these problems.”

One issue Hanna and her colleagues want to address is the labor force gender gap, which is a serious problem in the region. In Morocco, only 21 percent of women are in the workforce. In contrast, male labor force participation was above 70 percent in 2019. COVID-19 is only worsening this disparity as more women find themselves at home without childcare and many are losing their jobs during lockdowns. By working closely with policymakers and civil servants, the researchers at the Morocco Employment Lab aim to support vulnerable workers—especially young people, women, and those affected by COVID-19—by helping to design labor market policies backed by research.

Advancing women’s career aspirations

Women have proved to be a particularly vulnerable demographic during the public health crisis. A research team at WAPPP is studying how the childcare crisis created by the pandemic is affecting men’s and women’s workforce participation in the United States. “The sudden and sustained backflow of childcare and educational labor into the home is constraining women’s labor market participation more than men’s,” says **HANNAH RILEY BOWLES**, WAPPP’s codirector and the Roy E. Larsen Senior Lecturer in Public Policy and Management. Bowles is researching how organizational practices and policies may help or hinder caregivers’ capacity to remain fully employed in the midst and aftermath of the pandemic.

Bowles is also engaged in research and programming aimed at building women’s capacity to pursue their career aspirations through negotiation training to raise pay, manage work-family conflicts, and pursue expanded work roles and developmental opportunities. “Our research suggests that negotiation is a critical problem-solving tool for pursuing nonconventional career paths,”

she explains, “for instance, in order to balance work and family or to attain roles or opportunities for which one may not be perceived as traditionally qualified.” In a related project, Bowles is working with a team of scholars and leaders in practice to support the academic and career aspirations of female and minority students in technology and engineering through negotiation training and other forms of leadership development.

Getting mayors on board

Policymakers and public leaders at all levels of government can be powerful allies in helping vulnerable demographics in the workforce. Focusing on the United States, **STEPHEN GOLDSMITH**—a former mayor of Indianapolis and a former deputy mayor of New York—is looking at how mayors can help workers in their cities succeed.

Goldsmith, the Derek Bok Professor of the Practice of Urban Policy and director of the Ash Center for Democratic Governance and Innovation’s Data-Smart City Solutions, is currently involved in a project that enables cities to identify opportunities for developing their workforce. “We have 10 mayors and senior leaders involved with the United Negro College Fund (UNCF),” he explains. The project is designed to look at better opportunities, particularly for young men and women of color, recognizing and building on their skills in order to produce more opportunity. “The pilot project in Atlanta involves a collaborative featuring the mayor’s office, and managed by the UNCF, that uses real-time regional data to identify local upskilling opportunities and then fill in the gaps between the better jobs and the skills of workers,” Goldsmith says. He is enthusiastic about how the project can be an asset to mayors and other local leaders across the United States.

In addition to his work with the UNCF, Goldsmith has been advising mayors on issues related to transportation. He sees a connection between the future of work and mobility. Just prior to the pandemic, Goldsmith coauthored a pair of papers about how innovations in this area can help the urban working poor. “The current transportation patterns in our country’s large cities are not very friendly to struggling workers,” he says. “They have long commute times for jobs that cannot pay well. If you’re in a big city and you have to spend an hour commuting for a low-wage job, that’s a lot of your potential earning stuck in the subway or the bus.” In Goldsmith’s view, city leaders can play a role in improving mobility patterns and helping their workforce at the same time.

Ultimately, there is a lot to do to improve the way we work, from getting job seekers the right training, to understanding the unforeseen consequences of technology, to examining the conditions that help or harm vulnerable workers, to putting the onus on employers to make their practices more inclusive. But fortunately, faculty members and other experts across the Kennedy School are focused on just these issues.

As Bohnet says, “We believe that the Kennedy School in fact is the perfect hub for our work.”

Over a decades-long career, Bill Clark has helped build the foundations of the field of sustainability.

BILL CLARK'S PURSUIT OF
SUSTAINABLE DEVELOPMENT

PUTTING SCIENCE INTO PRACTICE

BY CRISTINE RUSSELL | PHOTOS BY RAYCHEL CASEY

GROWING UP in Connecticut and New Jersey, Harvey Brooks Professor of International Science BILL CLARK was the classic outdoorsy kid, wading in streams, looking under rocks, and catching critters, preferably snakes. As a Yale college student in the late 1960s—pulled between ecology and political science—he worked on environmental policy in New York City under Mayor John Lindsay and in Washington, D.C., for the federal government of Richard Nixon. In grad school in the 1970s, Clark studied resource management, shinnying up balsam fir trees and using computer modeling to understand how rare but catastrophic insect outbreaks periodically destroyed boreal forests and forest-based jobs in eastern Canada and the United States.

Those early experiences led to Clark's lifelong interest in applying scientific knowledge to public problems, particularly the need to promote responsible stewardship of planet Earth through sustainable development. As a young scientist, he ran one of the first government reviews of greenhouse gas emissions and climate change, won a 1983 MacArthur Foundation "genius" grant, and directed an ambitious new program, "Sustainable Development of the Biosphere," at an international think tank in Austria.

Clark was ahead of his time, a pioneer in a field in which he has had a profound impact throughout his 45-year career, which includes more than three decades at the Kennedy School. Today "sustainability" is a ubiquitous idea, with ambitious sustainable-development goals being set by businesses, universities, nonprofits, and governments around the world.

"There's been a transformative revolution at all levels, from individuals to global organizations," says Clark, as people "take notice of how our present actions can damage our neighbors today and our children in the future." Increasingly, people "accept responsibility to act on that knowledge," he adds. "A new norm is emerging for sustainable development."

"Bill helped create the foundation of the house that the field of sustainability is built upon. He's made enormous contributions," says HKS colleague HENRY LEE, Jassim M. Jaidah Family Director of the Belfer Center's Environment and Natural Resources Program. Longtime HKS Professor JOHN HOLDREN, a former science advisor to President Barack Obama, says, "Bill Clark has a deeper understanding of the science of sustainability and the intersection with public policy than anyone else I know." Stanford University Professor and former Dean Pamela Matson, who started working with Clark in the late 1990s on a National Academy of Sciences Board on Sustainable Development, says, "Bill has the ability to bring everyone to the table, harnessing their ideas and knowledge in ways that advance science and problem-solving." Clark cochaired a major National Academy study, "Our Common Journey: A Transition toward Sustainability," that helped launch sustainability science in the United States and around the world.

Matson, Clark, and Krister Andersson coauthored an influential 2016 book, *Pursuing Sustainability: A Guide to the Science and Practice*, that synthesized the big ideas in the field today. It explored sustainable development as an effort to meet "the needs of the present without compromising the ability of future generations to meet their own needs," a formulation of sustainability goals first advanced in 1987 by the World Commission on Environment and Development. With his coauthors of the 2016 book, Clark echoed that commission's call for global action, urging "informed agitation" to meet sustainable development challenges ahead. "Our ability to prosper now and in the future," they wrote, "requires increased attention not just to economic and social progress but also to conserving Earth's life support systems: the fundamental environmental processes and natural resources on which our hopes for prosperity depend."

The book, together with an ongoing online update of the field edited by Clark and ALICIA HARLEY PHD 2018, summarize an emerging framework for pursuing sustainability grounded in a



broad set of resources or capital assets. These include not only natural capital (land, ecosystems, climate) but also human capital (population size and distribution, education and health), manufactured capital (buildings and infrastructure), social capital (culture, norms, rules), and knowledge capital. Together, these assets constitute the foundations on which well-being can be built—but only by those with access to them. For sustainability, the capacity of these assets to support development must be conserved into the future and access to them must be more equitably distributed. Many of these foundational assets, however, are now being threatened by human activities that degrade not only our climate and ecosystems but also our trust in knowledge and institutions. And access to them is becoming more rather than less inequitable.

Clark's academic accomplishments have come hand in hand with his practical work in making Harvard University a more sustainable institution.

"The damages to our asset base are serious and getting worse," says Clark, "exacerbated through multiple acts of vandalism by the Trump administration. I have to believe that the Biden-Harris administration is going to pay more attention to science, justice, and the common good. I'm hopeful for better days ahead. The long-term quest for sustainable development has obviously been severely damaged by the COVID-19 pandemic, as it has by earlier pandemics, economic collapses, and wars. We have to get through this shock in ways that help people today while rebuilding in ways that will help people tomorrow to cope better with the shocks that the future inevitably holds for them."

Clark is encouraged that global progress is underway as an increasing number of organizations—from communities to corporations to countries—draw up and implement sustainability plans, measure how well they are doing in achieving their goals, and provide more transparency about their efforts. Stakeholders in the activities of these organizations are demanding more accountability on the sustainability front. Local governments set

says HKS Dean DOUG ELMENDORF. "He understands that big institutions generally have a lot of inertia, and moving them requires consistent persistence, which Bill has shown. Bill also understands that universities depend on evidence in making choices. He has worked tirelessly to collect and use evidence about what's happening in the world and what actions the Kennedy School and the University can take for the world." HEATHER HENRIKSEN MC/MPA 2008, who has led the University's Office for Sustainability since 2008, says, "Harvard would not be where we are on sustainability today without Bill Clark. He has been such a pioneer and visionary."

Clark cochaired the first two University-wide greenhouse gas emission task forces under President Emeritus Drew Gilpin Faust. Harvard adopted the 2008 task force recommendation to reduce the University's carbon footprint by 30 percent by 2016 (from a 2006 baseline)—an ambitious target that was met on time, says Henriksen, who first met Clark when she was a Kennedy School student. That was achieved by changing energy supply and

- Climate change accelerating
 - Human-caused, irreversible
 - Present and future damage to agriculture, areas, public health, fire zones...
- Biodiversity collapsing
 - Diminished stability, service provision
 - Disrupted disease control....
- Toxins ubiquitous...
 - US streams
 - Polar bears?

targets for everything from building efficiency to public transit. Universities develop plans for greener buildings, a reduced carbon footprint, and more-equitable access to their teaching and research.

Since coming to the Kennedy School, in 1987, Clark has kept sustainability at the forefront of his work. He was the founding director of Harvard's Sustainability Science Program, which has cultivated a generation of scholars and practitioners, training more than 140 fellows since its start, in 2006. He has continued his own research through a "Sustainability Science" project that has sought to promote research and technological innovations that can inform practice in areas such as agriculture, health, and energy. Clark has also long been a leader in Harvard's University-wide climate and sustainability efforts as well as those at HKS.

"Bill Clark has been a very important leader of the University and Kennedy School efforts to become more sustainable,"

demand, including building efficiency, cleaner on- and off-site energy sources, and more renewable energy. Harvard's latest Climate Action Plan seeks to make the University fossil fuel-neutral by 2026 and fossil fuel-free by 2050: aggressive targets based on recommendations from the 2016–2017 Climate Change Task Force.

Clark was also a faculty cochair of a committee that created the 2015 Harvard University Sustainability Plan, which addressed energy use, water use, waste, and landscaping. Annual reports and an online sustainability data hub provide transparent updates on how well Harvard is doing. Clark is currently co-chairing for President Lawrence Bacow a committee to formulate a second-generation sustainability plan for 2021–2030. It will expand the first plan to include issues such as healthy buildings, food services, air travel, investments, and overall well-being of the greater Harvard community. "We are on track to complete our initial report by the end of this academic year," he says.



“There’s been a transformative revolution at all levels, from individuals to global organizations, [as people] take notice of how our present actions can damage our neighbors today and our children in the future. [Increasingly, people] accept responsibility to act on that knowledge. A new norm is emerging for sustainable development.”

BILL CLARK



RAYCHEL CASEY

KRIS SNIBBE/HARVARD UNIVERSITY

Clark has taken on numerous leadership roles at the Kennedy School, including cochairing the HKS Sustainability Leadership Council. Elmendorf notes that sustainability efforts already underway at HKS have included installing solar panels on the roofs, reducing food waste and the use of plastic in food services, and shrinking the School’s carbon footprint. “We still have a tremendous amount to do,” he says. “We can do this work. Bill has taught me how to think about these problems in ways I had not thought of before.”

Clark has also served as the longtime faculty area chair of the Kennedy School’s International and Global Affairs (IGA) program. Most recently, at Elmendorf’s request, he has co-led an effort to evaluate HKS course offerings and activities in the broad climate domain, an area of key concern to students.

“Bill has an extraordinary degree of determination to get the job done,” says Holdren, Teresa and John Heinz Professor of Environmental Policy at HKS. “He’s an iron fist in a velvet glove who works well with others in a very collegial way. He’s a pillar of commitment and performance.” Amanda Sardonis, the associate director of the School’s Environment and Natural Resources Program, says, “Bill has very strong views and can be provocative. But he also recognizes that real progress is made through collaboration, good will, and determination. And when goals are met, he’s quick to give praise, share credit, and encourage celebration.”

Teaching has also been a key priority for Clark, who is particularly proud of teaching awards he has received at both HKS and the College. One of his students was Alicia Harley, who met Clark in 2005 during her freshman year at Harvard, took his environmental policy course, and later earned a PhD in public policy under him.

“He’s an incredibly driven intellect who moves fast to connect ideas,” says Harley, who coteaches Clark’s undergraduate sustainability course and coauthored with him a recent review of sustainability science. “He expects rigor from his students, but he’s incredibly compassionate.” Beyond Harvard, “he’s a star in the field of sustainability science,” she says.

As a world-recognized expert on sustainability science and its applications, Clark has long juggled his professional responsibilities at Harvard with diverse global sustainability projects in agriculture, public health, natural resource management, ecosystem services, and climate change. His lengthy list of accolades includes election to the prestigious National Academy of Sciences in 2002 as a “premier analyst” of “environmental science and policy.”

Clark’s life personifies the adage “Think globally, act locally.” He puts into practice what he preaches. He has long biked to campus or taken public transportation from his home in Watertown. Harley recalls a time when Clark arrived to teach his sustainability course with a bloody leg from a bike accident, which he ignored until class was over. He and his wife, Anni, who is retired from a career in finance, own one car, a hybrid plug-in Prius. “She is my conscience and a practical genius in

finding ways to conduct our daily lives that walk the talk of my professional life,” says Clark.

His self-admitted “sin” is occasional air travel to southern Austria, where he summers with his family in Kniezenberg—a town in the scenic Steiermark region where his wife grew up—and hikes, listens to classical music, and enjoys good food and wine. The couple, who met in the early 1970s at the International Institute for Applied Systems Analysis outside Vienna, have been married for 40 years and have two sons, Adam and Graham.

At the end of this academic year, Clark will start a new chapter. He’ll retire from his longtime HKS duties in teaching and administration and move to research professor status, with far more time to pursue lifelong sustainability interests and be with family. “He told me he wanted to retire when he was still young enough to scamper up and down mountains,” says Elmendorf. “I’m going to miss Bill terribly. But he will remain a part of our community.”



Clark says he also wants to make way for more-junior faculty members: “I personally accepted a moral obligation to get out of the way and give others the opportunities I had.” But he will continue to fight the good fight on the sustainability front. “Bill’s very passionate about the injustices and inequities in the world,” says Harley. “But fundamentally, he’s an optimist. You can’t devote yourself to the science of how to get the world to a better, more sustainable place without believing it’s possible.”

Clark’s life personifies the adage “Think globally, act locally.” He puts into practice what he preaches.

Cristine Russell, a longtime science journalist, is a senior fellow at the Kennedy School’s Environment and Natural Resources Program, Belfer Center for Science and International Affairs. Follow her on Twitter @russellcris.



Saving the ocean, one sachet at a time

BY MARI MEGIAS

JANE VON RABENAU MPA/ID 2019 was working as a researcher in low-income areas in south India in 2015 when the region was hit by terrible floods. About 1.8 million people were displaced. “It was the first time I experienced an environmental catastrophe,” says von Rabenau. In some neighborhoods, the worst damage appeared to be caused by trash buildup, which blocked drains. One notable culprit was the lowly sachet.

Many low-income people in the developing world use small, single-use packets for items such as shampoo and detergent—sachets, as they’re known, containing only 10 milliliters, or one-third of an ounce, of liquid. For people who do not have the funds or storage space to buy larger containers, they’re a perfect solution. In Indonesia, for example, 70 percent of detergent is sold this way.

Humans are producing more plastic than ever before, with almost 360 million metric tons created in 2018—and half of this plastic is for single-use purposes, such as sachets. On its current trajectory, global production is expected to double in just 20 years. Despite efforts to recycle, much of that plastic finds its way to landfills and oceans. Researchers estimate that the ocean contains 15 trillion tons of plastic particles, some of which inevitably work their way into the food chain and back to people.

Sachets create both environmental and economic problems: They are made from a plastic-metal laminate that cannot be economically recycled, leading to pollution, especially in the ocean, and they impose a “poverty tax” because users pay more to buy less product.

Siklus, a startup von Rabenau launched in 2019, is working to address that problem. Based in Indonesia, Siklus (the Indonesian word for “cycle”) is attempting to replace the ubiquitous sachet with an innovative and easily available dispensing system.

While Siklus’s roots lie in that formative experience in India, it was at HKS where von Rabenau’s idea germinated. She applied to the Kennedy School knowing that she wanted to pivot to the environment while still working on poverty issues. She decided to do her Second-Year Policy Analysis (SYPA) on plastic pollution in the Philippines. “The SYPA was about what the government could do, such as tax plastics. But there I saw, once again, the pollution from sachets.”

Von Rabenau also noticed something that gave her an idea: “I saw these water-refill stations in mom-and-pop stores. It’s common in Asia that you have 20-liter containers of water with dispensers. It’s a little like candy machines, where you put a coin in and you turn it. People would come and fill up their water bottles, because bottled water is crazy expensive. For a 600-milliliter water bottle, you’re essentially paying for the plastic. And I thought, why can’t we do this with products that are typically sold in sachets?”

Siklus aims to make product-refill

stations as ubiquitous as water-refill dispensers. The company launched in Indonesia because that nation, in addition to having a vibrant startup scene, is the world’s second-largest ocean polluter, after China. In Indonesia, sachets and wrappers account for almost 20 percent of the plastic items found on the nation’s beaches by waste pickers.

Von Rabenau says her HKS network gave her the courage she needed to move to a country where she knew no one. “In the end, part of the reason I had the guts to do this is that I saw a bunch of social entrepreneurs at HKS who did similar things—they saw a problem and wanted to solve it,” she says.

When von Rabenau first had the idea for Siklus, she envisioned vending machines that people would visit to refill their containers. But she pivoted from vending machines to delivery via tricycles because it was more convenient for users, less expensive than investing in multiple vending machines, and, as COVID-19 struck, delivery had the added benefit of being more hygienic.

Today, Siklus has 10 full-time employees and several hundred customers weekly. Customers can follow the tricycles on an app

to see when they will arrive in their neighborhood; they can also order via WhatsApp. For customers without mobile phones, Siklus is “kind of like an ice cream truck,” von Rabenau says. “We can cover a larger area than we could with vending machines, and people just have to walk outside their door. Especially during COVID,

people are happier not to have to leave their homes.” The company is testing a stationary model—“not a vending machine but a service operated by shop owners”—much like the water-refill stations she saw in the Philippines.

Siklus’s research consists of lots of conversations with many customers. “The truth is, today we have people who don’t want to switch to refillable bottles because, they say, if they buy a whole bottle, they will use too much and it will end up costing them too much,” says von Rabenau. “They like the portioning of the sachets. We are working on better bottle designs so one



“Siklus is kind of like an ice cream truck.”

JANE VON RABENAU

pump is half a sachet—so you don’t even need a full sachet, and you can use less. A lot of disposable bottles are designed so you overuse the product.”

Although the pandemic has made it more difficult to conduct in-person research with customers, Siklus is

pushing forward. It has raised a pre-seed round of capital and also has received funding from angel investors and venture capitalists plus grants from the U.S. Agency for International Development and others. The company is working with some of the world’s largest consumer goods manufacturers to provide products.

“Things are coming together. It wasn’t easy,” says von Rabenau, who financed the company on her credit card before she put together other funding sources. “We didn’t have a lot of evidence yet, just an idea”—an idea that will help people in poverty while improving our environment.

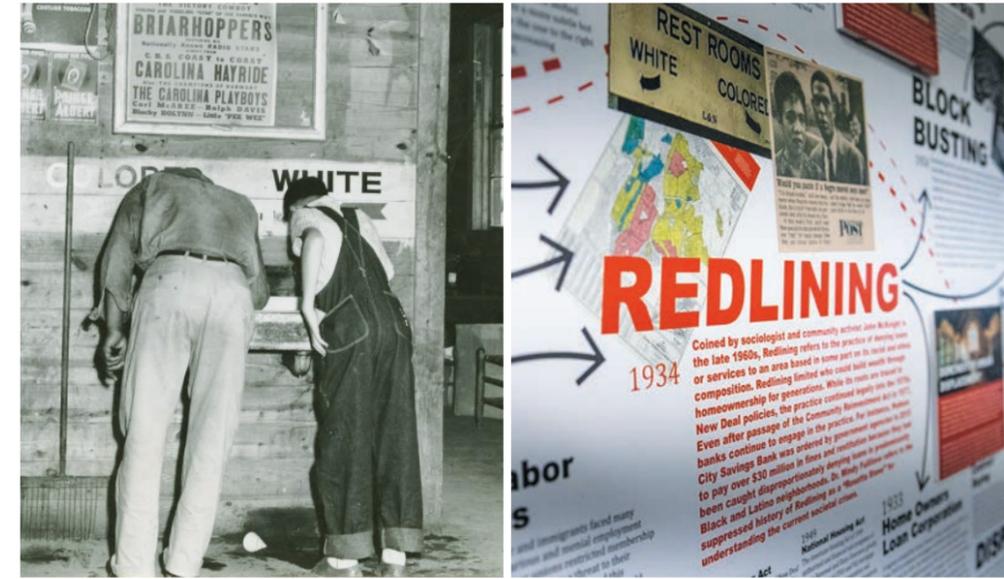
PHOTOS COURTESY OF JANE VON RABENAU





[It was wrong] “to hand over Master of Public Policy degrees to people who were no smarter in many cases in understanding how the real world works with racism and power ... the day they leave the School than the day they arrived.”

KHALIL GIBRAN MUHAMMAD



(Left) A man's reflection in the door of the National Memorial for Peace and Justice and the Legacy Museum in Montgomery, Alabama, the nation's first site to document racial inequality in America from slavery through Jim Crow to the issues of today. (Above) Men drinking at segregated water fountains in the 1930s; a detail from an exhibit about discriminatory housing practices.

A NEEDED COURSE

Mandatory course for arriving Master in Public Policy students combines history, sociology, and public policy

BY JAMES F. SMITH

IN SEPTEMBER, ALL 241 INCOMING Master in Public Policy students at Harvard Kennedy School began their two-year academic program by taking a new required core course on race and public policy in the United States. The intensive two-week course, “Race and Racism in the Making of the United States as a Global Power,” was developed and taught by HKS Professors **KHALIL GIBRAN MUHAMMAD** (right, top) and **SANDRA SUSAN SMITH** (right, bottom), with the stated goal of ensuring that students learn how and why race and racism are not just aberrational artifacts of the past but lie “at the heart of the American project”—learning that the School considers important for effective public leaders in the 21st century.

In the first week of the course, Muhammad immersed the students in the 400-year history of racism in the

United States, including the legacy of slavery. Muhammad, a historian who contributed to the *New York Times* 1619 Project on this subject, is a professor of history, race, and public policy at HKS and the Suzanne Young Murray Professor at Harvard’s Radcliffe Institute for Advanced Study.

Then, during the second week, Smith took the lead, injecting a social science perspective on the contemporary challenges of American racism, including the ways it affects public policy and drives inequalities in justice, housing, education, and economic well-being. Smith, a sociologist who studies poverty,



race, and justice, is the Daniel and Florence Guggenheim Professor of Criminal Justice at HKS and the Carol K. Pforzheimer Professor at the Radcliffe Institute. She also directs the Kennedy School’s Program in Criminal Justice Policy and Management.

The first-year MPP students began each day with two hours of class together online. Then they spent the next six hours on their own and in small virtual groups, absorbing a syllabus chock-full of readings, videos, and podcasts. For many students, this was their first formal learning about race and racism and the role they play in American society.

The course is one of a series of steps by the School to equip students with the knowledge to understand and confront racism in their careers as public leaders and policymakers. Over the years, students and alumni have called for more action on racial diversity, more teaching on racism, and more attention to issues of systemic racism.

Soon after he joined HKS, in 2016, Dean **DOUG ELMENDORF** formed a task force to come up with recommendations for how to enhance diversity in the student body, the faculty, and the staff and to foster an inclusive environment at the School. One task force finding was that the percentage of African American students at the School had declined in preceding years. Among many actions the School has taken since then are creating the new role of associate dean of diversity, inclusion, and belonging; revamping recruitment

processes to attract more faculty members and students of color; and adding courses and case studies on aspects of race and policy.

Muhammad, who also arrived in 2016, has been a vocal critic of what he calls the School’s inaction on race and racism in its course offerings and its recruitment of faculty and students, saying the administration in the past simply waited out activist students until they graduated and moved on. He feels it was wrong “to hand over Master of Public Policy degrees to people who were no smarter in many cases in understanding how the real world works with racism and power, how capitalism intersects with all of that, how colonialism still shapes the maldistribution of resources, the day they leave the School than the day they arrived.”

Two years ago, Muhammad founded the Institutional Antiracism and Accountability Project at the School’s Shorenstein Center on Media, Politics and Public Policy, with a focus on researching how to address racism in organizations. The project hosted its inaugural conference, “Truth and Transformation,” last year and invited alumni to share their experiences advocating for diversity and racial equity at the School. It recently held its second annual conference and has launched a web portal curating resources on racism research and policy.

Students and alumni also have pressed for more attention to race and policy in recent years. This became more urgent this year, particularly in the wake of the police killing of George Floyd and others and the global



Inclusion in American democracy has walked a tortuous path. (Left) Black women voting in the 1960s. (Right) A pro-voting rally outside the U.S. Supreme Court in 2013 in Washington, D.C.

“We weren’t shy about being very clear about how deeply we think racism operates in this country, and I think in most disciplines in the United States you just don’t have these kinds of conversations. I thought we were very frank.”

SANDRA SUSAN SMITH

attention on structural racism in the United States. The School’s response included launching the new race and public policy course. The School will use lessons learned during the two-week intensive pilot course to consider how best to structure the course and extend the material among students.

Elmendorf says, “I want to give credit to the many students and faculty and staff members who have worked over many years to make a compelling case for changes at the School to increase our effectiveness in addressing these social problems, and who have worked with me and other administrators over time to develop and implement changes.”

The School now offers about 15 degree-program courses dealing with issues of race and racism. Another new initiative is the William Monroe Trotter Collaborative on Social Justice, founded and led by **CORNELL WILLIAM BROOKS**, the Hauser Professor of the Practice of Nonprofit Organizations and a former president of the NAACP, who joined HKS in 2018. In addition, the School is increasing its offerings on the topic in executive education. Professor **ROBERT LIVINGSTON**, who joined HKS in 2015, chaired an executive education program, “Promoting Racial Equity in the Workplace,” in January 2021.

Elmendorf explains his approach: “The first, absolutely crucial change we have made over the last three years is appointing roughly a dozen faculty members whose teaching, research, and outreach address race and public

policy across a whole set of issues, including health care, education, criminal justice, technology, public leadership broadly, and more.” Among those faculty members is Sandra Smith, who was recruited to Harvard from the University of California at Berkeley—and arrived only in July. She is the first Black woman tenured at the School and only the fourth Black tenured professor ever. She and Muhammad developed the course and its dense curriculum over the summer—and dealt with the additional challenges of teaching online to students from dozens of countries and time zones.

“We weren’t shy about being very clear about how deeply we think racism operates in this country, and I think in most disciplines in the United States you just don’t have these kinds of conversations,” Smith says. “I thought we were very frank. I have to say that because of this moment, and what people were calling a reckoning, I felt free to do the kind of course that I wanted to do—and that on some level I’ve always wanted to do.”

She says the majority of students came into the class with very limited knowledge of the subject. “And I suspect, too, that even those who came in feeling as if they knew quite a bit about race and racism in America ended up feeling like they actually didn’t know very much at all. And this course did a lot to fill major gaps in their understanding, both from the past and what that has meant in the contemporary moment.”

One student, **AUSTIN BATSON MPP 2022**, said a



The mistreatment of minorities spans generations and racial and ethnic groups. Japanese Americans protest against the incarceration of migrant children at the site of a World War II internment camp.

strength of the course was connecting history with current issues. “Professors Smith and Muhammad connected those dots so explicitly, and again, and again, and in such ways that it finally really built up what I feel like is a more accurate picture of America’s history, and I valued that so much,” he says. Batson said he was left hungry to learn more about the current policy implications flowing from the racism debate, such as reparations or other options that may not yet be on the table. “I know nobody has those answers,” he says, “but I wish we could have gotten a little bit more into what may lie ahead.”

With nearly a third of MPP students coming from outside the United States, Muhammad says, the administration’s long-standing concerns about whether the international students would connect with the U.S.-focused material proved generally unwarranted. **DENISSE DE LA PEÑA MPP 2022**, who took the course from her home in Saltillo, Mexico, says people come to Harvard in part to understand the United States: “Learning about race and racism is crucial to anyone who wants to understand American society. The readings were really helpful. They gave us, in just two weeks, the whole picture

of not only what is going on but why it is going on.” She says she wished the lessons had also offered more global perspectives on racism. To have time for that, she thinks, the curriculum might be better handled as a semester-long course, with more time for historical context and cross-border comparisons.

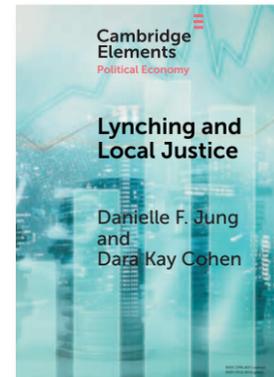
AERIAL ADAMS MPP 2023, who started her MPP program after graduating from Howard University in May, says that given the emotion-charged issues, it was tough at times not to be on campus in person because of the pandemic and have the chance to talk things through with classmates and professors. As a result, she says, a few tense moments went unresolved. Still, “more schools should absolutely have a race and racism course, however they name it. They need the course.” Although she, too, felt the course should have been longer, Adams says, “My very initial impression was that I was happy that HKS was doing something—just even having the course to begin with was a huge step for me,” she said, “not because they are educating me as a Black person but because they’re ensuring that the people they put out into the world are also getting that education.”

Lynching and Local Justice

Legitimacy and Accountability in Weak States

Dara Kay Cohen, Ford Foundation Associate Professor of Public Policy; Danielle F. Jung, Emory University

DARA KAY COHEN IS A POLITICAL SCIENTIST whose research has often focused on the causes and consequences of violence during war and in fragile contexts. In her latest book, *Lynching and Local Justice: Legitimacy and Accountability in Weak States*, Cohen



and her coauthor, Danielle F. Jung, examine the practice of lynching as a form of extralegal justice in nations that struggle with poor governance and weak legitimacy in the contemporary world. They argue that the frequency and widespread acceptance of lynching in the modern world is both horrific and puzzling. Using data from countries across the globe, they find high levels of lynching and collective vigilantism—which they

define as lethal, extralegal group violence to punish offenses to the community—in 46 countries from 1976 to 2013, and at least some reports of lynching in more than 100 countries during that period.

Drawing on detailed original survey and focus-group data collected during fieldwork in Port-au-Prince, Haiti, Cohen and Jung observe that lynching and other forms of collective vigilantism carried out in the name of justice occurred more frequently when people had little trust in the government’s authority and ability to provide basic social services, such as sanitation. This pattern suggests that there may be spillover effects across different types of weak institutions; weak formal institutions that are unrelated to the rule of law are associated with greater approval of lynching. *Lynching and Local Justice* sheds important new light on the dynamics of support for collective vigilantism and offers what one expert describes as “a provocative new explanation for why institutional weakness is so difficult to combat.”

JFK

Coming of Age in the American Century, 1917–1956

Fredrik Logevall, Laurence D. Belfer Professor of International Affairs

READERS OF FREDRIK LOGEVALL'S *JFK* get a generous bonus: Beyond an elegant and readable biography of the early life and career of John F. Kennedy is a masterfully written history of American politics and foreign policy in the mid-20th century. A Pulitzer Prize



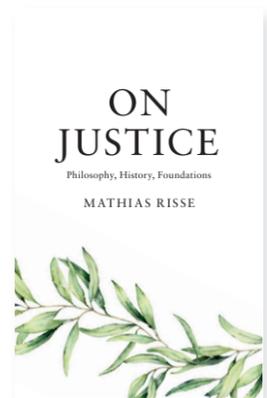
winner for his 2013 history of the roots of the Vietnam War, Logevall this time tackles the early life of the 35th president of the United States (and namesake of Harvard Kennedy School). Over more than 700 pages, he covers the years from Kennedy’s birth and sickly childhood in Brookline, Massachusetts, to his failed bid for the vice-presidential nomination in 1956; a second volume will explore Kennedy’s rise to become the nation’s first Catholic president through to his assassination,

in 1963. Logevall, the Laurence D. Belfer Professor of International Affairs at Harvard Kennedy School and a professor of history in the Faculty of Arts and Sciences, says he deliberately set out to weave Kennedy’s personal story into the broader fabric of U.S. ascendance on the global stage during and after World War II. He explains how Kennedy formed his internationalist worldview during his Harvard days, youthful European wanderings, and World War II combat as a navy officer. The book dispels the conventional view that he was driven into politics by his domineering father. Instead, Logevall makes the case that Kennedy, for all his personal failings and infidelities, was imbued with a deep sense of public purpose and service from his childhood. The book also portrays him as a man of relentless intellectual curiosity who broke with his father and his close-knit family on critical choices. “On matters of politics and policy, JFK was his own master,” Logevall writes.

On Justice: Philosophy, History, Foundations

Mathias Risse, Lucius N. Littauer Professor of Philosophy and Public Administration; Director, Carr Center for Human Rights Policy

IN HIS NEW BOOK, Lucius N. Littauer Professor of Philosophy and Public Administration Mathias Risse explores big questions in political philosophy, especially as they relate to justice in a globally connected world. *On Justice* continues themes from his *On Global Justice* and *On Trade Justice: A Philosophical Plea for a New Global Deal*. Risse begins by investigating the role of political philosophers and exploring how to think about the global context in which philosophical inquiry occurs. Next, he offers a sweeping historical narrative about how the notion of distributive justice, which identifies a genuinely human concern that arises independent of cultural context, has developed into the model we should adopt



now. Finally, he investigates the core terms of this view, including *stringency, moral value, grounds, and duties of justice*. “The proposal I make,” Risse writes, “is that the perennial quest for justice is about making sure each individual has an appropriate place in what our uniquely human capacities permit us to build, produce, and maintain, and that each individual is respected appropriately for their capacities to hold such a place to begin with.” That basic idea has taken numerous forms in varying contexts. Risse writes, “The last 50 years have seen wide-ranging discussions about distributive justice: The topic has been vital to political philosophy in ways it had never been before in any 50-year period. ... At the same time, many have resisted the central role justice has assumed in political thought.” Risse’s response to that resistance is to provide for the present age a more plausible conception of distributive justice that learns from its critics. But his key conclusion is that distributive justice remains central for any kind of ideal of society. While *On Justice* is a continuation of ideas explored in Risse’s earlier works, it is also a thorough and thought-provoking stand-alone examination of distributive justice.

now. Finally, he investigates the core terms of this view, including *stringency, moral value, grounds, and duties of justice*.

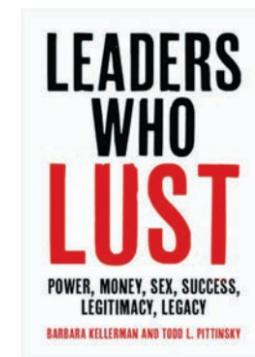
“The proposal I make,” Risse writes, “is that the perennial quest for justice is about making sure each individual has an appropriate place in what our uniquely human capacities permit us to build, produce, and maintain, and that each individual is respected appropriately for their capacities to hold such a place to begin with.” That basic idea has taken numerous forms in varying contexts. Risse writes, “The last 50 years have seen wide-ranging discussions about distributive justice: The topic has been vital to political philosophy in ways it had never been before in any 50-year period. ... At the same time, many have resisted the central role justice has assumed in political thought.” Risse’s response to that resistance is to provide for the present age a more plausible conception of distributive justice that learns from its critics. But his key conclusion is that distributive justice remains central for any kind of ideal of society. While *On Justice* is a continuation of ideas explored in Risse’s earlier works, it is also a thorough and thought-provoking stand-alone examination of distributive justice.

Leaders Who Lust

Power, Money, Sex, Success, Legitimacy, Legacy

Barbara Kellerman, James MacGregor Burns Lecturer in Public Leadership; Todd Pittinsky, Stony Brook University

“IN THE MAIN, the leadership industry remains anchored in the supposition that people generally are rational creatures who act in their own, rational, self-interest.” So write leadership expert Barbara Kellerman and her coauthor (and former Kennedy School faculty



member), Todd Pittinsky. But leadership as it is, not as we would like it to be, is the focus of their new book, which studies the phenomenon of leadership that is not balanced or moderate but, rather, the opposite: leadership driven by an insatiable hunger—what its authors call *lust*. Lust is an impulse that “persists and is relentless,” and “leaders who lust continue to lust until the end of their days.” The authors zero in on “leaders who are typical in that they want to lead,

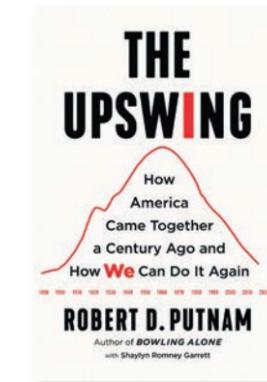
but who are atypical in that they want something else—they desperately want something else—in addition. This second want is as relentless as it is fierce—and it is focused.” They single out six types of lust that such leaders are drawn to: lust for power, money, sex, success, legitimacy, and legacy. To avoid the study of lust, the authors argue, is to “avoid the human condition.” For leaders so driven have been evident throughout history—they have shaped the lives of billions. *Leaders Who Lust* draws our attention to a critical motivator in the exercise of leadership and bestows on it its rightful place in the leadership literature.

The Upswing

How America Came Together a Century Ago and How We Can Do It Again

Robert Putnam, Peter and Isabel Malkin Professor of Public Policy, Emeritus; Shaylyn Romney Garrett

A WEALTHY COUNTRY, a technologically advanced country, but also a country marked by economic inequality, political division, and social friction. Anyone who is inclined to feel that the current moment is low tide in America, and who might look



longingly at a mid-century high-water mark, may be heartened to learn that this description was of the United States in the Gilded Age. In other words, as Peter and Isabel Malkin Professor of Public Policy Robert Putnam so carefully and compellingly lays out in his new book, we’ve been here before and found a way out, and if we are to make of this present moment a hinge point, it is invaluable to understand other moments when

the country shifted radically.

The Upswing offers a unified theory of contemporary American history, fitting from a scholar who has devoted his academic life to studying what holds the country together and who has been called the “national bard of community.” Putnam and his coauthor, Shaylyn Romney Garrett, painstakingly measure and trace the country’s path—economic, political, cultural, and social—from the low point of the late 19th century through six decades of progress and then down again. It’s a phenomenon the authors call the *I-we-I curve*: “a gradual climb into greater interdependence and cooperation, followed by a steep descent into greater independence and egoism.” They write, “It has been reflected in our experience of equality, our expression of democracy, our stock of social capital, our cultural identity, and our shared understanding of what this nation is all about.” The “we,” the book recognizes and takes great pains to explain, was neither inclusive nor egalitarian, and that was an important cause of the atomization that followed. But perhaps in that point lies a larger one about American national life, summed up in the words of Theodore Roosevelt: “On the whole, and in the long run, we shall go up or down together.”



EVENT

Your Own Kind of Leader

“YOU CAN BELIEVE in consensus more than you believe in conflict. You can be human. You can feel and show emotion. You can be kind, empathetic, and strong. You can, and indeed you must, be your own kind of leader,” said New Zealand Prime Minister **Jacinda Ardern** in December as she received this year’s Gleitsman International Activist Award from Harvard Kennedy School’s Center for Public Leadership (CPL).



Ardern has become known for her leadership through the pandemic as well as through the March 2019 terrorist attack on two mosques in Christchurch—New Zealand’s deadliest such attack. At an event moderated by **Wendy Sherman**, director of CPL and professor of the practice of public leadership, Ardern spoke about the challenges of leading—and of leading as a woman.

“Don’t wait for the moment when you suddenly feel you are ready,” she said. “Sometimes that moment won’t come. We need to accept opportunities, take them, and be bold—despite that feeling of fear and doubt.”

Ardern also gained attention in 2018 for being only the second head of state, after the late Benazir Bhutto of Pakistan, to give birth while in office.

“There was never a point in my life that I can recall where I thought, ‘I can’t do that because I’m a woman.’ However, I have on many occasions thought, ‘I cannot do that because it’s me.’ Imposter syndrome is real,” she said. “It’s been a journey for me. I want to be a good leader, not a good female leader.”

Past Gleitsman Award winners include Malala Yousafzai, John Lewis, and Nelson Mandela. Ardern requested that the \$150,000 prize be used to fund a scholarship for a student from New Zealand attending the Kennedy School.

THE BUZZ



“I can make sure that we run a robust economy so that everybody has a chance to get into the labor market. I do think it is our role.”

Mary Daly, president and CEO of the Federal Reserve Bank of San Francisco, giving the Seymour E. and Ruth B. Harris Lecture



“Today, our voices are easily and dangerously drowned out on the internet by voices that are not even remotely tethered to fact, and not remotely tethered to actual events.”

Eugene Robinson, *Washington Post* columnist, giving the Theodore H. White Lecture on Press and Politics



“If you’re going to recognize the value of everybody, you have to reflect the diversity of society. If you’re not prepared to do that, you’re going to be left behind.”

David Rubenstein, cofounder and co-executive of The Carlyle Group and chair of the HKS Dean’s Executive Board, at an IOP discussion on leadership



“The number of health workers who are either getting sick or having to isolate is increasing, and so you’ve got a different source of problems, which is mainly a shortage of health workers.”

Peter Sands, executive director of the Global Fund to Fight AIDS, Tuberculosis and Malaria, at an IOP Forum on global leadership and COVID-19 in October



“I am mostly optimistic about our country, because we have had so many people come forward to make our systems, policies, and practices more fair.”

Valerie Jarrett, former senior advisor to President Obama, at an Ash Center event on National Voter Registration Day

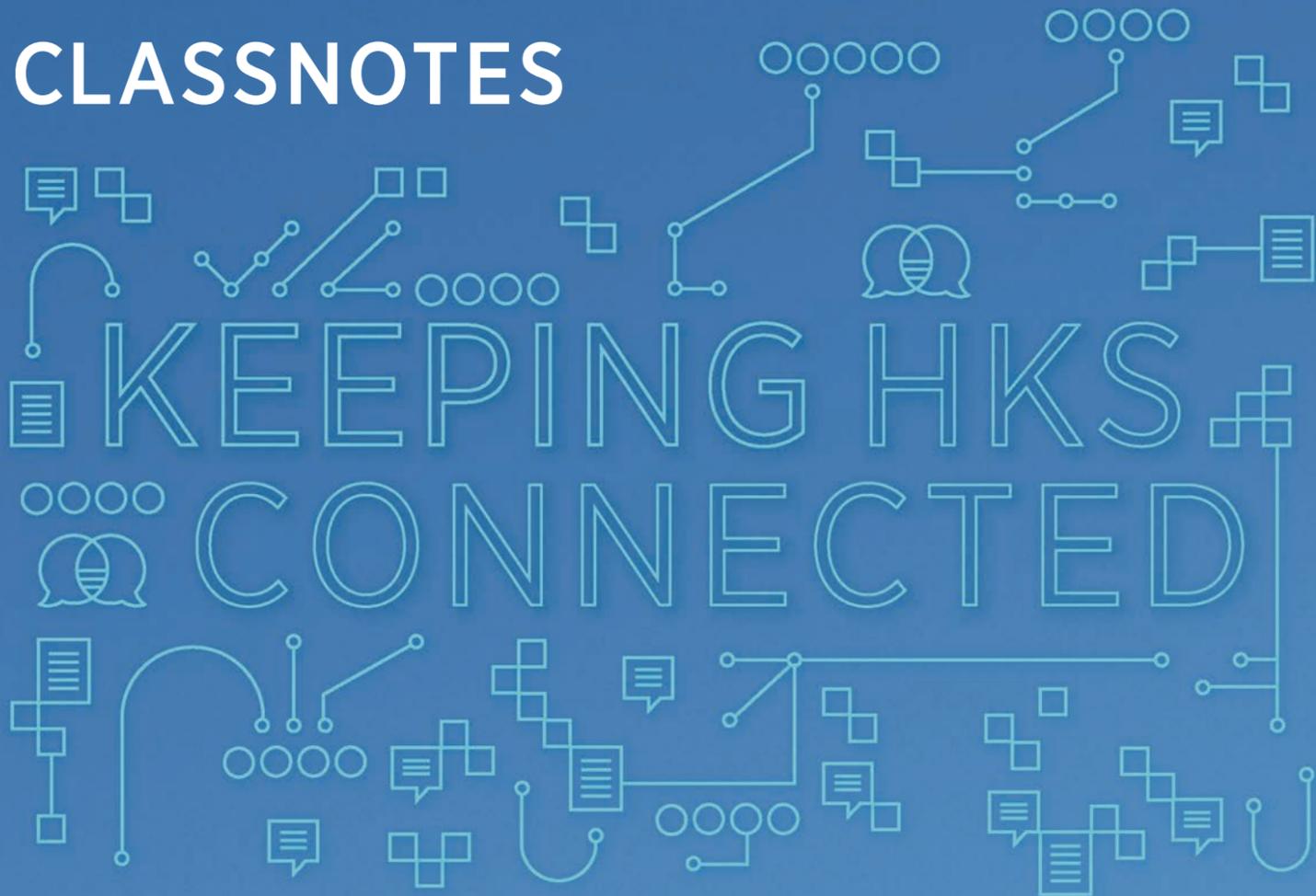


“The gig economy is that people are more or less expendable, and you really only ever have to pay for the exact 10-minute increment of their time that you use.”

Tara Westover, author of *Educated* and a fall 2019 fellow at the Shorenstein Center, at a discussion on urban and rural economies in August

HAGEN HOPKINS / STRINGER | MARTHA STEWART | GAGE SKIDMORE

CLASSNOTES



1967

Harry Harris MC/MPA visited pristine Antarctica and the Falkland Islands in December 2019. He cruised on *MS Roald Amundsen's* maiden voyage with new hybrid propulsion. A March 2020 cruise to the Norwegian fjords and the Arctic Circle was cancelled when Norway closed its borders! With California's unique pandemic health closures, Harry has remained sequestered in central California with ample quality time to engage in new pursuits. He looks forward to receiving first doses of the coronavirus vaccine; then, off to more global travel and new adventures!

Lionel Ingram MC/MPA writes, "After thirty years in the Army, I retired in 1993 as a colonel, moved to Exeter, New Hampshire, and returned to the Kennedy School to complete my dissertation. In 1995, I earned my PhD in political economics and government. In 2018, I retired from the University of New Hampshire as a Murkland Senior Lecturer emeritus."

1969

Jack Underhill MC/MPA retired in 1997 after 41 years of federal service, 33 of which were at the U.S. Department of Housing and Urban Development. Since then, Jack has been active with the Life Long Learning Institute at George Mason University and has undertaken mission trips overseas and to disaster areas in the United States for the Annandale United Methodist Church. He has also served as a Stephen Minister, counseling people who need help. Every year he has presented papers on poverty-related issues at the annual conference of the American Society for Public Administration. Jack is a poet and has been active in the Poetry Society. He enjoys and helps nine grandchildren.

1970

Geoffrey Dutton MCRP writes, "Some fun facts: I never attended or graduated from KSG, which subsequently absorbed my program at HGSD and later delivered

it back; I have never been in public service and only occasionally practiced planning. What have people who got MCRP degrees from KSG done with them? What I did was to research, develop software, and consult in geosciences, then chuck that to be a journalist and technical writer, and then chuck that to write ad lib. Since then I've littered the web with hundreds of stories, articles, and memoirs, published a novel, and am working on its next installment. I must say, it beats a 9-to-5 job."

John Hurley MC/MPA writes, "I knew the scene, having grown up as a 'townie' in Cambridge/Somerville. A CORDS posting in Vietnam helped prepare me for the fall of 1969 at Harvard! I then was assigned as course chair for incoming Foreign Service officers when I returned to State. Following tours at then Embassy Bonn, the Armed Forces Staff College, and the department, I switched hierarchies, went to seminary, and was ordained a Catholic priest in

the Washington Archdiocese. Now in semi-retirement, I am at St. Matthew's Cathedral, site of the JFK funeral."

1971 50TH REUNION

Mark Thompson MPP writes, "In retirement I have recently written and published *Disputed Decisions of World War II: Decision Science and Game Theory Perspectives* (McFarland, 2020). It references and discusses prominently the writings of Graham Allison, Richard Neustadt, Howard Raiffa, Thomas Schelling, and Richard Zeckhauser—in part, to be sure, out of continuing gratitude to them but also (being as objective as I can be, which is not easy) because their works remain in my opinion the most authoritative, insightful, and internationally respected on the topics I have addressed."

1974

Manolo Abella MC/MPA shares that after HKS he was asked to modernize public employment services in the Philippines. He also briefly served in Beijing during the normalizing of relations with China, and later played a key role in organizing an overseas employment program of the Philippines. In 1979 Manolo joined the International Labour Organization (ILO), where he managed a 13-Asian-country program on labor migration, and later spearheaded the development of the ILO's Multilateral Framework for Managing Migration. He later organized for the World Bank a multi-country research project on reducing migration costs. Manolo has published extensively on labor migration issues and has served on the advisory boards of COMPAS (University of Oxford) and MOOP (University of Sussex).

Sandford Borins MPP is now professor emeritus of public management at the University of Toronto. He is completing a book about political narratives in the United States, the U.K., and Canada, titled *Public Representations*. And with more time available he is posting more frequently about politics and narrative on his blog at sandfordborins.com.

Richard Feeny MC/MPA writes, "After the Kennedy School I returned to my hometown of Portland, Oregon, and pursued a government career at Multnomah County, Portland State University, and for 25 years as director of government affairs for TriMet, our transit authority and the pioneer in the development of light rail transit. Currently a book reading group of retirees (five of us Harvard grads, three from HKS), startled at the 120 days of protests that have taken root in the city,

are trying to nudge our local government into a more assertive stance against racism, police brutality, and civic unrest."

Frank Lawson MC/MPA writes, "Now retired and living in São Paulo, Brazil. So far so good! No COVID-19!"

1976 45TH REUNION

Michael Wallace MPP is happily retired and enjoying Montana. "Trying to promote the word 'numbular' = number-vocabulary. We all have vocabularies of the words we know and use. We should also have conscious numbularies, the numbers we know and use to quantify our perceptions and experiences, just as we use words to qualify our daily lives."

1978

Richard Broinowski MC/MPA, since retiring from diplomacy, has become a published author in Australia. "My latest book (my sixth) is now with the printer. No title yet, but it's about Australia's relations with Cambodia—how we helped persuade the United Nations in 1991 to administer Cambodia until elections were held in 1993. An Australian general, John Sanderson, was commander of a multinational force to disarm and canton the Khmer Rouge and other warring factions pending elections. The elections were a success, but under Hun Sen, the country has slipped back into corruption and autocracy. Democracy is an alien construct in some countries."

M. Feldman MPP writes, "I've sold my planning/architecture firm in a well-timed pre-COVID change and am now devoting more time to my teaching, nonprofit and public efforts, and some independent work (if it's interesting), and more time with my wonderful wife, Anne. We're lucky to have a pleasant home and garden to dwell in as we watch and wait for better times socially, culturally, and politically."

Gregory Lipscomb MC/MPA retired from the Federal Communications Commission in Washington, D.C., in 2014 and moved to Austin, Texas. He is now chair of the University of Texas Libraries Advisory Council.

Robert Sabbatini MCRP writes, "Hello! I have been happily retired since 2018 after completing seven years as a sole practitioner. You can check out my professional website: sabbatini-loyd.com. I was recognized as an Italian citizen in 2019. Did some traveling with my wife, Bonnie Loyd, pre-COVID. Documented seven months in Italy on our first blog: ipensionati.com. Wishing everyone a brighter, safer, and prosperous future."

1979

William Fleissig MC/MPA is living in Toronto, Canada, with his wife and teenage daughters, and rethinking how public/private partnerships are transforming from P3 to P10. William recently launched Collaborative Equities, a company focused on rejuvenating urban districts, addressing climate change, and broadening community benefits. Collaborative Equities partners with owners and investors—while empowering citizens and city leaders to actively engage—as malls and main streets intersperse more services with residential, recreation, and civic uses.

Mark Haas MCRP, CEO of the Association for Enterprise Growth (AEG), writes that AEG "is raising capital to expand nationally. AEG operates ecosystems of 50 business advisors in complementary disciplines and CEO peer groups. It helps owners of midmarket companies grow, add value, exit on their terms, and build personal wealth. The unique business model leverages diagnostic technology, a lean cost structure, and a focus on relationships, culture, and artificial intelligence to identify and deliver enterprise value. The germ of this idea came from experiences at Harvard and the power of convening diverse disciplines and perspectives to address complex problems."

1980

William Dalton MC/MPA has held elective office for 11 years and has worked as a lawyer for over 50 years. He has served as general counsel for the American Cancer Society, commissioner and chair of the Massachusetts Labor Relations Commission, and president of the Acoustic Neuroma Association. William is the author of three books and approximately 1,000 newspaper columns.

Grace Flores-Hughes MC/MPA is a senior advisor to Calburn International and a board member of the Women's Campaign Fund. She is working on her second book.

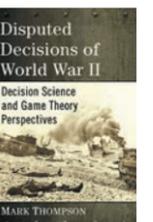
Jerry Ostrov MC/MPA, retired since 2011, is a happily married grandfather of four. He has spent much of his time writing three historical novels. His first novel, *In Ways Unimagined*, covers the period 1933–1942 and has just been re-released on Audible as a narrated volume. Its sequel, *Someone Waiting for You*, overlaps the first volume and covers the period 1937–1967. It, too, is being readied for re-release on Audible. Jerry's newest book, *The Scroll and the Parchment*, is an



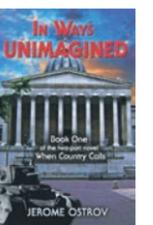
HKS PolicyCast

➤ Listen to the podcast where leaders in public policy, media, and international affairs confront the world's most pressing problems.

ken.sc/policycast



— Mark Thompson MPP 1971



— Jerry Ostrov MC/MPA 1980

WIENER CONFERENCE CALLS

Wiener Conference Calls feature Harvard Kennedy School faculty members who share their expertise and respond to callers' questions. Visit the online archive at hks.harvard.edu/wiener-conference-calls.

Read excerpts from the discussions.



archeological thriller. Once the virus subsides, Jerry is looking forward to family, skiing, classical music, and hiking.

1981 40TH REUNION

Timothy Buehrer MPP, after being evacuated from Jakarta in March, has left the USAID ASEAN project he had been running in Jakarta for many years. This past September he accepted an academic position at the Daniel K. Inouye Asia-Pacific Center for Security Studies in Honolulu. **Lori Forman MPP** is also on the faculty. "Looking forward to a more academic focus as well as the transition back to the U.S."

Charlotte Cloutier MC/MPA writes, "Retired as of Dec. 31, 2016 after 25 years of consulting in health care. Enjoyed world travel till COVID-19 grounded us! Very appreciative of HKS and Harvard's efforts to offer e-learning opportunities during these months of isolation. Hope these initiatives carry on into the future as we adapt to an ever-changing world!"

Lynn Harris MC/MPA is the newly elected board chair for ARTZ Philadelphia (artzphilly.org). Lynn joined the ARTZ Philadelphia board in the spring of 2019. Following her retirement in 2018 as the longtime executive director of Center in the Park in Northwest Philadelphia, Lynn joined the ARTZ Philadelphia community as a volunteer with the ARTZ in the Making, ARTZ on the Road, and ARTZ @ Jefferson programs. Lynn is the primary care partner for her father, and so her interest in volunteering with ARTZ was both professional and personal. The depth and breadth of her experience in the field of aging and passion for the ARTZ mission led her to become board chair.

Fredie Kay MC/MPA writes, "As you may know, 2020 was the 100th anniversary of women obtaining the vote with the 19th Amendment after 72-plus years of effort by suffragists—white and of color. Women and men of color couldn't vote until laws were changed or enacted, such as the Voting Rights Act of 1965. As founder and president of Suffrage100MA (suffrage100ma.org), it's been a privilege working with others to develop a coalition of nearly 200 Suffrage100MA partners, host events, provide historical remarks, partner with the Commonwealth Museum to create suffrage display panels, make a 30-minute film, *The Fight for Women's Suffrage, Looking Back, Marching Forward!*, and more!"

Joe Leitmann MPP retired in early 2020 after 35 years at the World Bank. He is now heading Rapid Assessment, Planning and Implementation for Development LLC, consulting for the United Nations, doing pro bono work for the University of California, and learning new skills (Korean and saxophone). Joe is splitting his time between Washington, D.C., and California.

Giandomenico Magliano MC/MPA shares that the HKS experience was very instrumental in his diplomatic career path, particularly in learning how to anticipate trends and problem-solve. He is an Italian ambassador and has held the highest-ranking position since 2010. Past roles include director general for development cooperation, director general of economic affairs, director general for Asia, Africa, Latin America & globalization, and Italian ambassador to France. Giandomenico currently teaches globalization/deglobalization processes as a university lecturer in Rome. He also works in the private sector as vice president of Pizzarotti (construction/public works) and as a board

member of Banca Nazionale Lavoro and of Italgas (Italian gas distribution leader). He is married with three children.

Robert Reiner MCRP writes, "Since 2016, my nonprofit website has been providing nationwide pro-bono retirement income advisory services to those experiencing personal and financial stress. The pandemic has deepened already tenuous income security for most Americans, and language used by government agencies to explain programs and services that may be of benefit remain largely opaque. The site attempts to explain in clear terms what assistance and strategies are available and how they can be accessed."

1982

Teresa Cader MC/MPA writes, "I became the associate director of the Ford Foundation's Innovations Program in State and Local Government at HKS in 1985. I left that position to accept two fellowships in poetry from the National Endowment for the Arts and the Bunting Institute at Radcliffe. I've published three collections of poetry and won multiple awards and fellowships as a writer. I've been fortunate to publish in places like *The Atlantic*, *Slate*, *Harvard Magazine*, *Harvard Review*, *Poetry*, and many other magazines and journals. I have taught extensively in literature and MFA programs and have just finished a fourth collection of poetry. I hope to complete a memoir about my immigrant family this year. I married HKS faculty member Jerry Mechling and we have two grown daughters. Currently, I have committed myself to anti-racism work in the literary community and the support of a policy institute, Greenlining, headed by Black and Brown professionals."

H. Eric Elbot MPA writes, "I am co-founder of the HKS Potato Heads, Shone & Elbot Political Consulting, and our good friend, Paul Shone, passed this year: 'We miss you, Paul!' Serving on the HKS NEAA Board during this Byzantine 2020 allowed me to witness the compassion, wisdom, and helplessness of our wonderful school in coping with pandemic and national division."

Erik Ferguson MCRP recently appeared as the Ghost King in a Bard at the Bar production of *Hamlet*. He also published his first short story, "Spitting Image," online at *Ellipsis Zine*.

Elizabeth Santillanez MPA writes, "I am celebrating over 20 years working with the University of California, San Diego, in program management positions, currently with the Division of Biomedical Informatics, Health Sciences. Primarily I coordinate a training grant program for



A Community Resource

Tim Ritchie MC/MPA 1998

JUST DAYS BEFORE Tim Ritchie MC/MPA 1998 became president of Boston's Museum of Science (MOS), the United States reported its first coronavirus case. Soon the nation was dealing with a major crisis that affected just about everyone—and MOS was no exception. As the pandemic reached Boston and Massachusetts began its lockdown in March, MOS followed suit. In April, Ritchie had the unenviable task of laying off nearly two-thirds of the museum's workforce. "There's been a lot of grief and loss, and there's been a lot of growth and change," he says of that intense time.

The crisis hastened some transformations Ritchie was already planning, including bringing science education to everyone, not just those who could afford the museum's admission fee—which at \$29 for adults and \$24 for children is among the highest in the nation. "We've become a digital institution; we're now free in people's homes," he says. "Everything we were doing on the floor, we're trying to do online." MOS also introduced programming in Spanish, something that continued after the museum reopened in late July—and after the museum rehired about 70 people, bringing the head count up to 50 percent of its typical number

Equitable access to education is a thread that runs through Ritchie's career. A lawyer by training, he had worked to improve the lives of children in public housing in Birmingham, Alabama, leading efforts to develop after-school and summer programs for low-income children. There, he recognized the abilities of children who had been left behind by schools. "I saw how effective and capable young people were with applied technology—phones, computers, games—and I realized there was no talent gap between those young students in public housing and students anywhere

else," Ritchie says. "There were huge gaps with regard to high-quality formal education, but I realized that informal learning could build a young person's creative confidence and help cross the opportunity gap."

Committed to improving their lives, Ritchie started his own charter school, which would have taken advantage of all that downtown Birmingham had to offer. The project didn't work out, in part because Alabama did not have legislation enabling charter schools. The silver lining is that the failure led him to apply to HKS. "I knew I had to get better at nonprofit management," he says. He notes that his year at HKS was life-changing—and that he takes its lessons to heart. "This is 22 years old, from Gary Orren's class in persuasion," says Ritchie, holding up a dog-eared notebook. "I still use it." He also takes inspiration from the Kennedy School's John F. Kennedy Jr. Forum at the Institute of Politics. "Seeing the massive degree of programming in the Forum day in and day out gave me a vision for what the Museum of Science could be. My vision for how an institution uses its architecture to be a community resource for learning came from wandering through the Forum."

After attending HKS, Ritchie headed to Louisville, Kentucky, to work for a United Way organization that provided opportunities for adults with developmental disabilities. He was recruited back to Birmingham to lead the city's McWane Science Center, then moved

to The Tech Interactive in San Jose, California, and finally made his way back to the East Coast after being tapped to lead MOS.

Despite the difficulties of starting a new job that focuses on in-person experiences, Ritchie is optimistic. He says, "Equitable access, future-forward science and technology programming, and community collaboration are keys to the museum's future, along with building a sustainable financial base to reach many more people."

—
"My vision for how an institution uses its architecture to be a community resource for learning came from wandering through the Forum."



HKS PolicyCast

➤ PolicyCast takes a global perspective. Joseph Aldy explains how the incoming U.S. administration can jumpstart the global fight against the climate crisis.

ken.sc/policycast

pre-docs, postdocs, and short-term trainees. Previously I worked with the Western Governors' Association for almost 10 years as a policy analyst/program manager in international relations, working on regional programs on trade policy, education, and environmental management. On a personal note, I have a 21-year-old daughter who is a senior at UC Berkeley. So proud of her! Grateful we are healthy!"

Worth Thomas MC/MPA was appointed to Mississippi's State Capitol Community Improvement District Advisory Board. The board will focus on the redevelopment of the city of Jackson; the state legislature will appropriate about \$10 million to \$12 million per year to the city's redevelopment for the next 10 years. Worth was also appointed to Mississippi Governor Tate Reeves' Finance Committee and to the Mississippi Top 50, which recognizes 50 influential business and government leaders in Mississippi every year. Worth was recently elected to the Blue Ridge North Carolina Y Conference Board of Directors, the Mississippi Food Network, and the Methodist Children's Homes of Mississippi Board of Directors. His client list includes several of the national *Fortune* 500 companies. Worth has completed mission work in East Africa.

1983

Christopher Gates MPA is co-director of the Philanthropy Bridging Divides project. He writes, "It is gratifying to be working to find a way to discover common ground between right and left in the philanthropic community."

Kenneth Hughes MPA writes, "I am pleased to report that a Canadian company, Providence Therapeutics, where I am chair of the board, has received funding from the National Research Council of Canada to undertake Phase 1 human trials for a COVID-19 vaccine. We use a mRNA for our vaccine, the same as larger players better known, such as Moderna. Animal trials have been very promising."

1984

Salvano Briceno MC/MPA writes, "This year my wife and I moved to Madrid, Spain, where we continue to enjoy our very pleasant retirement. I am still in touch with a few academic activities around the world in the field of reducing risk related to natural hazards. After living almost 30 years in France, next to Geneva, we undertook a new life project

to benefit from the rich cultural and social life of Madrid, closer to our Latin-American origins."

Judy Bunnell MPP and **Joseph Olchefske MCRP** are staying healthy and well in D.C.! Their daughter India is who knows where at this point! Joseph is teaching educational entrepreneurship at Johns Hopkins and is an academic visitor (whatever the heck that is!) at the Kennedy School, where he is teaching sessions on school district reform. Judy and their daughter are starting a company, IndoJubu (guess where the name comes from!). The mother-daughter duo is doing social media, websites, and general communications for individuals and nonprofits trying to "build their brand."

Margarita Castellon MC/MPA writes, "After a career of government relations work for two large private companies, community relations work for another, and lots of nonprofit board service, I recently retired to a life of travel (when it is safe again) and more nonprofit board work in the areas of philanthropy, community building, education, lifelong learning, and disabilities. My best regards to my classmates. Feel free to come and visit me in Florida!"

Ken Farbstein MPP reports that he's moved into a fixer-upper in the woods of Concord, Massachusetts, with his fiancée. He notes, "Very conveniently, she's a psychotherapist, so she's fixing me too, for free." Professionally, for NAMI (National Alliance for Mental Illness), he's assessing the ways social workers who work within police departments help troubled people get into a treatment track, rather than the criminal justice track. That's part of his broader focus on identifying and widely spreading non-medication ways to help people labeled with diagnoses of psychosis.

Pina Frazzica MC/MPA worked in public health programs in sub-Saharan African countries after graduating from HKS. In the 1990s, she worked at the National Institute of Health, organizing training and research in public health for developing countries. Pina was then nominated to be director general of CEFPAS, in Sicily, where she developed a regional school of public health and managed it for 17 years. Since 2013, she has worked in Rome at the National Institute for Health Migration and Poverty (INMP), whose mission is to diminish health inequalities in the country through facilitating the access to health services by the most disadvantaged social groups—migrants and poor populations.

Carol Landsman MPP has spent much of the pandemic housebound with hubby Steve Hassett. Living in Portland, Oregon,

Carol walks in the neighborhood, plays tennis, weight lifts, and is on constant Zoom meetings. Her volunteer work is focused on police accountability and it seems the best way to achieve that is to meet constantly. Carol smiles when she thinks about the 35th Reunion in 2019.

Lou Trajcevski MPP shares that this past October was a big month for him. He celebrated turning 60 along with the 20th anniversary of the formation of his company, Newcastle Housing Ventures, LLC. Based in Hartford, CT, Newcastle is an affordable housing finance and development consulting practice that assists developers in assembling financing to construct affordable and mixed-income rental housing.

Matt Tueller MPP is currently U.S. ambassador to Iraq. Over his 35-year diplomatic career, Matt has worked at U.S. embassies across the Middle East, in London, and in various domestic assignments in Washington. His wife resides at their home in Provo, Utah, spending time with their nine grandchildren. In October 2020 Matt was publicly blacklisted by the Islamic Republic of Iran in retaliation for a similar move by the U.S. government against the Iranian ambassador to Iraq. The State Department and U.S. Embassy in Baghdad have dismissed the Iranian accusations that he played a role coordinating terrorist activities in Iraq and beyond.

Andres "Antong" Victorio MPP eventually obtained a PhD in economics and moved to New Zealand. There he became a senior lecturer in public policy at Victoria University of Wellington and founded StatScience Research, a consultancy for advancing economics for public policy. He is the author of three books, most notably *The NZ CPI at 100: History and Interpretation*, and of more than 30 journal articles on the economics of altruism, housing, trade, financial crises, globalization, union power, and disaster-risk mitigation.

1985

Kalyan Chakravarty MC/MPA, after graduating from HKS, obtained a PhD in fine arts from the Graduate School of Arts and Sciences at Harvard University. He wrote his doctoral thesis on his excavations in Chhattisgarh (published by Aryan Books International, Delhi), and went on to co-edit six volumes on indigeneity issues with Routledge. Kalyan was the former head of Chhattisgarh Forestry, National Museum, Indira Gandhi National Centre for Arts, Lalit Kala Akademi, and NUEPA in Delhi. He is currently advising GOI and state governments on creating synergies



Bringing a Change Toolkit to the American Red Cross

Elisa Basnight MC/MPA 2007

LEADING ORGANIZATIONS through change is what Elisa Basnight MC/MPA 2007 does best. "My toolkit is really a change toolkit," she says. Last year Basnight joined the American Red Cross as a senior vice president for the organization's blood supply chain. "And who would have thought that there would have been this much change within the first year?" she says.

Basnight grew up in Wisconsin, with a father who was a U.S. Navy Reserve officer and small business owner and a mother who was a nurse. Early on, they instilled in her three core values: hard work, education, and giving back to others—even though the family did not have a lot. Basnight found her way to the U.S. Military Academy at West Point, served in the Army, and later went on to become the first lawyer in her family, practicing at a New York City firm.

Hoping to meld her legal expertise with strong policy skills, Basnight attended Harvard Kennedy School on a Zuckerman Fellowship, which enables talented people from the fields of medicine, law, and business to pursue a public service-related degree at Harvard. After completing her studies, she served in various roles, including in White House political appointments, in the private sector, and now at the American Red Cross.

In a sense, Basnight's current job has brought her full circle. She recalls donating blood at West Point: "That was a part of me being able to give back to our country through my blood donation." Now she spends her days thinking through and managing a complex supply chain for the American Red Cross. The organization is responsible for more than 40 percent of the nation's blood supply; it collects more than 4.6 million blood donations and nearly one million platelet donations from millions of volunteers each year. Storing the blood, processing it, and then getting it to the hospitals and patients that need it requires many teams to work together smoothly. "It's an ecosystem," Basnight explains.

With COVID-19 posing a threat to supply chains in all sectors, Basnight is focusing on safety while ensuring that the organization's essential work can continue seamlessly. "The American Red Cross is doing everything it can to keep people safe and healthy during this pandemic," she says. "Our mission is to help alleviate suffering during emergencies, and that's exactly what we

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"Our mission is to help alleviate suffering during emergencies, and that's exactly what we continue to do."

continue to do." In response to the pandemic, and with ensuring people's safety as the top priority, Basnight established a COVID-19 command center to provide a guiding framework for operations of her 7,000-member nationwide team and strengthen communications within the organization. "COVID-19 served as, and continues to be, an accelerant of change," she says.

Although Basnight recognizes that there are many unknowns with the continuing trajectory of COVID-19, she has appreciated learning lessons and adapting on the fly over the past year. "My team inspires me," she says. "I feel very blessed with the opportunity to be a part of this amazing organization and leading change in a big way."

MARTHA STEWART

FRED WALKER

WIENER CONFERENCE CALLS



The U.S.-China Relationship

“China’s desire to become a dominant player and standard-setter in new industries [such as artificial intelligence and technology] is going to put tremendous pressure on many countries in Southeast Asia and Central Asia. They may have to be forced to choose one or the other: Western-based systems of technology or Chinese-based systems.”

Anthony Saich

Press), with a foreword by ACLU national director Anthony D. Romero. Presently, I am involved in helping to initiate a new study institute on race and the political economy at New School University in New York City.”

Gabriela Romanow MC/MPA writes, “When we spoke and saw each other via Zoom in May, though I knew this might last for many months, I was entirely naive about how very long time would feel in a pandemic. My family has taken the opportunity to live together—a precious side effect of COVID-19—and I’ve saved many hours of commute time, while working for Mass. General Hospital from home. I am writing in October, when life itself seems precarious, the state of our nation is appalling, the world is on fire and under water, and a madman is in charge of the asylum. May this all be resolved (well, on the path toward resolution) by the time you read this.”

Anne Rudolph O’Donnell MPP is a member of the Whittier College Board of Trustees. Whittier College is a small, liberal arts college in Southern California. Anne notes that it’s an especially tough time to be a small, liberal arts college, but she admires the leadership and vision of the new Whittier College president, Linda Oubre. Plus, as a Minority Serving Institution, the school has the tremendous potential to further serve the needs of first-generation students. Anne continues to lead corporate relations and work for the chancellor at UC San Diego.

Carlos Sosa Franco MC/MPA has been writing these past five years. He has searched for his Spanish ancestors through the writing of a novel, *Huellas de Azogue y Chocolate*, written one book of essays, *Iluminando Esquinas*, as a tribute to the French historical school of the Annales, and finished a second novel, *El Humo De La Amapola*, which explores 1890–1923 European and world events. After 65 years, he has picked back up Spanish guitar and German language study. “Fandango is great and *alles ist gut, ich bin zufrieden und beschä.*”

1986 35TH REUNION

Michael Bryans MC/MPA retired as an intelligence analyst from the Public Service of Canada in late 2017. However, he retains a keen interest in all matters regarding nuclear weapons proliferation and is engaged, from time to time, by government entities who find his knowledge and experience useful.

“My time at KSG—and the wonderful, smart friends I met, worked with, partied with—changed my life.”

Owen Corr MC/MPA writes, “Hello to my fellow KSG ‘86 alums. I’m retired and splitting my time between Seattle and the Yakima Valley, where we grow apples, cherries, and the hops used in your beer. I’ve spent the past years in journalism, the Seattle mayor’s office, and most recently, running a magazine that covered the fruit industry. I also wrote two books on leaders in the communications industry. I’m forever grateful for what I learned at the K School.”

James Junke MC/MPA shares that in 2020 he turned 70, celebrated 40 years of marriage, and became a grandparent. “Feeling very fortunate in these COVID-19 times.”

Felisa Tibbitts MPP writes, “The pandemic has brought about prolific human suffering, and I feel for my classmates who have experienced personal losses. My family and I have remained healthy, fortunately. I have tried to use my home confinement to try out new things, such as home cooking and cool apps for delivering distance learning courses. I wonder what will be the state of the planet when our reunion happens in spring 2021? I am still based in NYC, teaching at Teachers College/Columbia University, still focusing on human rights and education. I’m in my fourth year as UNESCO chair in human rights and higher education. (No trips to Paris, though.) Thinking of you all!”

1987

Susan Ives MC/MPA writes, “As America’s public lands are given over to oil, timber, and other extractive industries, Restore Point Reyes National Seashore is working to end the giveaway at the only national seashore on the Pacific coast. Established in 1962 and barely an hour’s drive from San Francisco, Point Reyes is a refuge for humans and rare wildlife. Yet a handful of politically connected ranchers run 6,000 cattle in this park, overgrazing the land, depleting the water, and polluting vital ecosystems. The National Park Service routinely kills native wildlife to protect livestock and ranchers’ profits. This land is your land. Learn more: restoreptreyesseashore.org.”

Beth Knobel MPP, PHD 1992 has been named director of Fordham University’s Public Media Master of Arts program, which prepares students for public service roles in journalism and strategic communication. Beth has been a professor of communication and media studies at Fordham since 2007, when she returned from 14 years working as a journalist in

Moscow—most of it for CBS News. During a recent sabbatical, Beth visited with HKS friends in California, including **Kerry (Abelson) Abram MPP, Richard Gross MPP 1990, and Joel Freid MPA 1991**. She also had “long-overdue catchups in the Midwest” with **Carol Rubin MPP** and **Steve Reifenberg MPP 1988**.

1988

Abigail Arnold MC/MPA writes, “Hi all—Since graduation, I got married, raised three wonderful children, who are now adults, was a practicing mediator for over 25 years, focusing largely on multi-party, environmental policy challenges and sustainable renewable energy at RESOLVE for 17 years, and then a partner at Kearns and West for seven. Twelve years ago, I helped start the American Wind Wildlife Institute, where I have served as executive director for over a decade. We are a nonprofit, made up of the wind industry and conservation science community, dedicated to assessing risk of wind to wildlife and developing solutions to address. Take care all!”

Alan Loeb MC/MPA continues to practice law in Washington and recently published an article on climate change in the *Kennedy School Review* online. The article critiques the current proposals and suggests a new framework.

Rodney Marks MC/MPA writes, “I hope that you—my classmates—and your families are well. When Debra and I returned home after Harvard (with our baby, Benjamin), I worked as an arts consultant until 1991. Then I became a full-time comedian. I credit the language of government learned at the Kennedy School! I’m only half-joking. My website is comedian.com.au, which is proof of age. Now that even Australia is affected by COVID-19, live comedy has been replaced by Zoom, Microsoft Teams...It’s been a huge learning curve. Benjamin is now a comedy writer. We have two other sons (a filmmaker and a software engineer), a filmmaker daughter-in-law, and a granddaughter.”

John Wasowicz MC/MPA reports that *Slaters Lane*, the third book in the Mo Katz mystery series, has been published by BrickHouse Books. The novel details a murder investigation that takes place in April 2020 during the preliminary phase of COVID-19. Undaunted by the coronavirus, the investigative team relies on a virtual street search, online witness interviews, and teleconferences to solve the crime and untangle a tale of jealousy and deceit. *Slaters Lane* combines a historical accounting of the pandemic, reminiscent

of Daniel Defoe’s recordation of the impacts of the Black Death, with a classic murder mystery à la Agatha Christie.

1989

Mehrdad Baghai MPP is based in Sydney, Australia, where he has been funding and leading High Resolves, a social venture which has engaged 400,000 young people around the world with immersive learning experiences around identity, independent thinking, social justice, and collective action. He’d love to hear from classmates and anyone interested in this work. Check out highresolves.org, videosforchange.org, and composereducation.org if interested.

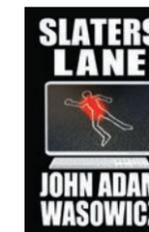
Natalie Jaresko MPP writes, “Bankruptcy, hurricanes, revolutions, a governor’s term cut short by protests, earthquakes, elections, and now COVID-19—a health and economic crisis, all while suffering a recession. Every element of fiscal and economic policy challenge—more than I could have ever thought possible while studying at KSG or when I accepted the challenge to lead the Oversight Board almost four years ago. There is a path out of this for the people of Puerto Rico. Hoping 2021 provides political leadership, vision, and a willingness to implement the structural reforms needed to make the economy competitive and return prosperity.”

1990

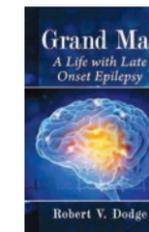
Robert Dodge MC/MPA has published his eighth nonfiction book, a memoir on adult onset epilepsy from McFarland Publishing titled *Grand Mal*. He’s now begun work on number nine.

Roy Norton MC/MPA retired from Canada’s Foreign Affairs Ministry in August 2020. He is now an adjunct assistant professor of political science and public service at the University of Waterloo. In addition, Roy is a resident fellow at the Balsillie School of International Affairs, a global fellow at the Canada Institute of Washington, D.C.’s Woodrow Wilson Center for Scholars, and a fellow at the Canadian Global Affairs Institute. He lives in Stratford, Ontario—home to the Stratford Shakespearean Festival, North America’s largest repertory theater company.

Neville Vanderburg MC/MPA writes, “I received my master of divinity degree from Memphis Theological Seminary in 2014. After a three-year residency I was ordained as an Elder in the United Methodist Church and moved to Clarksdale, Mississippi, where I assumed the lead-pastor role at two legacy congregations. After two years of prayer and discernment we merged into a new congregation in July 2019. Cathy and I celebrated 42 years of marriage this July and are both excited about the future.”



— John Wasowicz MC/MPA 1988



— Robert Dodge MC/MPA 1990



— Henry Ramos MPA 1985



— Carlos Sosa Franco MC/MPA 1985

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MARTHA STEWART



Not About Theory

Kostas Bakoyannis MPP 2004

GREECE WAS JUST EMERGING from 10 years of unprecedented economic crisis, and Kostas Bakoyannis MPP 2004 was just a few months into his first term as mayor of Athens, when the pandemic hit. “It came at a particularly cruel time,” he says. Like mayors around the world, he had to deal with the dual challenges of fighting a pandemic and running a city. In a sense, however, both the country and Bakoyannis had been preparing because of the financial crisis that tormented Greece for close to a decade. Observing Greece’s recent economic challenges, he says, “People forget that never in the history of recorded modern economics in peacetime has a nation experienced such a decline so quickly. And yet we were just getting out of this with a newly found sense of self-confidence and optimism, having isolated radicals and extremists, with our institutions intact, with our democracy stronger than ever.”

If democracies are living organisms, well, the country had grown antibodies, Bakoyannis says.

He came to the job as a committed pragmatist. His experience as mayor and as head of the regional government in one of the country’s poorest regions had developed his innate preference for practice over theory.

“Local government is not about theory,” he says. “It’s about real life; it’s about tangible results; it’s about changing people’s lives for the better. Being in local government means having to work from the

bottom up. It’s about building alliances. It’s about actually transcending ideological and party lines. At the end of the day, it’s about solving the problem, not talking about or to the problem.”

Public service (not politics, he stresses) is in his DNA. His mother was Greece’s foreign minister and comes from a famous political family. On his father’s side, his grandfather was a priest in a small village. The two traditions have been equally important, he says: “Their experiences have guided me in my life.” His father, a journalist who stepped into politics, was assassinated by a left-wing terrorist group when Bakoyannis was a young child. He says that was why he was reluctant at first to go into public office.

“Growing up in such a family, one knows that the downside is much bigger than the upside,” he says.

Finding himself at the helm of one of the world’s most famous cities during the pandemic has posed not only obvious challenges but also opportunities. The crisis forced Athens to move more quickly to digital services. His administration also focused heavily on helping the most vulnerable, with new services such as homeless shelters, door-to-door food delivery, and programs to combat domestic violence. And finally, the city used the opportunity to free up public spaces and work toward creating a more sustainable infrastructure, such as by increasing pedestrian and bicycle lanes.

“I can say that it hasn’t been a boring time,” Bakoyannis says. “It feels like five years in one.”

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“Being in local government ... [is] about actually transcending ideological and party lines.”

1991 30TH REUNION

Michael Brown MC/MPA participated in All Hands Brigade, a group of veteran labor and community organizers who led teams of callers to get out the vote for Biden in North Carolina, Wisconsin, and Pennsylvania. He also continues to support two effective Black community organizations with fund-raising and training: The Union of Minority Neighborhoods and Dunk The Vote 2020. In recent years, Michael has seen **Jacob Schreiber** and **Nurit Israeli** in Israel, **Robert Simon** in France, **Salvador Mayorga** in Nicaragua, and **Nan Carroll** in Troy, New York. “Love to hear from my classmates.”

Julie DeSorgher MC/MPA writes, “We relocated to Cape Cod, Massachusetts, in 2017 to ‘retire.’ Not ready to stop working cold-turkey, I started a part-time consulting business developing professional resumes, LinkedIn profiles, and providing related career development services. It has been both fun and successful. I also volunteer with a local women’s empowerment nonprofit helping clients through challenging life transitions. We’re enjoying a new pace of life and taking advantage of the natural surroundings—hiking, kayaking, and exploring. I hope we’re able to gather in May, but may need to wait until 2022! Stay well and be safe!”

Michael Diedrich MC/MPA writes, “The KSG program, professors, and classmates inspired us to provide meaningful leadership and service in our communities, states, and nations in diverse and innovative ways. I believe that we all continue to participate in all levels of service. After leaving our state legislature to raise our family, I am back in the South Dakota State Senate. The connectivity and fellowship of the KSG community has always been the best source of inspiration, information, and support. We have the responsibility to work to ensure that future generations have the quality of life and opportunities we enjoyed. Thank you.”

Noreen Dunne MC/MPA retired from formal college teaching at a Jesuit college in Darjeeling. She is now mentoring ex-students who are teachers in government schools for underprivileged children, to bring qualitative inputs to teaching and learning—especially during this COVID-19 pandemic—in the context of limited power and internet. As founding trustee and treasurer of Hayden Hall, an NGO/NPO in Darjeeling, Noreen has been overseeing the organization’s financial outreach work in primary health and education in the Himalayan hills, entrepreneurial initiatives in livelihood training, and development of organic solutions for waste management. They are

also involved in herbal medicines, handicrafts in cotton, wool, jute, and the making of face masks (*darjimate.com*). Noreen notes that the organization is “financing relief distribution during the pandemic and lockdowns to approximately 87,000 people in 15 tea gardens, 13 rural areas, and 16 urban areas in three districts of North Bengal, for which local NGOs and individuals contributed about 75 percent of the cash inputs.”

Arlene Kirsch MC/MPA writes, “We retired to the beautiful Berkshires, where we apply our skills and experience to active anti-racism and police reform work in Northern Berkshire County. In our town that includes community organizing to change the charter, in effect without change since 1956, and helping tell the story of the town’s racist history. Wishing all my classmates and your families good health in this pandemic.”

Lisa Liang Siemsen MPP writes, “Clay and I will remain in Singapore in the foreseeable future. Our kids are nearly grown and flown. Professionally, I am looking to pivot from project/infrastructure finance to the start-up space utilizing my financial and project management expertise. I am following my passions for financial literacy and lifting up others through financial literacy education for foreign workers and young adults. Personally, my cravings continue to lead my cooking journey, which now includes home-smoked bacon, sourdough, croissants (quite a feat in humid/hot Singapore), and spiral curry puffs. To stay fit, I have taken up cycling all across Singapore.”

Andrew McLeod MPA writes, “Ever a political junkie and a conservationist, I remain in Washington and have taken a bit of a career detour—into the news business. I serve as executive director of Foothills Forum, an innovative civic journalism nonprofit in Virginia’s Piedmont region. In that capacity, I have the pleasure of working closely with **Larry “Bud” Meyer MC/MPA 1990**, the co-founder and board chair of the organization. I hope to see many classmates at our 30th reunion—whether virtual or in-person—in May.”

Steve Zwick MC/MPA, who retired in 2018 after 24 years serving as the San Miguel County, Colorado, county attorney, recently received the University of Colorado Law School’s 2020 Public Sector Alumni Distinguished Achievement Award. He is a 1977 graduate from the law school.

1992

David Greig MC/MPA writes, “At 73 I’ve finally retired, having made good use of what I learned at Harvard in economics-related jobs in Australia and New Zealand,

ending up as a transport specialist. I’m now in Wellington, New Zealand, my hometown—lucky to be in a country with the COVID-19 virus under apparent control, and with nice hills and mountains for hiking and skiing.”

Janet Martinez MC/MPA, after graduating from HKS, received a PhD in public policy from MIT. She is a senior lecturer in law and director of the Martin Daniel Gould Center for Conflict Resolution at Stanford Law School. Janet notes, “We welcome the Stanford-HKS joint degree students!” Janet recently published (with Amsler and Smith) *Dispute System Design: Preventing, Managing, and Resolving Conflict* (Stanford University Press, 2020).

Pablo Russo Subero MC/MPA spent several years leading transformational projects in the oil and gas industry in Venezuela. He has also served as executive vice president of Best Energy Management and as a part-time assistant adjunct professor at Andres Bello Catholic University and National Experimental University of the Armed Forces (UNEFA). From 2010 to 2018 he worked in human resources, developing growth strategies for family businesses. Most recently he has worked in Buenos Aires as a consultant, helping new entrepreneurs raise seed money for people in need of education, work, and medical care.

Marti Trudeau MC/MPA this past May received a doctoral degree in social work from the University of Southern California. Her work focuses on identifying unmet health-related social needs in the home care setting. Encountering these problems as a registered nurse prompted her to complete this program in order to develop innovative solutions to adverse social determinants of health.

1993

Damon Coletta MPP reports that **Dr. Andrea Yodsampa**, **Daniel Jaouiche**, and **Kenny Grant** accepted invitations to present on climate change before Damon’s global governance class. Damon is the 2020–2021 Scowcroft Professor at the U.S. Air Force Academy. Andrea is founder and CEO of DEPLOY/US and spoke to the class about the organization’s work advancing bipartisan climate leadership. Daniel is senior director with Ernst & Young and discussed government regulations providing certainty for energy multinationals’ investment decisions. Kenny is managing director with Berkeley Research Group and covered IGO frameworks for national



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Janet Martinez MC/MPA 1992

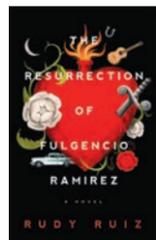
WIENER CONFERENCE CALLS



The 2020 U.S. Elections

“Parties and candidates and campaigns are not in the democracy business. They’re in the getting-your-number-and-securing-your-position-of-power business. A lot of reforms need to be citizen driven at the state level: redistricting reform, campaign finance reform. And then we need continuous challenges up to the Supreme Court on financing and maybe moving forward with a true challenge to *Citizens United*.”

David King



— Rudy Ruiz MPP 1993

decarbonization. “All thanks to **Diane Cherry MPP** for organizing during the pandemic our Class of ‘93 Energy Group.”

Katia Hetter MPP was named CNN Digital’s senior editor for science and wellness in April. In this role, Katia created a new section and team in the middle of a pandemic and worldwide protests against racism. “Even before my team was announced via a video conference call, we started covering the impact of the pandemic and racism on people’s wellbeing and writing stories to help our audience cope with the intense ongoing stressors. We also get to cover interesting discoveries and events in space and science, including a recent

launch to the International Space Station. I feel very lucky to have this job at this moment in time.”

Judith Lear MC/MPA has been involved in the EveryWoman Treaty, an international movement to stop violence against women. Two fellows from the Carr Center, Lisa Shannon and Vidya Sri, are the founders, and **Ferdous Ara Begum MC/MPA 1983** from Bangladesh asked Judith to help with the section on violence against older women. The treaty has garnered both support and pushback from around the world.

Rudy Ruiz MPP released a new novel, *The Resurrection of Fulgencio Ramirez* (Blackstone Publishing), in September 2020. The American Library Association’s *Booklist* stated, “With an atmospheric setting and beguiling prose, lavish details, fascinating, well-developed characters, and charming elements of magic realism, Ruiz conjures a magnetic story.” Learn more at rudyrui.com.

Gwen Young MPP is a member of the HKS D.C. Council and continues to engage with HKS classmates. Gwen has begun work as the COO of the Women Business Collaborative: a first-of-its-kind platform of women’s organizations dedicated to women’s leadership in business. In addition, Gwen continues to consult on geopolitics and gender equality, and sits on various boards dedicated to furthering social and economic development across sub-Saharan Africa.

1994

Jane Gilbert MPA writes, “After four exciting years serving as the City of Miami’s first chief resilience officer, I recently stepped down to have more family time and to pursue my interests in national climate policy. On that note, I just completed a (virtual) HKS Executive Education program on climate policy and it reminded me how much I enjoyed and valued my interactions with HKS faculty and peer students. Thank you HKS!”

Susan Hackley MC/MPA writes, “I feel grateful that for now anyway my family and I are healthy, and that we live in a well-run state, Massachusetts. After 19 years, I retired in December 2020 as managing director of the Program on Negotiation at Harvard Law School, a wonderful job that took me around the world and that aligned perfectly with my interest in helping people communicate effectively. You can’t be a good leader if you aren’t a good negotiator! Or as JFK said, “Let us never negotiate out of fear, but let us never fear to negotiate.” As a former political operative doing a

Mid-Career year at HKS, I took my first course in negotiation, and that changed my life.”

Lise Stone MC/MPA went back to her journalistic roots for the election, working for The Associated Press by contributing to the national tabulation on November 3 (and beyond?). She is currently serving as vice chair on the Václav Havel Library Foundation Board and Zooming from Manhattan and Dobbs Ferry, New York.

1995

Vidal Garza Cantu MPP writes, “The challenges of regulatory and public affairs for the multinational company FEMSA continue to be my passion. We have been able to cope with COVID-19 by not affecting our employment base. Tremendous lessons of courage and endurance. Staying safe using Canvas: I continue to teach at Monterrey Tech public policy analysis and implementation every spring and economics and public policy every winter term.”

Meinolf Meyer MPA writes, “Happy to have seen many of our MPA2 class in a video conference in May! Updates: Still enjoying working at Google tremendously, now ‘work-from-home’ at least until next summer; making good progress in the newly founded charity/NGO Starke Demokratie e. V. Ulli and I are happy empty-nesters now—both kids in college from this fall.”

1996 25TH REUNION

Candida Daniele MC/MPA writes, “So... I retired from my position as a patient safety and quality consultant for Inova Health System in northern Virginia on February 6, 2020, and looked forward to travel and spending my time doing whatever moved me...not!! Just like everyone else I spent the spring cleaning closets and attending Zoom meetings. I did sell my townhouse in Alexandria, Virginia, in September and moved to Fenwick Island, Delaware, with my boyfriend to enjoy a retirement community steps from the many golf courses and the Atlantic Ocean. While in the metro D.C. area I enjoyed belonging to the HKS Alumni Group and will join the Harvard Club of Delaware. Contact me if you are in the area!”

Patrick Mendis HKSEE was awarded the Taiwan Fellowship by the Ministry of Foreign Affairs of the Republic of China (ROC). He is currently teaching as a distinguished visiting professor of global affairs at National Chengchi University and researching as a senior fellow of the Taiwan Center for Security Studies in Taipei. Previously, Patrick served as a

distinguished visiting professor of Sino-American relations at the Yenching Academy of Peking University in the People’s Republic of China (PRC) and as a commissioner of the United States National Commission for UNESCO at the U.S. Department of State, an appointment by the Obama administration.

Guy Swan NSF was appointed by President Donald J. Trump to the Board of Visitors for the U.S. Military Academy at West Point. Guy currently serves as vice president at the Association of the United States Army in Arlington, Virginia. On the Board of Visitors, Guy serves alongside four U.S. senators, five U.S. House representatives, and five presidential appointees.

1997

Christopher LaMonica MPP writes, “Although I did graduate with the Class of ‘97, I was originally part of the ‘96 MPP group. As the years go by, I think of you all quite often and trust that your individual quests to make a positive impact on the world are moving along as you had always envisioned! Currently a professor of government at the U.S. Coast Guard Academy, specializing in local and coastal governance in sub-Saharan Africa. Alas, cadet trips to that region, as elsewhere, are on hold due to COVID. All the best from guy with the beard in the back row, Chris, or, as Zelikow would cynically bark: ‘Mr. LaMonica!’ Never hesitate to contact.”

Alex Rodriguez MPP is president and CEO of FreeFall 5G, Inc, an early-stage intelligent antenna development company working to change the world with revolutionary antenna systems for the 5th generation of global wireless standards. “With highly specialized antenna technology and IP, we are accelerating global 5G connectivity to help transform the global economy!” Visit Alex and his team at FreeFall5G.com.

1998

Eric Henson MPP is working in economics consulting, and teaching Nation Building II—Native Americans in the 21st Century (HKS, HUGSE, and FAS), from his home in Watertown, only a few miles from campus. He is looking forward to the time when we can all safely be back at the Kennedy School in person.

John Kenagy MC/MPA writes, “Hello to all you HKS 98ers! I’m still in the midst of developing a health care adaptive innovation. HKS and Heifetz’s work, in particular, are amazingly powerful but also very threatening to conventional, data-driven management. Now, COVID has created the classic ‘adaptive problem

to solve’ and we have the data. Anybody interested in a health care disruptive innovation? I’d love to reconnect. I hope you, your family, and friends all remain healthy and happy.”

Ramiro Ortega Landa MC/MPA is a leading economic inclusion and development finance expert working in emerging, post-conflict, and frontier economies, including: Afghanistan, Armenia, Bolivia, Colombia, Dominican Republic, Ecuador, Guatemala, Honduras, Kenya, Kosovo, Macedonia, Mexico, Mozambique, Nicaragua, Paraguay, Peru, South Africa, Tanzania, Uganda, and Yemen. He promotes market-driven, private sector-led growth by supporting micro, small, and medium enterprises (MSMEs). Ramiro received USAID’s World Award for Innovations in MSMEs Value Chain Finance.

1999

Amr Abdallah MC/MPA writes, “It has been more than six months into COVID-19 and working from home, yet within every challenge, there is a blessing. I got to be able to connect more with my family and not travel. I got an opportunity to appreciate the joys of life and be a part of my kids’ growing up. Working from home is a new experience, but it comes with its own challenges. I continue to lead our efforts to support youth employment in the MENA/Gulf region, which is more important than ever. Resilience has a new meaning. Grateful to my wife and kids and

extended family. This soon will be over, and we will go back to normal. I am optimistic and will continue to be.”

Bill Carlson MC/MPA was elected to the Tampa City Council in 2019. Since then, he has been working on issues ranging from economic development, international trade, and arts and history to civil rights, human rights, affordable housing, good government, and pandemic response. He is most proud of the efforts to reinvent the economic development processes in Tampa to anchor on standard metrics that will improve equity and investment in the community. He also runs a twice-weekly online show (cafecontampa.com) and looks forward to featuring classmates from around the world. Please visit him when you are in Tampa Bay.

Jean-Christophe De Swaan MPP writes, “For the past 10 years, I have divided my time between teaching in the economics department at Princeton and working for a New York-based investment fund. My book *Seeking Virtue in Finance: Contributing to Society in a Conflicted Industry* (Cambridge University Press) came out in September 2020. The book seeks to improve finance from within and help restore its focus on serving society, by suggesting a framework for acting virtuously in finance and shining a light on inspiring individuals in the industry. One of the chapters delves deep into the social impact of investment strategies.”



— Jean-Christophe De Swaan MPP 1999

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MARTHA STEWART



started laughing, saying, ‘Girls can’t even ride a bicycle properly; how will they become an astronaut?’” Agarwal recounts. “That was a big moment for us.”

If children often refer to superheroes and superpowers, perhaps having a female superhero of their own could encourage young girls to dream. The inspiration came in part from Bollywood, specifically from *Dabangg*, a popular film whose hero is strong and fights evil. *Dabangg* (or *dabung*, depending on how the Hindi word is transcribed) means “fearless.”

Hence their creation: Dabung Girl, a cartoon character aimed at girls ages 8 to 11, who stars in comic books and an animation series.

Some of the stories touch on difficult subjects, such as child sexual abuse, and Agarwal is proud that his organization has formed strategic partnerships to navigate these topics sensitively. It partnered with Kailash Satyarthi, the Indian social reformer and Nobel Peace Prize recipient for his work on children’s rights, whose foundation helped put together a panel of survivors of childhood abuse to provide feedback. Agarwal says that although India has very good laws on child abuse, there is very little relevant literature for children from low-income communities. “If we can use adaptive leadership, as we learned from Heifetz, we can make sure more children are aware of the laws and how to use them,” he says.

The foundation also recently launched a series of Dabung Girl talks—similar to TED Talks—in which people seen as real-life heroes share their life

lessons in five-minute videos. “We are trying to take on important issues and find our strategic partners help us take our story to more and more children,” Agarwal says. Next, he and his foundation plan to introduce SuperAvni,

—**“Boys in the class started laughing, saying, ‘Girls can’t even ride a bicycle properly; how will they become an astronaut?’ That was a big moment for us.”**

a rebellious next-generation superhero and social impact influencer who tackles the usual challenges of teenagers, ranging from bullying to broader issues such as the environment and gender inequality.

What Is Your Superpower?

Saurabh Agarwal MPA 2014

AFTER GRADUATING in 2014, Saurabh Agarwal from Harvard Kennedy School and his wife, Neelam Pol, from the Harvard Graduate School of Education, the two returned to India, working for organizations such as the World Bank and UNICEF. But they became increasingly convinced that their best bet for creating real social change might come from sharing their transformational educational experiences. “Those HKS classes were so experiential in nature, we thought that if we could take those lessons to kids, they might have a chance to break the cycle of poverty and create a better future for themselves,” Agarwal says.

So they created Khel Planet Foundation, an educational nonprofit dedicated to teaching children life skills through games and activities. “So many of our classroom experiences guided us: Kessely Hong’s negotiation class, Ronald Heifetz’s leadership class, the art of communication from Tim McCarthy,” Agarwal explains. “And perhaps best for us, Marshall Ganz’s seminar on organizing.”

Conducting workshops at schools throughout India, Agarwal began to see that children often learned best when they explored concepts in an entertaining way through play. But girls had fewer role models or none at all—not even fictional ones. He remembers one classroom exercise in which they talked about a girl who wanted to be an astronaut. “Boys in the class

Sergy Kasyanov MC/MPA writes, “Twenty-one years since our program at the Kennedy School have passed already (can you believe it?!). I hope everyone is doing great! Let me inform you about the official establishing of the new Harvard Aerospace Alumni Organization (HAAO) to highlight the advancements of aerospace scientific developments and their impact on our society, and to bring young talented minds to Harvard. It is my great honor and privilege to invite you to the HAAO with lots of opportunities for mutually beneficial cooperation. We hope you can be part of this incredible journey! Please register at our LinkedIn page: [linkedin.com/groups/6948593](https://www.linkedin.com/groups/6948593).”

Verónica Loewe Muñoz MC/MPA earned her doctorate in biosciences and agri-food sciences, cum laude, at the University of Córdoba, Spain, in 2016. In 2017 she won the Innova+Agro National Prize as distinguished researcher, and in 2019 she was awarded the International Union of Forest Research Organizations (IUFRO) Outstanding Doctoral Research Award in recognition of her scientific achievements in stone pine (*P. pinea*) domestication. She works at the Chilean Forest Institute, and also does consultancy work. She lives in Santiago with her husband and her son, Simon, who recently got his degree; her daughter Caterina, completed studies, and has a lovely family with two children.

Munir Merali MC/MPA writes, “After HKS, I am enjoying a tenure of over 20 years in international development/diplomacy working in South/Central Asia and Afghanistan. I have facilitated a diverse and exciting portfolio of projects in the social, economic, and cultural sectors, including efforts to promote cross-border trade and development—to help enhance regional cooperation. The educational experiences and networking opportunities—through various schools at Harvard—have greatly contributed to my personal and professional development. I am also honored to serve on HBS’s South Asia Advisory Board. Please feel free to reach out.”

Amina Rasul-Bernardo MC/MPA was the N-PEACE awardee of UNDP (Campaigning for Action category) for her contributions to the Women, Peace and Security Agenda at leadership, policy, and decision-making levels. Amina was recognized for her work engaging interfaith methodologies and women’s leadership as integral elements of the promotion of sustainable peace. She has helped advance women, peace, and security in the Philippines and regionally, and continues to use innovative partnerships to move the needle on women’s participation at all levels. Visit n-peace.net/winner-2019/amina-rasul-bernardo.

2000

Zahra Kahn MPA published a landmark article titled “Systemic Racism in Mammogram Guidelines” in *Think Global Health* (June 24, 2020). The article has gained national and international attention for mammogram equity, being the first to spell out mammogram disparities using the terms “racially unjust” and “systemic racism.” Zahra coined the term “Breast Cancer Dodger” to emphasize earliest detection opportunities through annual mammograms in the 40s for minorities like herself. She has been working to launch a health care start-up, Medina Global Health. Zahra recently celebrated her 25th wedding Nikkah anniversary with Dr. Nazer Qureshi, together with their two daughters, Hanya and Summer.

Karen Kalish MC/MPA is in St. Louis, working on parent and family engagement in low-performing schools and increasing access to the internet in low-income neighborhoods and communities of color. “I am selling my 110-year-old wooden house—which is a hole in the ground through which I have poured money!—and building a modern house in a wonderful neighborhood in the city. I have a trainer four days a week—use it or lose it!—and walk 10,000 steps a day. Everything is a ‘get to’—no ‘got to’s’ in my life! Come visit when there’s a vaccine.”

2001 20TH REUNION

Lowell Ackerman MC/MPA writes, “Still valuing my time at HKS 20 years later. Keeping busy during the pandemic and over the past year have managed to complete writing four books: *Five-Minute Veterinary Practice Management Consult—3rd Edition*, *Pet-Specific Care, Problem Free Pets*, and *Proactive Pet Parenting*. Had planned extensive global lecture schedule for 2020 and 2021, but all paused for COVID-19.”

Moshe Arenstein MC/MPA writes, “For the past four years I have been the executive producer of *Politics Nation with Rev. Al Sharpton*, a live TV show on MSNBC with a focus on civil rights and social justice. Producing from my dining room during the pandemic has been challenging to say the least, but I remain positive that equality and justice will prevail. I am calmly teaching my 16-year-old twin boys to navigate the roads safely in a sea of dangerous drivers, and my 11-year-old daughter that in the Zoom era she will never experience the pure joy of a no-school snow day. And I’m still happily married. Twenty-year reunion? Can’t believe all my KSG friends have grown that old!”

Josiah Brown MPP writes, “Court Appointed Special Advocates (CASA) of Southern Connecticut (@CASAsouthCT) has made steady progress, despite the pandemic and persistent injustices, with disproportionate effects on children at risk. Since starting up in May 2019, we’ve trained three cohorts of volunteer advocates and will have a 4th cohort prepared by December 2020. CASA volunteers help determine and advance the best interests of children who have experienced abuse/neglect. With a lean model of 30 volunteers per staff, we’re raising funds to grow to serve additional youth. My wife and I have kids in grades 10 and 7 in New Haven public schools (currently remote). Best to everyone!”

Angela Calman MC/MPA was named director of the Office of Communication and Education for the FDA’s Center for Devices and Radiologic Health in August 2020. Angela serves on the board of the International Association of Spelling as Communication (I-ASC), a nonprofit that serves non-speaking and neurodiverse communities and their families. Angela has an 11-year-old daughter, Cassandra.

Mark Fedor MC/MPA writes, “I completed my assignment as chief of staff to the commandant of the U.S. Coast Guard, a position I had from 2018 to 2020. I was confirmed by the U.S. Senate for promotion to rear admiral on July 1, 2020. My next assignment will be as the assistant commandant for resources and chief financial officer. My family and I will reside in Crofton, Maryland. I am certainly grateful for all the opportunities my HKS degree afforded me and wish all the best to my classmates in the great class of 2001.”

Gabriel Grant MPP writes, “I live with my spouse, Allegra, in Seattle, where I co-own a mission-focused real estate development company called Spectrum Development Solutions. Our team of 12 develops workforce and affordable housing, higher education, and community facilities. Outside of work, I chair an affordable housing development nonprofit called Bellwether and try to get outside to hike and bike in the beautiful Pacific Northwest as often as possible. I’d love to connect with any former classmates who come through Seattle!”

John Monaghan MC/MPA writes, “I’ve written two thrillers!! Take a look at them at johnmonaghan.com. You’ll love them. After 20 years with the NYPD, having been decorated 28 times for the intelligent performance of duty in the face of grave personal danger, I retired as a



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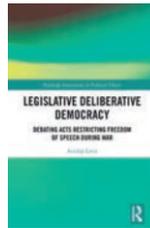
— Lowell Ackerman MC/MPA 2001



— John Monaghan MC/MPA 2001



— Andrew Leigh
MPA 2002



— Avichai Levit
MC/MPA 2004

commanding officer with the rank of captain in 2003. Since, I have testified as an expert witness before the U.S. Congress, (House Judiciary Committee), for the NYC Law Dept., and in federal court and the state Supreme Court as an expert in police policy and procedure. Today, my wife of 34 years and I live in Blauvelt, New York, where we raised our three healthy, happy, and educated children—BC, BU, Marist.”

Jose Rosenberg MC/MPA is working as the representative (senior liaison officer) of the Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO) at United Nations headquarters in New York. Jose writes, “Our son, who was in the womb during most of my year at the KSG, is now a university student himself! My wife, Maria Cristina, and our children paid a visit to Harvard last year, the first time since graduation, and it was a moving experience.”

2002

Lisa Hogan MC/MPA is president of the Corporate Social Responsibility Foundation. The foundation published a new equitable development resource, *A Model Miami/South Florida Community Benefits Agreement: A Resource Guide*. A coalition of leading Florida nonprofits contributed to the model, which provides distressed communities and historically disenfranchised groups with a comprehensive sample Community Benefits Agreement to assist them in

drafting binding and enforceable agreements with developers seeking to build real estate projects in their neighborhoods. Attorneys, residents, and policy experts can download the open-source ebook at bit.ly/3egHEWO.

Andrew Leigh MPA writes, “G’day from Canberra, Australia, where Gweneth and I moved back after Harvard, and are now raising three amazing sons. My first job was as an economics professor at the Australian National University, and then I moved into politics in 2010. I’ve just clocked up a decade in the Australian House of Representatives (more at the modestly-named andrewleigh.com). Senator Moynihan was Harvard’s 2002 commencement speaker, and I’ve tried to follow his book-writing example. Last year’s was *Innovation + Equality* (MIT Press). When the world starts flying again, do drop by—it’d be fun to see old classmates again, and introduce you to the local kangaroos.”

Padmesh Shukla MPA/ID, since graduating from the MPA/ID Program, has been working for many years as the CIO of the \$15 billion Transport for London Pension Fund. Padmesh is thrilled to see development lingo finally seeping into the world of investments. He believes investments now have to be part of the solutions to global problems—be they climate change or better infrastructure in developing nations—in what can be broadly termed as responsible investing. “I look forward to be a part of this exciting

area in a more entrepreneurial capacity in the next phase of my life to make a difference. Hope to talk to many of my fellow alumni for ideas and inspiration.”

2003

Marty Martin MC/MPA reports that he and Sharon Johnston were married on August 1 in Callaway Chapel on the campus of Episcopal High School in Alexandria, Virginia. Several Harvard classmates who attended via the internet include **Frances Sun**, **Yang Wang**, Robin and **Duncan Earle**, and Mariko Gakiya. The Martins reside in Raleigh, North Carolina. Marty continues to provide legal services, as well as board assessment, consulting, and training for nonprofit and tax-exempt organizations nationally.

Terri Schreiber MC/MPA writes, “In response to the tragic loss of classmates **Komla Dumor** and **John Arrington**, the HKS MC-MPA class of 2003 launched the Global Action Collaborative discussion series. Our goal is to create community, share personal stories, and leverage the collective knowledge and expertise of HKS alumni to help solve global issues. Topics such as voter suppression, the 2020 U.S. election, income inequality, the opioid crisis, and global warming are on the schedule. We invite classmates to join us on the 2nd Sunday every other month. For access to Zoom, email terri.schreiber@comcast.net.”

Alan Sexter MPP recently joined UN Watch as its North American director of development with a mandate to establish a New York office, increase the organization’s U.S.-based diplomatic outreach, and grow the philanthropic revenue stream. UN Watch is a Geneva-based NGO that holds the United Nations accountable to its founding principles, combats anti-Semitism and anti-Israel bias at the UN, and protects human rights for victims worldwide. Alan, his wife, Rachel, and their four kids live in Long Island, New York.

Carla Walker MC/MPA worked this past August on a team that published *Building an Equitable and Just Green Infrastructure Strategy in the North Central Region*. Serving as climate advisor to the city of Cincinnati, Ohio, Carla supports the city’s participation in the American Cities Climate Challenge, which helps cities accelerate on their climate goals. Carla developed Cincinnati’s programmatic platform to build awareness of EVs and an energy efficiency program that provides energy upgrades and financial assistance toward electricity debt for low-income renters.

2004

George Alexander HKSEE was appointed by the secretary of defense (SecDef) to serve on the Defense Advisory Committee on Women in the Services (DACOWITS). DACOWITS is one of the oldest Department of Defense Federal Advisory Committees. The committee provides the SecDef with recommendations on matters and policies relating to the recruitment, retention, employment, well-being, and treatment of women in the U.S. military. George is a former major general and senior medical corps officer. He served as deputy surgeon general for the Army National Guard in the Office of the Army Surgeon General.

Ken Biberaj MPP, during the COVID-19 pandemic, created a virtual conversation series called “Coffee with Ken,” which welcomed such guests as Joe Stiglitz (Nobel economist), Anne-Marie Slaughter (CEO, New America), John King (former U.S. secretary of education), Suzanne Clark (president, U.S. Chamber of Commerce), and several other CEOs and public leaders. Ken returned to the D.C. area in 2017 and is a managing director at Savills, a global commercial real estate advisory firm.

Avichai Levit MC/MPA writes, “My book *Legislative Deliberative Democracy: Debating Acts Restricting Freedom of Speech During War* was recently published by Routledge. During war, national legislatures tend to enact laws that restrict freedom of speech. I argue that the degree of democratic legitimacy of laws that restrict freedom of speech during war depends on the extent of legislature deliberation on such laws. My book presents an alternative normative account of deliberative democracy that focuses on the deliberations of a national legislature. In it, I also delve into the details of congressional deliberation during World War I, World War II, and the Cold War.”

Robert Manson MPA writes, “Hi everyone. Hopefully you are all doing well at what is a challenging time the world over. I am based in Dublin, Ireland. Professionally I run a commercial real estate business in Dublin. In terms of public service I am very involved in Special Olympics. Our son George (11) is a double Special Olympian in golf and basketball. My company also supports the Dublin Simon Community providing homeless services throughout the city. Last year I was appointed by the Harvard Alumni Association as a director for Europe. We are creating a lot of virtual programming for the Harvard Clubs of Europe. It is great to see so many HKS alums throughout the HAA.”

Takashi Yoshinaka MPA writes, “Japan will change, with Prime Minister Yoshihide Suga on top of the Japanese government.

The premier’s top priority is regulatory reform. The reform is seriously taken among government officials and the people. It is Minister Taro Kono who is in charge. He has power and unprecedented popularity through his Twitter account with more than 2 million followers. He is tough and persistent, and even stubborn. New and surprisingly interesting things are happening right now. As his executive secretary, I am having an exciting life every day.”

2005

John Atilano MC/MPA, on July 8, 2020, assumed command of the New England District, U.S. Army Corps of Engineers. The New England District comprises a \$500 million annual program providing civil works, military construction, and interagency support to the states of Maine, New Hampshire, Vermont, Connecticut, Rhode Island, and Massachusetts.

Leonardo Beltran Rodriguez MPA/ID writes, “I wanted to share that I have the honor of being confirmed for a second period of three years to the Administrative Board of Sustainable Energy For All, an outstanding institution. I am advising the UN secretary-general to advance Sustainable Goal #7 and working with leaders in government, the private sector, and civil society to drive further, faster action toward the achievement of universal access to sustainable energy by 2030.”

Amil Bera MPP has launched Advaya Metamorph, a transformational coaching business. He helps ambitious people create ease, discover meaning in their lives, and connect with their inner wisdom. The rigors of modern life have left many disconnected from personal agency. Advaya Metamorph’s methodology revolves around seven paradigms that align with the human energy system, with the purpose of helping individuals “achieve a better experience of your life.” For more information, visit advaya.com.

Andrea McGrath MC/MPA joined the Beeck Center for Social Impact + Innovation at Georgetown University as a fellow in its Fair Finance team, working directly with leading practitioners and students who are striving to reimagine financial systems that work for all and help build intergenerational wealth in communities that have been historically excluded. Andrea also continues to lead her social impact strategy firm, amplified impact, and serves as a Lead Boston 2020 Fellow and an Innovation fellow with the Harvard iLab.

Matthew Scogin MPP is starting his second year as the 14th president of Hope College in Holland, Michigan. Matt

WIENER CONFERENCE CALLS



Deconstructing the 2020 U.S. Elections

“I do think there was good news in the election on a few fronts, and that was the avalanche of voters who came out. We haven’t seen anything like this since 1900. Many of those voters were young. Many of them were people of color. Lots and lots and lots of them were women. All three of those groups in our society are going to be more heavily represented in the years ahead.”

David Gergen

returned to Hope, his alma mater, last year after serving as chief administrative officer of the global financial services firm Perella Weinberg Partners in New York City. Hope College is a nationally ranked liberal arts college with around 3,000 undergraduate students.

Alexander Wagner PhD was promoted to full professor of finance at the University of Zurich this past September. His recent research has covered the financial market implications of COVID-19. He is also vice dean for continuing education and alumni.

2006 15TH REUNION

Lisa George MPP writes, “At the start of 2020 my family (husband **Paul MPA 2007** and 5-year-old son Benji) relocated to Singapore from Sydney, Australia. It’s been a challenging time to move

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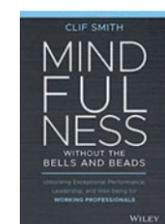
HKS PolicyCast

➤ PolicyCast goes bravely into tough discussions. Professor **Sandra Susan Smith** and Assistant Professor **Yanilda González** explore why ending us-vs.-them policing is an uphill battle.

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— Antonio Núñez Martin MC/MPA 2009



— Clifton Smith MC/MPA 2011

countries, but Singapore has been a great place to ride out the COVID-19 pandemic. I am continuing in my role as global head of the Macquarie Group Foundation, where I've worked for over 10 years. It's been wonderful to reconnect with several HKS classmates here in Singapore. We look forward to exploring the region once travel restarts!"

Yousaf Haroon HKSEE is now a certified board director registered with the Pakistan Institute of Corporate Governance (PICG).

Sanjay Inamdar MC/MPA writes, "In 2006, I founded Institute of Leadership at the oldest engineering college of India (*Bhau.org*). In 2010, with the full involvement and help of my son Hemchandra Inamdar, a social entrepreneurship initiative named Ignited Innovators of India (i2i) was started. The concept of i2i has reached over 200,000 students. Currently, I am the chairman of Student Start-up of India, which includes 10,000-plus colleges. This is a gigantic work. Nevertheless, I am exercising my leadership learning at HKS to make it as effective as possible. My thanks go to HKS faculty for unraveling my abilities and shaping my thoughts. C U all at Reunion."

2007

Khurshid Marwat MPA writes, "Since 2007, I have worked as an additional director in the Federal Investigations Agency, investigating white collar crimes, and subsequently as Pakistan's commercial council general in Afghanistan. Currently, I am working as joint secretary in the Federal Ministry of Education and look after professional and vocational training activities in the country. My wife, **Shahnaz Maqbool MPA**, is a joint secretary at the Economic Affairs Ministry. My elder son has graduated from LUMS this year and has started to work for Lucky Group as a management trainee officer, while the younger one is in the second year of his business bachelor's at LUMS."

2008

James Ahlers MPP joined Phoenix Children's Hospital (PCH) as assistant general counsel in July 2020. PCH is the sixth largest pediatric hospital in the United States and Arizona's only children's hospital recognized by *U.S. News & World Report's* Best Children's Hospitals. James is proud to be a part of the organization's mission and vision to provide the best health care for children and their families through a family-centered care model. James lives in Phoenix with his wife, Tiffany, and their two sons, Henry (12) and Liam (10).

Laura Rudert Rivas MPP writes, "My husband and I have been in Washington, D.C., since March 2020, evacuated from Côte d'Ivoire due to COVID-19. On September 30, we welcomed our daughter, Anara Lily Syed, to the world at GWU Hospital. We expect to return to Abidjan by the end of the year to resume our respective roles—I am the country director for MCC's \$525 million urban transport and skills development program. Farhan is USG interagency deputy coordinator for the President's Emergency Response for HIV/AIDS relief in Côte d'Ivoire. Please look us up if you are in D.C. or in West Africa—we'd love to see you!"

2009

Bruce Haupt MPP writes, "After seven years abroad (Oman for the last six), moving back to Houston, Texas. Looking forward to reconnecting and seeing classmates and friends more in the future! Otherwise, in the final year of my PhD program and can't wait for whatever is next."

Antonio Núñez Martin MC/MPA has just published a new book titled *The Leader Before Innovation*. Through the experiences and recommendations of more than a hundred bold CEOs who are already leading the transformation of their organizations, the book provides readers with the tools to successfully navigate this new normal and, from there, help them lead the future.

Michael Robinson NSF was an HKS national security fellow from 2008 to 2009. He currently oversees all high-risk travel and security for Microsoft data center employees globally.

2010

Bilgehan Caner MPA/ID and his wife, Arzu, are thrilled about the arrival of their first baby son, Tuna Caner, born on October 18, 2020.

Manisha Dookhony MC/MPA writes, "2020 was our Reunion year, but COVID-19 prevented us from traveling to Boston. Confined in Mauritius, I sang happy birthdays, participated in weddings, and celebrated Nobel Prizes and life events of my Harvard friends via conference calls. These past months have made us closer, even from far. In these challenging times, we supported one another. It made me realize the amazing strength of our community. Sending lots of love and care to all friends. I pray for your safety. May we all emerge stronger from these difficult times."

Jasmin Johnson Glaeser MPP, based out of Zurich, Switzerland, currently works as a public policy consultant in West Africa and Asia. She just returned from five months in Sierra Leone, where she worked on the COVID-19 response, and is currently working with the Ministry of Education in the Solomon Islands. She recently started an animal welfare NGO called Compassionate Paws International (*compassionatepaws.org*) to aid street animals in the countries she works in. She is currently in "lockdown" in Kuala Lumpur, Malaysia, but she's with (part of) family, so it's okay.

Aasim Saeed MPA leads the digital health office at Baylor Scott & White Health (BSWH)—the largest nonprofit health system in Texas. BSWH aspires to be a national leader in consumer-centric care, customer experience, and affordability, and is in the midst of a broad digital transformation to help achieve these goals. The flagship digital product from BSWH is the MyBSWHealth app (iOS + Android)—the highest rated and most adopted patient portal in the country. Any current students or alumni interested in digital health or agile product development are welcome to reach out to learn more!

2011 10TH REUNION

Eduardo Baeza MPA writes, "After working for the Spanish government, in mid-2017 I reverted to the private sector and moved with my family to Dallas, Texas, to become general manager of an ammunition company. It was a positive experience, both professionally and personally, as it was the first time that my family lived abroad. I really enjoyed the Texas lifestyle, people, weather, and food. In February 2020, we decided to move back to Spain where I now work in the renewable energies sector. I really look forward to our next class meeting and to catch up with all of you. Viva MPA '11!"

Jonathan Glassman MPP, after seven years at Apple, joined Google as a product manager last April. In this role, Jonathan is responsible for rebooting the payments experience for millions of SMB customers around the globe. He is living in the Bay Area, but remains hopeful that it may be possible to celebrate the 2011 10-year reunion in person. Fingers crossed!

Clifton Smith MC/MPA writes, "Over the last five years I've had the opportunity to create a global mindful leadership program impacting 60,000-plus people in my firm (EY) and our clients with an inspirational keynote and an eight-week mindfulness course. Earlier this year I was approached by Wiley and Son's Publishing about writing a book about my journey.

MARTHA STEWART

BEN DEFLORIO

Finding Her Community

Kesha Ram MC/MPA 2018

"SOMETIMES YOU THINK that being different is a liability when you're young—you want to fit in," says Kesha Ram MC/MPA 2018, who in November became the first woman of color elected to the Vermont State Senate.

Ram was raised in Los Angeles, where her parents—a Jewish American mother and an immigrant Hindu father—owned an Irish pub. She didn't always view this diversity as a plus. "Only when I moved to Vermont as a first-year student at the university [University of Vermont] did I start to gather strength from it," she says.

She was president of the student body at the University of Vermont and won a seat in Vermont's House of Representatives in 2008, the year she graduated. At the time, she was the youngest state legislator in the nation. In that role, Ram focused on issues including affordable home ownership, green job creation, education, criminal justice reform, and civil rights. She left after eight years to run for lieutenant governor, but lost. That experience, though, led her to Harvard Kennedy School, where she was a Sheila Johnson Fellow at the Center for Public Leadership. "I think it's really valuable to fail in a major or a public way—or both—before going back to school and seeking out what you don't know," Ram says of her loss. "You don't know what you don't know until you've tried to make a big difference."

Her time at the School was life-changing, and the support she received from CPL and her Johnson Fellows cohort invaluable. "The fellows offered me analysis, advice, and encouragement," she says. "You can never have too large a cheering section—and the Johnson Fellows and Sheila Johnson herself were a huge part of my early success and



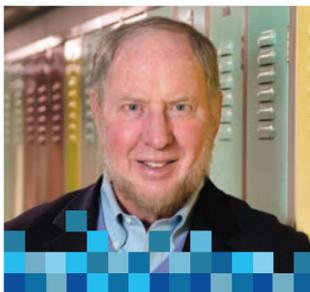
— "You don't know what you don't know until you've tried to make a big difference."

confidence in getting back into politics this year. When something shatters your mirror, it's hard to pick up the pieces. Should I have run for lieutenant governor? Should I have dropped out when there were more candidates than I expected? Did I serve others well? How do I separate the ego from what makes a difference? I couldn't do it on my own—I went to HKS to find out."

Ram says that women and people of color who run for office can face additional challenges.

"Sometimes you don't realize when you're in politics and public service that you're doing everything you can to show how much you love your country and your state and you don't always know if you're loved back," she says. "And I think that can be particularly true if you're a woman or a person of color, when you feel that love is conditional. You have to listen through the noise to the people who believe in you sometimes more than you believe in yourself."

WIENER
CONFERENCE
CALLS



How the United States
Can Come Together

“[Young people] have been taught by their experiences ... to be very cynical, that nothing matters: ‘You can’t do anything.’ And we want to say, we understand where you’re coming from. Boy do we understand exactly where you’re coming from, but don’t get misled by the period of American history you’ve lived through. It is possible to change the course of our history.”

Robert Putnam,
speaking with coauthor
Shaylyn Romney Garrett

I’m excited to announce the book is complete! *Mindfulness Without the Bells and Beads: Unlocking Exceptional Performance, Leadership, and Well-being for Working Professionals* strips away the bells, beads, and hyperbole associated with mindfulness, and explains how you can take your performance and leadership to the next level.”

Talaya Waller HKSEE recently published her first academic book, *Personal Brand Management: Marketing Human Value* (Springer Nature, 2020). By providing a research-based, theoretical framework, the book examines the concept of personal branding as it is applicable to individuals throughout all stages of career development as well as across industries and disciplines.

2012

Francisco Aguilar MPP writes, “Hello all! The company we launched from the Innovation Lab while at HKS, Bounce Imaging, continues to grow. We are increasingly equipping special operations units within DoD, have some research work ongoing with the Air Force, and were selected by Army xTechSearch for some work on thermal camera systems. We also continue to serve approximately 300 law enforcement and fire/rescue teams in the U.S. and internationally. In personal news my baby daughter, Graciela, can now retrieve toy sloths, rabbits, and rhinos on command in both English and Spanish, so that’s about as exciting as it gets. Please reach out to catch up!”

Nathan Dial MPP writes, “After the recent civil unrest around race, I wrote a three-article series about my race and military experiences for the *Air Force Times*. Subsequently, I co-wrote a fourth article about race issues in *Air Force Flying Squadrons* on how the Air Force fighter pilot archetype is a national security issue because it harms retention with women, minorities, and the LGBTQ community. The articles have received positive feedback and have circulated throughout the Air Force and Pentagon.”

Fei Fei MPP writes, “Since graduation, I’ve worked at McKinsey as a consultant, then joined Google to lead product marketing, then moved to Gartner as the managing vice president. I’ve recently given a TED Talk on the topic of resilience, something that we need even more to handle a global pandemic. TED Talk here: [youtube.com/watch?v=g-vpsFRKzXY](https://www.youtube.com/watch?v=g-vpsFRKzXY).”

Adam Heal MPA writes, “Jeanne and I are living in New Jersey along with Emma (now 8), Alex (5), and Oliver (2). I’m working for the United Nations on conflict prevention and peacebuilding in the Asia-Pacific. Most recently, I’ve been leading a project on the security impacts of climate change in the region. Jeanne is doing research at Rutgers University on infectious diseases. Hoping to be able to see some of you in 2021 if you pass through New York. Stay safe and well.”

Pietro Rabassi MPA writes, “Since summer 2020 we have been based in Brussels, where I work still in the energy sector in charge of Nord Pool’s business in continental Europe (the world’s first international electricity market) and now part of Euronext—the major European stock exchange group. My wife, Marguerite, works at NATO for the French government, where she meets lots of American colleagues—something that reminds her and us of our times in the U.S. Our almost 3-year-old daughter, Irene, and

1.5-year-old son, Paolo, are both doing very well, switching between French, German, and Italian—English still to come!”

Simar Singh MPP writes, “Since graduating from HKS, I’ve been working on complex humanitarian and human rights challenges in conflict-affected areas, including negotiating humanitarian access and accountability for crimes against children. I’m currently leading a global initiative to strengthen the resilience of refugees and would love to connect with other HKS alums working in this space! On a personal note, I got married in India just before COVID-19 shut the world down and was delighted to have many HKS friends in attendance, including Claudia Nunez-Sanudo MPP, Hely Olivares MPP, Caryn Morrow MPP, and Arjun Vasan MPP.”

2013

Stoica Popa MPP completed another two-year master’s at the University of Texas at Austin after graduating from Harvard, during which he was also a teaching assistant. In 2015, after spending eight years in the United States, Stoica returned to Romania. Since then, he has been active in the NGO sector, did business in the real estate sector, and did a PhD in history while again serving as a teaching assistant. In addition, after returning to Romania he published another three books, making a total of four so far, and was a public speaker at various events and conferences. In parallel, he continued to attend international trainings and seminars in various countries.

Sushma Raman MC/MPA published her first book, co-authored with Bill Schulz. *The Coming Good Society: Why New Realities Demand New Rights* was published by Harvard University Press and has been described by reviewers as “thought provoking,” an “essential read,” and “enjoyable.” You can find the book on Amazon.

Ami Jean Valdemoro MPP is currently based in Manila, Philippines. She recently launched The Moxy Gal, a training and coaching platform for mission-driven women. Inspired by Rosie the Riveter and women of the Greatest Generation, Ami’s mission at The Moxy Gal is to empower young women to step up and lead—as founders, directors, or intrapreneurs—so that they can stay productive and relevant, and thrive.

Guido Van Garderen MC/MPA taught a course on brand strategy during Lent semester at the London School of Economics and Political Science (LSE). Last year the course was nominated for an “Inspirational Teaching Award” and was

evaluated by students with a 4.7 out of 5. “Feel free to stop by LSE this spring, if you want a tour of the ‘European’ HKS ;-).”

2014

Jonathan Chang MC/MPA writes, “In light of the pandemic, I decided to focus on policy work by working closely with the governments of Singapore and Indonesia on a variety of issues covering innovation, entrepreneurship, social impact, and education. As of November, I joined Google to lead Google for Education’s digital transformation efforts in Indonesia—the world’s largest archipelago. With over 17,000 islands and 265 million people, success means close collaborations across public, private, and social sectors. Indonesia is part of Google’s Next Billion Users initiative. The pandemic has accelerated digital transformation for emerging markets in an unprecedented way.”

Miriam Chernoff MC/MPA writes, “Hi everyone! For fun, in 2016, I co-authored a self-published family story: *Sonny’s Story: How an Adventurous Dog Found a Home*. It’s available through the Harvard Bookstore and Amazon. After more than 20 years, I will be retiring as a statistician with the Center for Biostatistics in AIDS Research at HSPH after April 2021. Over this time, there has been tremendous progress in treating and preventing HIV/AIDS. I am looking forward to new adventures. Hopefully some travel, classes, and maybe even some writing. Maybe even reconnecting with the world of archaeology, my original passion. Hoping everyone is safe in these difficult COVID times.”

Charon Darris MC/MPA currently serves as the executive director of the Adams Street Foundation, a Brooklyn-based nonprofit that helps hundreds of students a year gain access to college.

Raffaele Mauro MPA is launching a new venture capital fund focused on space technology.

2015

Peter Krul MPP accepted the CEO position of the Slovak Ice Hockey Federation in July 2020. He has been looking for creative ways to increase the number of kids playing hockey, enhance the quality of the training process, and improve the overall levels of health and education of kids and youth in the country. “Definitely an interesting way to have a positive impact on society :-).”

Caroline Mauldin MPA recently launched The Southern Equity Collective (SEq) with three co-founders. SEq is a majority Black-owned, multiracial consultancy helping

companies, nonprofits, and individuals across the globe acknowledge and integrate anti-racism into their strategic operations and brands. The consultancy works with clients who are committed to the hard work of recognizing, understanding, and unlearning racist behaviors and policies. By internalizing anti-racism into every facet of their operations and narrative, SEq’s clients are setting themselves apart and emerging as stronger institutions.

2016 5TH REUNION

Jason Cain MC/MPA ran for North Carolina State legislature in November. “Will let you know how that turned out at our reunion!”

Shaniece Criss MC/MPA is an honoree for Women Vision SC. “As the nation marks the 100th anniversary of women gaining the right to vote, this one-hour special profiles 11 extraordinary women from South Carolina on SCETV.” Read more at [scetv.org/stories/local/2020/dr-shaniece-criss-women-vision-sc](https://www.scetv.org/stories/local/2020/dr-shaniece-criss-women-vision-sc).

John Gibbs MC/MPA, after three years of serving as a political appointee in the Trump administration, was appointed by President Trump as acting assistant secretary for community planning and development at HUD, where he most recently led the successful and rapid deployment of \$9 billion in CARES Act coronavirus funds for HUD. These efforts put critical economic development and homelessness response funds into the hands of communities around the nation to help them respond to the pandemic. More recently, John was nominated by President Trump to be director of the Office of Personnel Management, the HR wing of the federal government.

Ella Yisraela Goren Gratzyani MC/MPA joined the management of Gilead Sciences Israel as director of government and public affairs.

Chowdhury Maroof Mohsin MC/MPA writes, “Upon my return from Harvard in 2017, I have been teaching at North South University Dhaka as an adjunct lecturer of political science and thoroughly enjoying it!”

Theodora Skeadas MPP writes, “In my role as executive director of Cambridge Local First, a nonprofit network of nearly 500 locally owned and independent businesses in Cambridge, I have been working around the clock since March to support our city’s local businesses. Our mission is to support, promote, and celebrate a ‘local economy community’ by educating the public and government about the significant environmental, economic, and cultural benefits of a strong local economy. We are

part of a national network of independent business alliances, and this has been an incredible, albeit challenging, journey in the local economies ecosystem!”

Alyce Su HKSEE has been nominated for one of the Woman of Influence Awards 2020 by the American Chamber of Commerce in Hong Kong. Now in their 17th year, the awards showcase the talents and contributions of women throughout the community. The awards are prized, having gained traction and reputation over the past 17 years, and the competition is fierce.

Natalie Unterstell MC/MPA is currently serving as director of Talanoa Think Tank, a policy think-and-do tank, where she is focused on the transition to a low-carbon and resilient economy. Since graduation, Natalie co-founded Agora! and became a leader of RAPS and RenovaBR, all civic movements dedicated to thought leadership and enhancement of democracy in Brazil. She also participated in the largest female expedition to Antarctica in 2019, as part of the Homeward Bound project from Australia.

2017

Kevin Barnard MC/MPA writes, “Megan Issac MC/MPA and I recently completed a nine-month deployment on board USS *Abraham Lincoln*, setting the record for the longest deployment ever for a nuclear-powered aircraft carrier! There was no shortage of geopolitical events during our time at sea: attacks against merchant shipping in the Strait of Hormuz, explosions at the Saudi oil facilities, Taiwan’s presidential election, and growing riots in Hong Kong. While our jobs are very different (Megan is a public affairs officer and I am an intelligence officer), we frequently commented on how valuable our HKS experience was in making us better naval officers.”

Abdirahman Ismail Isse MC/MPA writes, “After graduation, I have returned to continue my humanitarian career with the International Committee of the Red Cross (ICRC). After a brief mission in northern Yemen, I have been posted in Baghdad as deputy head of the ICRC delegation for Iraq, where I have been managing the implementation of humanitarian activities across 10 offices. In May 2020, I returned to Yemen. Currently, I am the head of mission of the ICRC for southern Yemen, where I am managing—among other activities—the Red Cross response to the COVID-19 pandemic by setting up a COVID-19 treatment center in the city of Aden, catering for the entire south of Yemen.”



HKS PolicyCast

PolicyCast pulls history into the present. Professor Alex Keyssar examines the Electoral College’s racist past and why it matters today.

[ken.sc/policycast](https://www.kennedy.harvard.edu/policycast)



Talaya Waller
HKSEE 2011



Sushma Raman
MC/MPA 2013



Miriam Chernoff
MC/MPA 2014

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hks.harvard.edu/alumni directory

MARTHA STEWART

2018

Matthew Fecteau MC/MPA was awarded the Meritorious Service Medal on August 11, 2020, while serving with the U.S. Army Intelligence & Security Command in the greater Middle East. When receiving the award, Matthew remarked, “I want to dedicate this award to my aunt, Christine ‘Teen’ Pappas. This has been a difficult year for her due to her medical condition. She is my best friend, hero, and my moral compass.”

Marco Midence MPA writes, “During 2018 I became the first minister of presidential priorities and public innovation in my country, having the responsibility of leading all the public policy initiatives in Honduras. In May 2020, I was appointed the e-government minister of Honduras, responsible for creating a digital agenda in my nation. Furthermore, in August I was sworn in as the new and youngest minister of finance in the history of Honduras. My first assignment was to draft a budget proposal that would meet the needs of all the public institutions during this COVID-19 pandemic. I also implemented a comprehensive economic reactivation plan to save jobs.”

Brian Monahan MC/MPA writes, “I have been working from home as an attorney and policy analyst during the pandemic while homeschooling my two daughters, Keira (6) and Maddie (4). My wife, Rhonda, and I continue to live in Lexington, Massachusetts, and look forward to attending more Harvard alumni events following the pandemic. I continue to wait for a new kidney transplant and am grateful for more time with my family. Stay safe everyone!”

Mercy Odongo MC/MPA is exercising leadership as a counselor at the Kenya Consulate in Dubai, United Arab Emirates. In 2018, she was one of 200 young leaders selected from 44 countries for the inaugural class of the Obama Foundation for Emerging Leaders Africa. Mercy has been a member of the Global Diplomatic Forum Youth Working Group since 2018. She is also the founder and chief curator of the Adaptive Leadership Foundation. In collaboration with HKS Executive Education, she has worked as a coach in transforming leadership for 21st century Africa. Since 2018 the program has trained over 140 emerging leaders from across Africa on the topic of Adaptive Leadership for Africa: Chaos, Complexity, and Courage.

Paul Orajiaka MPA writes, “I am currently running for the governorship of Anambra State in Nigeria under the All Progressives Congress (APC) Party. The elections are due in November

2021, and since graduation from HKS in 2018, I have made consultation with my family and my Ihiala local government political class, and have gotten numerous endorsements from notable political figures within Anambra State. Anambra State is at the heart of south-eastern Nigeria, and getting the right leadership that will propel value-based leadership for such a key state is at the core of my reason for running in the gubernatorial race.”

Rohan Parakh MPA/ID writes, “After graduation, I joined IDinsight, a data advisory firm started by HKS alumni, where I led product and innovations for Data on Demand. I managed national surveys for the NITI Aayog, led product strategy for data systems, and established partnerships with academia and governments. My training in econometrics by Dan Levy was extremely handy in solving tricky experimental design and data analysis issues. Six months ago, I switched gears to tech-for-development by joining Wadhvani AI. Here, I build AI products for the next 5 billion, and regularly draw on lessons taught by David Eaves and Stephen Goldsmith on using technology for public good.”

Naresh Perinpanayagam MC/MPA continues to work in the office of the UN secretary-general, former Portuguese Prime Minister Antonio Guterres. In 2019 Naresh passed the New York bar exam (a 2-day, 12-hour exam), and in 2020 was admitted as an attorney in New York. He says “The best part of the bar exam process was studying constitutional law at Harvard, especially Professor King’s class on Congress and lawmaking.”

Joshua Polacheck MC/MPA writes, “After my father’s death, in November 2019, I focused my energy on protecting American democracy and trying to rebuild it better. In the summer of 2020, I took over as the executive director of the Pima County (Tucson) Democratic Party with the goal of delivering the winning margin in the tipping-point state of Arizona. Beyond winning in 2020, I want my legacy to be building genuine connections for my party to all the diverse communities in southern Arizona.”

2019

Lucien Charland MPP writes, “I launched a company teaching Python computer coding for data analysis: Code From Zero. Students and early professionals across

the U.S. are giving super positive feedback! Please check us out at codefromzero.com and share our site with anyone you think may be interested. Promo code HKSVIP will get you 20 percent off the Practical Python course at sign-up!”

Ilusion Farias MC/MPA writes, “I joined an organization in the Philippines, HOPE. I oversee all the nonprofit community programs in my capacity as managing director of Friends of Hope, a nonprofit that invests in education, environment, and agriculture initiatives. Our newest initiative is the Plastic Credit Exchange, a nonprofit organization that partners with sustainability-conscious businesses around the globe to responsibly offset their plastic footprint, and reduce the flow of plastic waste into our landfills and oceans. I serve as impact director. Our flagship program is a waste-to-cash program, to provide women with dignified work.”

Anoor Maherali MC/MPA, inspired by the Advanced Workshop in Multiparty Negotiation and Conflict Resolution, launched Venn Mediation LLC in New York City. Venn is a full-service mediation provider, handling divorce and family disputes, commercial, and workplace dispute resolution. From disputes that are in their initial stages to those already in the legal process, Venn assists their clients to find settlement terms and deals that work for them. The company writes regularly about conflict resolution, has an active social media following, and has been published on mediate.com and by the Federal Bar Association. Visit it at vennmediation.com.

Stefan Norgaard MPP is now a PhD student in urban planning at Columbia University (degree expected 2024). He is interested in good urban governance and participatory democratic practice and, in particular, how cities’ public/private arrangements affect equitable development outcomes. Stefan’s empirical and written work engages urban and planning theory and mixed-methods research focused on South Africa and the U.S.-Mexico border region. Stefan is now living in Manhattan’s Morningside Heights with his fiancée, Bianca Chavez, who is studying at Columbia Law School.

David Richter MC/MPA won the Republican primary with 61 percent of the vote to represent New Jersey’s Third Congressional District in the U.S. House of Representatives. [Editor’s note: David lost to freshman Congressman Andy Kim in the general election in November.]

María Soledad Rueda García MC/MPA writes, “Deeply transformative, following the advice I went back quietly, reminding myself to stay graceful, grateful, and

trustworthy. Days at HKS were a gift, a lifetime gift. After graduation, I traveled to the Democratic Republic of the Congo (DRC), returning to my work with the International Committee of the Red Cross (ICRC), this time as Ebola & COVID-19 coordinator. Now I am writing from Ethiopia where I am starting a new mission-life chapter, working as ICRC head of operations. Here, I keep seeing the silver linings amidst COVID-19 and other crises, asking more questions and reflecting on how to build more sustainable, solidary, and equitable societies.”

Friederike Strub MPP, a year after graduation, is putting her HKS experience into practice working at an international development consulting firm on projects that promote women’s economic empowerment in Rwanda, Kenya, Central Asia, and other countries. She is also a consultant for the World Bank’s Women, Business and the Law project, where she analyzes the legal framework for working women across the world. The combination of deep policy analysis with hands-on practice orientation of the MPP are key skills for her in both roles, and her PAE on women’s economic empowerment now serves as an important foundation for her work championing gender equality.

Andy Swab MPP is a management consultant based out of Washington, D.C., where he works on cybersecurity and risk management projects for the U.S. government. He currently splits his time between D.C. and New Hampshire.

2020

Diksha Bijlani MPP writes, “Regardless of my incessant rant about it all of spring, the PAE proved to be one of the most meaningful uses of my time at HKS. My PAE was on solar lighting adoption in off-grid Ethiopia, with the World Bank as client, and after graduation I got asked to support its implementation. So I am currently working with the World Bank, witnessing my PAE come to life, and also supporting the scaling of similar work I did in Ethiopia to other sub-Saharan African countries. And even though I am new at the job itself, I can already take ownership of this project (and call it ‘my baby’) because thanks to HKS I’ve been working (long nights) on it for a year!”

Tahsin Mashroof Hossain MPA writes, “I went back to Bangladesh, joined my previous workplace, and am currently working as the deputy director (academic) of Police Staff College, the apex training institution of Bangladesh Police. I am trying to instill what I have learned at HKS in my organization and help the Bangladeshi law enforcement agencies to cultivate the idea of research-based policymaking. I

have also got a PhD offer from Johns Hopkins University, which I deferred and plan to join in next fall.”

Yinan Li MPP writes, “Post-graduation, I joined as the chief of staff to the CTO at REX Homes, a tech-enabled residential real estate startup in Silicon Valley. My responsibilities range from product development, product management, corporate and IP strategies, and many other initiatives with different teams across the company. Working with engineers, sales, and many others with specializations I’m not familiar with on a daily basis reminds me how grateful I am for my learnings at HKS, especially those from soft skills classes, including negotiation and leadership. They enabled me to more effectively communicate with and learn from my colleagues and get my ideas across.”

Aldo Martinez MC/MPA co-founded Lumiere Health International, Inc., an international non-governmental organization focused on health care and legal assistance to forced migrants, asylum seekers, refugees, and other underrepresented minorities in the USA and abroad. The organization’s mission is to address long-term determinants of health, lower health care costs, and provide legal representation by conducting evidence-based psychosocial assessments to build compelling legal defenses. Through their strategic partnerships, Lumiere Health International contributes to an approximately 90 percent-plus success rate for court decisions in favor of their clients (e.g., immigrations or asylum status granted, decreased severity of convictions).

Amanda Patarino MPP moved to Denver last March and began working as an associate at McKinsey & Company in September.

Naomi Senbet MPA writes, “After nearly a decade away, I’m excited to share that I’ve moved back to my hometown of Washington, D.C.! Additionally, since graduation, I joined Guidehouse as a managing consultant in our state and local government advisory practice, where I’m honored to solve challenging problems and build trust in society. The paradigm shift known as the COVID-19 pandemic has only reinforced my ardent belief in the critical role of well-functioning governing bodies for enabling long-term prosperity for all. In that vein, we are approaching an inflection point in the valiant march toward D.C. statehood. Support our campaign for representation! Our hashtag is #51stState.”



HKS PolicyCast

➤ PolicyCast takes original approaches to issues. Professors **Mathias Risse** and **Jacqueline Bhabha** explore why human rights matter even during a pandemic.

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FLEXIBLE GIFTS CHANGE LIVES

The HKS Fund, dedicated to providing unrestricted and financial aid resources, has been a lifeline for students during the pandemic.



Zakhona Mvelase MC/MPA 2021

ZAKHONA MVELASE MC/MPA 2021 came to HKS to improve her ability to address official malfeasance in South Africa and beyond. A forensic auditor at the South African National Treasury, she says, “Having worked in anti-corruption for the past decade, you soon realize that corruption is a wicked hard problem. Everyone sees it and pledges their commitment to fight it with the best of intentions—but still, it persists. I wanted to understand what we were missing. Coming to HKS gave me an opportunity to broaden my lens and learn from others who had been successful, what made them successful.”

She says that as a public servant, she did not have the opportunity for her employer to pay for her schooling abroad, so she would not have been able to attend HKS without the support of donors to Harvard Kennedy School, including alumni and friends who give to the HKS Fund. Her exceptional academic ability and professional distinction helped her to receive a Kennedy Fellowship, which covers her full

—
“Young girls in my township look at me and say, ‘Harvard is no longer just a school in the movies—someone we know, someone who looks like us, who came from the very same background as us, went to Harvard.’”

ZAKHONA MVELASE

tuition. Mvelase is also part of the Mason Program, which provides additional opportunities for her to connect with students from developing economies.

“I’ve been exposed to students from Africa and around the world who, in one way or another, have worked in the anti-corruption space and who have the same aspirations as me,” she says. “We are able to learn from each other and build a coalition, so we can help each other be successful once the year is over.”

Mvelase never imagined she would attend HKS online—but she says she and her peers are looking on the bright side. “We’ve already made lemonade out of this time, and virtually

forged some pretty intimate relations with each other as a cohort—not to mention the ideas we’ve toyed with to make this year as meaningful as can be,” she says.

Students like Mvelase are the reason the HKS Fund exists. This annual fund, which is dedicated to providing unrestricted and financial aid resources,

assists students not only with tuition but also with learning resources, including case studies and technology—something especially important during the pandemic as students study and take classes remotely.

Caitlin Santacroce, director of the HKS Fund, says the flexible nature of this annual fund has helped the School to pivot rapidly to address the pandemic. “The HKS Fund is a crucial resource that Dean Elmendorf can deploy quickly to address emerging needs,” she says. “This flexibility is critical to the School’s ability to offer students additional resources, such as hardship grants or funding to fill in the gaps for those whose external grants fell through as a result of COVID-19.”

For Mvelase, the benefits of her financial aid extend far beyond her. She says, “Young girls in my township look at me and say, ‘Harvard is no longer just a school in the movies—someone we know, someone who looks like us, who came from the very same background as us, went to Harvard.’ The financial aid not only helped me fulfill my dreams, but it solidified the other dream I had, to show girls that if I could go to Harvard, they could have the same story.”

IMAGES COURTESY OF ZAKHONA MVELASE

GIFTS AT WORK

—
Gifts of all sizes combine to have an outsized impact on students.

MUCH OF THE KENNEDY SCHOOL’S INCOME is restricted to specific areas, making unrestricted giving a very powerful source of funding—especially during the pandemic, when many students are seeing increased financial need.

More than half of Harvard Kennedy School’s operating budget is derived from philanthropy, and most of those dollars are restricted to foundational activities. Having the flexibility to respond to new challenges as they arise—challenges like the pandemic—is crucial. That’s where the HKS Fund comes in: to fill urgent needs and spur innovation by students and faculty.

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OVER THE PAST MONTHS, the School has made huge strides in adapting to the new environment, guided by the University's campaign to Keep Harvard Healthy. And with the new year came hope for new beginnings, including preparations for a gradual reopening of campus. In early January, staff from HKS and the University, including Belfer Center Fellow Flavia Chen, put all the planning and modifications to the test during a practice day.

PHOTO BY MARTHA STEWART





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